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ANNEX VI

of the Commission Implementing Decision on the financing of the multiannual action plan in favour of Asia-Pacific region for 2023-2024 for migration, forced displacement and mobility

Action Document for “Supporting a Talent Partnership with Pakistan”

ANNUAL PROGRAMME

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

1 SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	Supporting a Talent Partnership with Pakistan OPSYS number: ACT-62227 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	No
3. Zone benefiting from the action	The action shall be carried out in South Asia, Pakistan (national).
4. Programming document	Regional Multiannual Indicative Programme - 2021-2027 - Asia and the Pacific (RIP)
5. Link with relevant MIP(s) objectives / expected results	<p>The action contributes to the Regional Multiannual Indicative Programme for Asia and the Pacific - 2021-2027.</p> <p>Priority Area 3 –Migration, Forced Displacement and Mobility.</p> <p>Under Priority Area 3, the action is relevant to:</p> <p>Specific Objective 2: Contribute to strengthening migration governance and management, to enable orderly, safe, regular and responsible migration and mobility of people.</p> <ul style="list-style-type: none">• ER 2.1: Cooperation, policy dialogue and development, engagement at international, national and regional level with private and public stakeholders in the field of migration and mobility are enhanced.• ER 2.4: Human mobility, including labour migration and climate-induced migration, takes place in a more regular and safe manner. <p>Specific Objective 3 - Encourage relevant exchange between origin, transit, destination and/or host countries to increase cooperation and improve management of</p>

	migration and/or forced displacement challenges, as well as to expand their cooperation with the EU on migration, forced displacement and mobility. <ul style="list-style-type: none">ER 3.1: Capacities of partner countries to cooperate on and address migration and/or forced displacement challenges, and gradually build ownership of migration related processes identified and agreed in migration partnerships with the EU, are reinforced.ER 3.2: Partner countries’ cooperation with the EU on migration, forced displacement and mobility is enhanced. This may include the development of Talent Partnerships.			
PRIORITY AREAS AND SECTOR INFORMATION				
6. Priority Area(s), sectors	OECD DAC code 108 – Facilitation of orderly, safe, regular, and responsible migration and mobility			
7. Sustainable Development Goals (SDGs) ¹	Main SDG: 10.7 Facilitate orderly, safe, regular, and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies. Other significant SDGs: SDG 1- No Poverty; SDG 5- Gender Equality; SDG 8- Decent Work and Economic Growth; SDG 10- Reduced Inequalities; SDG 16. Promoting peaceful and inclusive societies, providing access to justice for all, and building effective, accountable, and inclusive institutions at all levels. Target 16.b: Promote and enforce non-discriminatory laws and policies for sustainable development.			
8 a) DAC code(s) ²	DAC 15190 – migration –100%			
8 b) Main Delivery Channel ³	40000 Multilateral Organisation			
9. Targets ⁴	<input checked="" type="checkbox"/> Migration <input type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input checked="" type="checkbox"/> Education <input type="checkbox"/> Human Rights, Democracy and Governance			
10. Markers ⁵	General policy objective @	Not targeted	Significant objective	Principal objective

¹ Relevant SDGs can be identified with the [SDG Mapper](#), an electronic support tool for intervention managers.

² DAC sectors (codes and descriptions) are indicated in the second and fourth columns of the tab 'purpose codes' in the following document: <https://www.oecd.org/dac/financing-sustainable-development/development-finance-standards/dacandcrscodelists.htm>. (Make sure to not enter voluntary codes from the third column as these are not available in OPSYS).

³ Channels are indicated in the second and fifth columns of the tab 'Channel codes' in the following document: <https://www.oecd.org/dac/financing-sustainable-development/development-finance-standards/dacandcrscodelists.htm>. Please do not use codes 10000, 90000, [others]... not available in OPSYS.

⁴ Actual contribution to targets will be confirmed ex-post based on a standardised methodology.

⁵ For guidance, see <https://www.oecd.org/development/financing-sustainable-development/development-finance-standards/> (go to "Data collection and resources for reporters", select Addendum 2, annexes 18 (policy) and 19 (Rio) of the reporting directive). If an action is marked in the DAC form as contributing to one of the general policy objectives or to RIO principles as a principal objective or a significant objective, then this should be reflected in the logframe matrix (in the results chain and/or indicators).

(from DAC form)	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"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input checked="" type="checkbox"/>	<input 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"/>
	11. Internal markers⁶ and Tags⁷:	Policy objectives	Not targeted	Significant objective
Digitalisation @		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services		YES <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	NO <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Connectivity @		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
transport people2people energy digital connectivity		YES <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	NO <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Migration@ ⁸		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Reduction of Inequalities @		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

⁶The internal markers have been created to report on the implementation of the Commission's own policy priorities in areas where no DAC reporting tool is available. For the sake of consistency and comparability, the methodology is equivalent to the DAC markers, with three possible tagging positions (main target, significant target, not targeted)

⁷ Methodology for additional tagging providing granularity on internal markers is under development. When a marker is Significant or Principal Objective, please also choose the relevant yes/no tag.

⁸Guidance note available in [ARES](#).

	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
12. Amounts concerned⁹	Budget line(s) (article, item): 14.020131 (NDICI South and East Asia) Total estimated cost: EUR 3 000 000 Total amount of EU budget contribution EUR 3 000 0000 The contribution is for an amount of EUR 3 000 000 from the general budget of the European Union for 2024, subject to the availability of appropriations for the respective financial year following the adoption of the relevant annual budget, or as provided for in the system of provisional twelfths.			
MANAGEMENT AND IMPLEMENTATION				
13. Type of financing¹⁰	Indirect management with an entrusted entity(ies). The entity(ies) to be selected in accordance with the criteria set out in section 4.3.1			

1.2 Summary of the Action

The EU promotes conditions for facilitating, as appropriate, legal migration and well-managed mobility, while respecting competences of the Member States, maximising the development impact of regular migration¹¹. Developing legal pathways to the EU and cooperation with key partner countries on legal migration is also one of the pillars of the EU Pact on Migration and Asylum¹², which announced the development of Talent Partnerships as one of the key implementation tools of the EU external policy on migration. It is also a priority of the European Year of Skills, as part of which an initiative on the recognition of qualifications of third country nationals will be adopted in 2023. In line with this approach, the action will foster legal migration and mobility between Pakistan and the European Union, to the benefit of the former through supporting development of the Talent Partnership with Pakistan which was launched in November 2022.

Against this background, and in order to take the agreed main components forward, the action will contribute to improving the governance of labour migration and the protection of migrant workers by supporting the development and implementation of coherent and comprehensive policy frameworks guided by relevant human rights and labour standards. These are essential for fair and effective labour migration governance and decent work. In addition, it will contribute to preparing, putting in place or expanding legal migration and mobility schemes from Pakistan towards interested EU Member State(s), including by strengthening the capacity of would-be migrants from Pakistan to find and obtain, based on their skills and talents, well remunerated job opportunities abroad. It will also seek to deepen dialogue and cooperation between EU MS and Pakistan on skills development, for the mutual benefit of the EU and Pakistani labour market. Final beneficiaries of the action will be Pakistanis of working age, interested in seeking job opportunities in the EU, although it may also benefit Pakistanis seeking jobs in other destination countries or in Pakistan itself.

The action will strengthen labour migration governance and facilitate mobility through capacity building of institutions, migrant workers, as well as other relevant stakeholders. It will also provide comprehensive institutional capacity development at national/provincial levels to strengthen labour migration governance and coherence between labour migration and other policies (emigration, reintegration, education, etc.). In addition, the action will strengthen the capacity of the concerned authorities of identified sectors with potential for employment creation as well as put in place measures to match jobseekers' skills with employment opportunities.

- The action will cover a wide spectrum of activities needed to implement mobility schemes, including capacity building support to strengthen Pakistani's labour migration governance and prepare for mobility schemes, pre-

⁹ This section should be in line with the indicative budget in section 4.5 (e.g. the amount of the third-party contribution as co-financing of grants should not be specified)

¹⁰ Art. 27 NDICI – Global Europe.

¹¹ Annex II, 3.g), NDICI-Global Europe

¹² https://home-affairs.ec.europa.eu/policies/migration-and-asylum/new-pact-migration-and-asylum_en

departure and integration programmes for migrant workers, including also reintegration programmes once migrants return to their country of origin. Furthermore, the action will support policy dialogue at the macro level and strengthen the nexus between political and development cooperation between the EU and Pakistan. This will entail events, conferences, studies, exchange platforms to support migration sector dialogue leading to policy reforms and engagement with government and private sector. The Action will facilitate the exchange of curricula and standards to ensure that the trainings provided are up to the level required in interested Member States. It will include activities to build an understanding of the Pakistani qualification framework in key areas of relevance for the Talent Partnership. It will also facilitate exchanges aimed at establishing modalities for the certification of skills and qualifications and provide concrete support as regards certifications (e.g. carrying out qualification or skills testing according to Member States' or private employers' standards). It also includes assistance in ensuring fair recruitment procedures, if needed, including carrying out interviews, as well as assistance with language courses and master trainer preparation. The present Action will closely coordinate with the TVET IV programme of the EU on training activities for prospective migrants.

Finally, through the preparation and set-up of mobility schemes, the action aims to train, equip and match potential migrant workers from Pakistan with suitable posts in the EU labour market.

Labour mobility schemes are an integral part of the Talent Partnership between Pakistan and the EU (and interested EU Member States). Such mobility schemes will be based on the 'triple-win' concept for mobility schemes.

The action will contribute to the achievement of the Sustainable Development Goals (SDG) of the Agenda 2030, and in particular of 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". The action will also contribute to SDG 8 "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all", especially target 8.6, which demands to "substantially reduce 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". It will further address Goal 16. Promoting peaceful and inclusive societies, providing access to justice for all, and building effective, accountable, and inclusive institutions at all level, Target 16.b: Promote and enforce non discriminatory laws and policies for sustainable development. In line with a Team Europe approach, activities will be designed and implemented, where possible, in coordination with EU MS and their respective public/private sector institutions.

From a gender perspective, Article 7 of the Paris Agreement states that adaptation action should follow a country-driven, gender-responsive, participatory and fully transparent approach, taking into consideration groups in vulnerable situations, communities and ecosystems. Additionally, Article 11 recommends that capacity-building should be guided by lessons learned, and should be an effective, iterative process that is participatory, cross-cutting and gender-responsive

2 RATIONALE

2.1 Context

Pakistan has a rapidly growing population of over 238 million¹³ with a labour force amounting to 65.5 million, making it the ninth largest country by available human workforce. Among South Asian countries, Pakistan has had the lowest female labour force participation rate. According to the Government of Pakistan's Labour Force Survey 2017-18, the male labour force participation rate is 68 per cent, while the female labour force participation rate is only 20.1 per cent. The overall unemployment rate for men is 5.1 per cent and 8.3 per cent for women. Gaps in education, literacy, and school enrolment between men and women are some of the reasons cited for these differences. The number of jobseekers far exceeds employment opportunities, and, in this regard, Pakistan has been providing labour force to different parts of the world. Between 1971 and 2022, more than 12.5 million Pakistanis were registered through the Bureau of Emigration and Overseas Employment (BE&OE) for emigration.

¹³ The current population of Pakistan is 238,754,358 based on projections of the latest United Nations data. <https://worldpopulationreview.com/countries/pakistan-population> (February 2023). The UN estimates the July 1, 2023 population is to reach at 240,485,658

For Pakistani households and the overall country labour emigration represents a key tool to fight against poverty and promote development, financial stability and economic growth: in 2022 the level of remittances sent back home by Pakistani migrants amounted to USD 29 billion, equivalent to 7.7% of the country's GDP¹⁴.

Pakistani labour force is most concentrated in Gulf Cooperation Council (GCC) countries (95%) Saudi Arabia, United Arab Emirates, Oman, Bahrain, and Qatar. However, recent research indicates the EU is becoming one of the most desired destinations regardless of the education level of potential migrants. Furthermore, many returnees who migrated in the past (mostly to GCC) do not want to re-emigrate to the Gulf and prefer to migrate to the EU, Canada, and United States of America.

Pakistani workers find employment abroad through two main channels: formal licensed agents known as Overseas Employment Promoters (OEPs) and other informal channels such as friends and relatives who are generally migrant workers and can arrange the employment of subsequent workers. Among employments arranged through formal channels, an overwhelming majority is facilitated by BE&OE through OEPs and a negligible proportion by the Overseas Employment Corporation (OEC) that is responsible for fulfilling any demand received by the Pakistani government from foreign governments.¹⁵ In order to streamline employment abroad and minimize the role of intermediaries, OEC has created a job portal linking Pakistani job seekers and foreign and local job providers¹⁶. Foreign jobs are also published on the BE&OE's website, facilitating intending emigrants finding jobs abroad.¹⁷ BE&OE aims to expand its on-line portal to foreign employers and facilitate them in registration and recruitment as well as to link the BE&OE job portal with relevant ministries of destination countries.¹⁸ In addition to the public sector supported labour migration, labour migration from Pakistan is also significantly driven by the private sector through OEPs; approximately 60% of all employment abroad is arranged through OEPs. Therefore private formal and informal channels continue to be the main mobilizers.¹⁹

Major drivers for legal and irregular migration have been the lack of jobs and work opportunities in the domestic labour market and the security situation. These conditions are also reflected in the draft National Emigration and Welfare Policy for Overseas Pakistanis, emphasising the need for greater skills training opportunities and development of a more skilled workforce compatible with international labour market demands. Gender equality in Pakistan remains particularly weak on economic participation and opportunity, educational attainment, and health and survival. The main pull factors towards Europe are availability of jobs, possible EU citizenship, availability of investment and business opportunities, and presence of friends and family. Social networks in Pakistan and abroad, as well as migration agents (smugglers or "travel agents") are considered important facilitators of the migration process. The main reasons for choosing irregular migration are that it is perceived by potential migrants to be cheaper, more common and a quicker mode of migration to reach Europe.²⁰ Irregular migration from Pakistan has risen over the years, with flows primarily directed to the GCC and EU. In line with this, Pakistan has been continuously ranked among the top five countries of origin for irregular migrants arriving at EU borders over the past decade.²¹ Between 2017 and 2020, about 21,405 Pakistanis have been detected entering the European Union through irregular means, averaging at 5% of the total share of irregular entries in 2017 to about 2% of the total share in 2020. Local stakeholders in Pakistan noted that since there are not so many jobs advertised by OEPs, potential migrants often resort to illicit agents, less concerned with the issue of "regularity" or "legality" of the journey or process.

Furthermore, slow economic and high demographic growth have been important driving forces behind emigration. In Pakistan, only around 20% of the population complete secondary school²², with high gender disparity; a very small percentage of the population acquires employable skills. Educational attainment remains a concern with female literacy rate as low as 51.8%. Women in Pakistan are not equally participating in societal development.

Pakistan lags behind on global gender equality: it is ranked third to last in the latest Global Gender Gap Index (2021) at 153/156. While Pakistan relies greatly on its labour exports for remittances and employment, the country has struggled to diversify the skill level of labour going abroad for work. Most workers are male and low-skilled,

¹⁴ <https://www.knomad.org/data/remittances>

¹⁵ In 2021, OEC arranged employment for only 0.5% of all workers who left the country.

¹⁶ Both foreign and local employers can register, post their jobs, and browse the database. The women and men qualified, skilled workers can also review employment and apply to overseas positions, and employers can interview shortlisted candidates over skype and hire one

¹⁷ www.beoe.gov.pk/foreign-jobs

¹⁸ E.g., Saudi Arabia, UAE, and Qatar

¹⁹ In the year 2022 till November, 762,767 have obtained foreign jobs through BE&OE whereas 2405 through OEC. <https://beoe.gov.pk/files/statistics/2022/occupation.pdf>

²⁰ Irregular migration dynamics from Pakistan and the role of information campaigns, PARIM Final Report (ICMPD)

²¹ These include the Pakistan-Iran-Oman-UAE route, the Pakistan-Iran-Turkey-Greece, Pakistan-Central Asian Republics-Europe route

²² 2018, UNDP

with occupations primarily in the transport (drivers, mechanics) and construction (masons, carpenters, plumbers, steel fixers and electricians) industries. Migration of skilled, semi-skilled and low-skilled workers has been easing the labour market situation in Pakistan, although migrant workers are overwhelmingly men. Female labour migrants, which constitute less than 1 per cent of total emigration, mainly emigrate to work in the health sector, finance sector, cosmetology, and fashion design; this is attributed to sociocultural values, in addition to government regulations regarding female emigration stipulating age limitations. Women in Pakistan face a series of economic and social challenges to access the labour market, including opportunities to migrate for work in conditions of safety and fairness. At 21.9 per cent, Pakistan has one of the lowest female labour force participation rates in South Asia (ILOSTAT, 2019). In addition, 75 per cent of women in the workforce have no formal education and only about 25 per cent of Pakistani women who have a university degree work outside the home.

Pakistan is an active member of several regional processes²³ dealing with migration, including the Abu Dhabi Dialogue²⁴ and Budapest Process²⁵ that facilitates dialogue on migration stretching from Europe to the Silk Routes region. BE&OE also actively works to explore job opportunities for Pakistani workers in non-traditional countries. In this regard, a comprehensive diversification strategy has been developed for top five priority countries i.e., Saudi Arabia, UAE, Malaysia, Qatar, and Oman along with other five potential/non-traditional countries such as Kuwait, South Korea, Japan, Germany, and China to promote the export of manpower to these countries.²⁶

Pakistan has signed and ratified several international legal instruments/conventions that govern labour, protection of migrant workers and prevention of trafficking of women and children: Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), SAARC Convention on Combating and Prevention of Trafficking in Women and Children for Prostitution and Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the Convention against Transnational Organized Crime, 2000. It also acceded to the United Nations Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime.

Pakistan and the EU have a long history of collaboration based on shared values. The EU-Pakistan Strategic Engagement Plan (SEP) of 2019 identifies areas of cooperation including peace and security, democracy, rule of law, human rights, and migration. The EU-Pakistan Multiannual Indicative Programme (MIP) for 2021-2027 indicates that attention will be given to developing tailor-made, comprehensive, balanced and mutually beneficial partnerships between the EU and Pakistan in the area of migration, including actions to be financed under the RIP supporting the Government to strengthen its capacity to manage efficiently and effectively migration.

Furthermore, EU cooperation with Pakistan also stems from the overall values laid down in the Lisbon Treaty and its commitment to contributing to peace, security, sustainable development, and the protection of human rights, with the primary aim for its development cooperation of eradicating poverty. Peace and stability in Pakistan and the region are of utmost interest for the EU because they increase trade exchanges, prevent radicalisation, and reduce irregular migratory pressure. Under the 2019 SEP, Pakistan and the EU agreed to launch a formal, more comprehensive Migration Dialogue which should foster closer cooperation on strengthening migration governance, border management or sustainable reintegration of returnees.

Talent Partnerships are one of the key aspects of the external dimension of the New Pact on Migration and Asylum. They aim to strengthen cooperation between the EU, Member States and partner countries and to boost international labour mobility and development of talent in a mutually beneficial and circular way. As outlined in the New Pact, developing legal pathways should also contribute to the reduction of irregular migration.

The Commission is steering the development of Talent Partnerships to ensure they are prepared in a tailor-made and flexible way and address the labour market and skills needs of Member States and partner countries.

23 e.g. Colombo Process and Abu Dhabi Dialogue (ADD), the Bali Process

24 Abu Dhabi Dialogue is a forum of 7 Labour receiving countries of Asia (i.e., Bahrain, Kuwait, Malaysia, Oman, Qatar, Saudi Arabia and United Arab Emirates) and 10 labour sending countries of Asia (i.e., Afghanistan, Bangladesh, India, Indonesia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand and Vietnam).

25 The Budapest Process includes over 50 governments and numerous international organizations. During its more than 25 years of operation, the Budapest Process has developed from an information sharing tool between European countries in a pre-EU enlargement setting to a far-reaching European-Asian forum for improving migration management

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Talent Partnerships should combine 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. In doing so, they aim to ensure an equal win for partner countries, Member States, business communities on both sides and individuals benefitting from the partnerships. In line with the EU bilateral cooperation with partner countries, they should benefit the economic development of communities of origin, advance key partner countries' broader development goals and strengthen opportunities for their citizens. At the same time, they should help address shortages in certain sectors of Member States' labour markets and help the business community on both sides to build the skills in demand. They should transform the risk of brain drain from partner countries into brain gain for all partners, benefiting those involved as they access renewed training opportunities, professional experiences and additional study or vocational education and training developed either in the EU or in their countries of origin.

Through the Commission's Communication on "Attracting skills and talent to the EU" issued on 27 April 2022 Pakistan was identified as one of the priority countries for the launching of a Talent partnership as part of the overall cooperation on migration management²⁷. The Talent Partnership with Pakistan was launched during the mission of Commissioner Johansson to Islamabad in November 2022, and its main components and sectors/professions of focus were endorsed during the first Talent Partnership Roundtable of 15 March 2023. Germany is the first Member States to participate in the Partnership. The proposed action is aligned with and relevant to the Pakistani's strategic development priorities and the overall geopolitical programme of the European Commission (2019-2024), notably promoting green and sustainable inclusive growth and jobs, advancing governance and human development, and fostering resilience, peace, and security. Pakistan's overarching economic and social development strategy is set out in the "Vision 2025", outlining the need for a more people-centric development planning, targeting the poor and marginalised population, people living in vulnerable situations and providing access to essential public services. While Pakistan does not have an emigration policy that is formally recognised and officially promulgated, several other development policies and strategies promote and implement Pakistan's pro-emigration agenda. Pakistan's pro-emigration policy stance is rooted in the objective of reducing domestic unemployment and increasing remittances through formal channels. Between 1971 and 2022, about 12.51 million registered Pakistanis have emigrated from Pakistan, over 95% of whom were male. The action is also relevant to the draft "National Emigration and Welfare Policy for Overseas Pakistanis", developed by the Ministry of Overseas & Human Resource Development (MOPHRD) with the support of OPF, BE&OE and other Ministries. The action will contribute to inclusive economic development by improving livelihoods and sustainability by increasing the income level of migrants and to foster economic growth and create jobs. The action will also contribute to the implementation of the updated EU Skills Agenda for Europe (2020)²⁸, EU's Pact on Migration and Asylum (2020)²⁹, and the Communication 'Attracting skills and talent to the EU' (2022)³⁰.

2.2 Problem Analysis

Whilst Pakistan remains a "labour surplus" country, its skilled labour is increasingly being solicited by countries within the EU and globally. Recent skill requirement forecasts from across the EU point to shortages in key sectors such as agriculture, logistics, IT, and service occupations (hospitality professionals, restaurant workers, tourism, etc.). The EU has an ageing and shrinking working population - Pakistan, on the other hand, has one of the youngest populations in the world. The Pakistani workforce surplus and EU workforce shortages have the potential to address existing labour needs and provide mutual benefits to both sides. Recently, Pakistan has been looking towards Italy, Japan, Poland, Romania, and South Korea to formulate recruitment opportunities. To facilitate labour emigration from Pakistan and accord more protection to its citizens abroad, the Government has signed bilateral agreements or memoranda of understanding (MOUs) with several destination countries.³¹

²⁷ COM(2022) 657 final Page 14

²⁸ COM/2020/274 final

²⁹ https://home-affairs.ec.europa.eu/policies/migration-and-asylum/new-pact-migration-and-asylum_en

³⁰ COM/2022/657 final

³¹ UEA, Kuwait, Bahrain, Qatar, Korea, etc .

The 2020 EU Pact on Migration and Asylum announced the launching of Talent Partnerships as key elements of the external management of migration, to boost international mobility and skills development.³² The European labour market is overall returning to pre-pandemic levels and requires new workers, (women and men in all their diversity, person with disabilities) in particular in sectors with structural shortages such as agriculture, hospitality, IT, health³³ (including long term care) and logistics sectors. These sectors differ in terms of skills concentration, level of regulation, and labour market dynamics. Labour shortages in certain sectors are larger than prior to COVID-19 with a sharp increase of unfilled job vacancies. While EU labour migration policies seem to be geared towards highly skilled professionals, the concentration of migrants in low skilled professions and in specific sectors, especially those with large low skilled occupations, is significant (OECD 2020). This has become particularly obvious with the pandemic which highlighted the important contributions of both high and lower skilled labour migrants to essential services such as health care, agriculture, and food processing, but also transport, construction and machinery operators. During the last decade, about 50-60% of Pakistani labour migrants were unskilled or semiskilled, and only about 5% were highly qualified. 75% of rural women and girls work as agricultural labourers in the informal economy in Pakistan on an average of 34 hours per week in addition to their responsibility of caring and domestic work. Gender equality is enshrined in the Constitution, but discrimination and violence against women is prevalent. The state's response to gender based violence (GBV) is insufficient: less than 3% of GBV cases lead to convictions. However, some foreign employers and recruiters have initiated their own vocational training programmes in Pakistan to train prospective Pakistani workers to meet their skill standards. Past examples include collaboration between construction and hospitality companies (international and from the gulf region), with federal and provincial skills/training bodies in Pakistan. However a serious concern, especially regarding bilateral labour agreements (BLAs), is that they largely ignore gender issues and only a small number contain provisions specific to women or gender

A Talent partnership is designed to be mutually advantageous for Member States and partner countries. The Talent Partnership is also aimed at addressing the problems of the labour market of the sending country, in particular at providing support to the nationals of that country that are interested to emigrate in search of better and more highly remunerated job opportunities abroad, and that are unable to find them on their own nor are they receiving adequate support from the institutions of their country that should have the responsibility to help them in this quest. In particular, for the Pakistani would-be migrants it is key to enhance the possibility to have access to reliable, real time and detailed information on the job opportunities available abroad and the specific conditions and requirements attached to them, so as to be able to make well-reflected and sound choices, and to enter into the most direct possible contact with the employers and job providers, so as to avoid falling victim to too many mediators or directly to frauds and traffickers. Sexual violence is an unfortunate common feature of all smuggling routes affecting female migrants proportionately more than men. In addition, it is key for Pakistani would-be migrants to enhance their skills before or immediately after departure on topics that can be key to qualify and obtain better and more remunerated jobs abroad. Similarly, for Pakistanis having already relevant skills and competences, that should allow to have access to better jobs abroad, it is important to receive support in view of ensuring the recognition of these qualifications by the employers in the destination countries, and to have this recognition at the earliest possible stage of the selection procedures. A Talent Partnership should be able to address all these difficulties. It should provide a framework for dialogue with Pakistan on skills development, which may serve to identify priority sectors for cooperation on training to build skills of relevance for both the Pakistani and EU labour markets. It should allow dialogue with a gender-responsive approach and solutions in that direction. For instance, migrant women are responsible for half of the estimated USD 601 billion in global remittances sent through formal channels (UN Women, n.d.). In addition to improving women's autonomy, self-esteem and social standing, migration can also provide women and girls with new skills and their families with remittances. These new resources can change power dynamics within families and households.

Analysis of Pakistan's approach to labour emigration reflects a triple-win perspective: i) supplying labour to Member States experiencing labour shortages, ii) reducing domestic unemployment rates and earning remittances, and iii) bringing about benefits to migrants themselves and their families as a means to escape poverty. Labour

³² Furthermore, for example the German government's coalition agreement contains an extensive chapter on migration calling for a more holistic concept of migration that seeks to include economic cooperation, visa facilitation, skills transfers, job platforms and cooperation on the reintegration of rejected asylum seekers

³³ The European Commission (DG for Employment, Social Affairs and Inclusion) of 2020 noted skill shortages within the health care assistants, associate professional nurses, pharmacists, and midwifery

migration not only has economic benefits, it also improves overall migration management as it helps to strengthen the cooperation with countries of origin and transit, including with the aim to reduce irregular migration.³⁴

This Action could be complemented, where necessary by actions financed by the EU under different funding sources for activities on or within the EU and other funding sources/contributions, and the EU private sector.

The main national stakeholders of the action will be:

- Ministry of Overseas Pakistanis and Human Resource Development (MOPHRD)
- Bureau of Emigration and Overseas Employment (BE&OE)
- Overseas Employment Corporation (OEC)
- Pakistan Overseas Employment Promoters Association (POEPA)
- Punjab Skills Development Fund (PSDF)
- Overseas Employment Promoters (OEP)
- National Vocational and Technical Training Commission (NAVTTTC), and relevant training centres
- Ministry of Foreign Affairs (MoFA)
- Non-governmental and civil society organisations- women's rights, activists, human rights defenders, young people, religious and faith-based organisations private sector to promote gender equality and women's empowerment and human rights standards.
- Other (EU) stakeholders; Interested EU MS public institutions and private sector representatives dealing with employment & mobility schemes (e.g., employment agencies, business associations, academia, etc.)

MOPHRD and, specifically, its BE&OE have the primary responsibility for managing **labour migration**. BE&OE is a regulatory body that controls, regulates, facilitates, and monitors the foreign migration process and issues licenses to OEPs. BE&OE has established seven Protector of Emigrants Offices (PEO) in Pakistan to provide prospective migrants with information and to oversee the processing of their documentation. In addition to BE&OE, OEC has an important role in the facilitation of labour migration as it is involved in the development of MoUs with foreign countries on labour migration as well as in the facilitation of legal migration in a government-to-government cooperation approach.

As concerns Pakistan, several opportunities for EU Member States and their governmental institutions and the private sector exist to conclude partnerships with the relevant Pakistani labour export institutions such as the BE&OE, OEC, POEPA & OEP, PSDF, etc. Specifying EU Member State labour skills needs would help Pakistan to train its labour workforce according to EU Member States' needs, certify trainings and subsequently facilitate mobility, thus helping respective EU Member States to meet their labour shortages in critical sectors. This work would also benefit from comparisons of the qualifications framework in Pakistan and in EU Member States with a focus on targeted sectors. It is also necessary to spur and strengthen migration cooperation by boosting mutually beneficial international mobility, based on better matching of labour market needs and skills between the EU Member States and Pakistan. However, the Pakistani public and private sector may encounter obstacles in dealing with some EU MS to export workers, as the needed underlying structures do not exist. In such cases, raising awareness, advocacy and providing support may encourage governments of those EU Member States to establish new labour mobility schemes and migration pathways.

Indicative sectors of intervention for this action will be further determined jointly between the implementing partners engaged in the action and the Pakistani beneficiaries during the inception phase, taking into account the outcomes of the first EU-Pakistan Roundtable under the Talent Partnership of March 2023 and follow-up discussions at technical level. Regarding mobility schemes to Europe, a cost-sharing model might be considered based on previous experiences, or the model applied under THAMM in North Africa. The cost-sharing model should involve the EU private sector in the mobility process, including through their contribution to measures needed to help integrate migrants in Europe, whereas the Pakistani private sector would need to be involved for reinsertion into Pakistan's labour market.

³⁴ 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", COM/2022/657 final

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The **Overall Objective** (Impact) of the action is to improve the contribution of legal migration to the socio-economic development of Pakistan and its people under the umbrella of a Talent Partnership.

The **Specific Objective** of this action is:

SO1: To improve, in alignment with international gender and human rights standards, the effectiveness of institutions and systems promoting legal and safe migration and mobility between the EU and Pakistan, within a Talent Partnership.

The Outputs to be delivered by this action contributing to the Specific Objective are

- 1.1 Enhanced knowledge and understanding of the policy makers and public servants of the relevant migration institutions about the current labour migration trends from Pakistan towards the EU member States, including its potential for growth, with a gender sensitive approach.
- 1.2 Strengthened collaboration between public and private actors from the EU Member States and Pakistan active in the area of labour migration, integrating a gender-sensitive response.
- 1.3 Improved policy, legislative, institutional, and regulatory capacities of relevant stakeholders and tools to design, implement and monitor policies in the field of legal migration & mobility in Pakistan and the EU.

3.2 Indicative Activities

SO1: To improve, in alignment with international gender and human rights standards, the effectiveness of institutions and systems promoting legal and safe migration and mobility between the EU and Pakistan, within a Talent Partnership.

Output 1.1: Enhanced knowledge and understanding of the policy makers and public servants of the relevant migration institutions about the current labour migration trends from Pakistan towards the EU member States, including its potential for growth, with a gender sensitive approach.

Indicative activities:

- Collection of data on available skills and certification needs in the key selected sectors, highlighting where synergies can be achieved by cooperating on training in areas where skills are in demand in both the EU and Pakistan, or where a surplus of available labour in Pakistan could help meet skills gaps in the EU. Analysis of the economic emigration flows that have taken place from Pakistan towards EU Member States' labour markets in the last years, identifying the drivers and trends of existing flows, specific places of origin in Pakistan and destination within the EU, identification of main stakeholders rights-holders in the Member States, starting with Germany, possible stumbling blocks preventing further growth, as well as main actors currently ensuring the matching between labour demand and offer. This would also include an analysis of the level of success or failure met by Pakistani migrants in having their qualifications and skills recognized or improved during their experience of labour emigration within the EU countries.
- Compilation of existing needs assessments and sector analyses including gender questions in interested Member States where available. Carrying out such assessments to fill gaps where relevant. Analysis of the current requests for workforce actually made by representatives of their EU Member States labour agencies or their private sector within Pakistan and in other countries, identifying the quantities and quality of the profiles sought, including the specific technical requirements and qualification expected from the candidates. This would include also an analysis of the tools and local partners used to carry out the search and screening of the staff, and the dissemination of the information on the job opportunities, including the result of the search. With Gender standards and guidance including gender marker for gender mainstreaming, quality assurance and monitoring.
- Analysis of the qualifications provided by Pakistani academic and TVET institutions in a number of professional sectors, identified as relevant in consultation with the Member States interested to cooperate

under the Talent Partnership, so as to clarify whether those qualifications would be comparable to those considered to be indispensable within the EU to give access to determined job positions, and what kind of additional training would be needed to align the former to the latter.

- Mechanisms for validation of skills of aspirant migrants should be assessed and tested, in cooperation with relevant EU Member States, professional associations and private sector.
- Support for language training and pre-departure orientation of aspirant migrants.
- Analysis of best practices and lessons that can be learned from existing mobility schemes successfully implemented between Pakistan and several third countries (e.g., Korea, Japan, Kuwait, Saudi-Arabia)³⁵ and of the role played by the Pakistani national institutions in charge of providing support to labour migrants, including their strengths and weaknesses.

Output 1.2: Strengthened collaboration between public and private actors from the EU Member States and Pakistan active in the area of labour migration, integrating a gender-sensitive response.

- Facilitating exchanges of information and dialogues between Pakistani and EU Member States authorities in charge of labour migration, starting with Member States participating in the Talent Partnership, representatives of Pakistani and European TVET institutions, training centres, as well as of the Pakistani and European private sector, to increase their mutual understanding of the specific working modalities, as well as of the qualifications required and owned by the different parties, supporting also the identification and development of dedicated channels of communication, and building the respective capacities when appropriate.
- Raising awareness on the talent partnership and potential access to the Talent Pool (once established) for interested would-be migrants, providing also additional explanation on what a Talent partnership is and how to find information on job opportunities in the EU and the qualifications and conditions attached to such jobs.
- Organization of (inter)national workshops, conferences, study visits, etc., to promote labour migration, development of legal migration pathways and elaborate new opportunities for facilitated labour mobility and development of recommendations to minimise barriers thereto (e.g. between relevant Pakistani governmental institutions such as MOHROP, BE&OB, OEC, with EU Member State government/public institutions and between relevant Pakistani private institutions such as OEPs, PEOPA with relevant EU MS private employment associations)
- Organisation of various activities and events aimed at establishing contacts between Pakistani stakeholders duty-bearers (e.g., OEC, PEOPA, and OEPs) and EU Member States to inform each other on their roles, responsibilities, and possibilities of cooperation as well as on the EU and EU Member States migration policy and visa/entry conditions
- Establishment and facilitation of cooperation between the PEOPA and EU MS Consular posts in Pakistan aimed to reduce misuse of visa proceedings, raise awareness on EU MSs entry conditions and build mutual trust among them.

Output 1.3 Improved policy, legislative, institutional, and regulatory capacities of relevant stakeholders and tools to design, implement and monitor policies in the field of legal migration & mobility and vocational training in Pakistan and the EU, aligned with international gender and human rights standards.

Indicative activities:

- Connecting interested EU Member State private employment agencies with the BE&OB job-web portal and raising awareness on using new labour migration pathways between Pakistan and EU.
- Support for the creation of databases of relevant candidates leaving no one behind and job opportunities, when appropriate. Supporting Pakistan in adapting its relevant platforms to EU standards (Europass, ESCO terminology) as to prepare for the interoperability with the EU Talent Pool once created.
- Support for the organisation of screening and interviews of candidates, when appropriate.

³⁵ E.g., i) Pakistan and Korea - Employment Permit System (EPS), ii) Pakistan and Japan - Technical Intern Training Program Japan, iii) Pakistan, and Saudi Arabia- Skill Verification Programme, etc.

- Provision of support to the pre-mobility activities for seasonal, circular and mid- to long-term migrants (e.g., selection of candidates, vocational training, pre-departure training, counselling on protection issues etc.). This should include encouraging the creation of and coordination with complementary support financed by the private sector (e.g. language courses).
- Provision of support to the implementation of mobility phase activities such as support for certification where necessary, support of training measures, support intercultural training etc.
- Building the capacity of existing selected TVET or academic Pakistani institutions to deliver ad hoc courses, allowing their graduated students interested to engage in a labour emigration experience in the EU Member States to upgrade their skills so as to meet the requirements of the EU labour market for specific jobs. Wherever possible, skills should be developed in areas also of relevance to the Pakistani labour market, in fully synergy with other initiatives on TVET in Pakistan.
- Counselling on the transfer and use of remittances
- Raising awareness on using labour migration pathways between Pakistan and the EU
- Support review and alignment of the policy, legislative and regulatory frameworks in terms of labour migration management in line with EU best practices and international standards (e.g., ILO, etc.)
- Provision of capacity building to key labour migration stakeholders (e.g., BE&OE, OEC, POEPA, etc.) and involved EU Member States and their institutions through targeted training, mentoring and technical assistance embedding gender equality.
- Capacity building for Pakistani Community Welfare Attachés (CWAs) on identifying labour opportunities in the EU countries to which they are (to be) deployed and
- Raising CWAs' awareness on fictitious visa applications, visa abuses, etc., to reduce number of fictitious EU visa applications and thereby lower the number of false and misused EU Member State visas and reduce irregular migration.

3.3 Mainstreaming

Environmental Protection & Climate Change

NA

Outcomes of the EIA (Environmental Impact Assessment) screening (relevant for projects and/or specific interventions within a project). The EIA (Environment Impact Assessment) screening classified the action Category B (not requiring an EIA, but for which environment aspects will be addressed during design).

Outcome of the CRA (Climate Risk Assessment) screening (relevant for projects and/or specific interventions within a project) The Climate Risk Assessment (CRA) screening concluded that this action is no or low risk (no need for further assessment).

Gender equality and empowerment of women and girls

As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that Gender equity (SDG5) is incorporated as a cross-cutting indicator across each specific objective with a target for female participation of not less 30%, including in capacity building programmes such as training courses, workshops, study visits, etc. Although the percentage of women emigrating from Pakistan is less than 1% of total emigration, (in 2022, only 8.126 women emigrants were registered for overseas employment through the Protectorate of Emigrants), the action will pay a specific attention to incentivise women's participation in mobility schemes. The action will be gender mainstreamed and aligned with the Gender Action Plan III³⁶ (GAP III) in particular its thematic area of engagement 2 (strengthening economic and social rights and empowering girls and women) and the priority area 3 of the MIP 2021-2027- Migration, Forced Displacement and Mobility.

³⁶ 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.

Gender specific objectives and results will cover, among others, access to finance, inclusion in private sector development, skills training, and empowerment of girls and women as decision makers and entrepreneurs, and access to and inclusivity of justice.³⁷

Human Rights

Many Pakistani citizens are deprived of a number of human rights (including labour rights which are not fully enforced) which jeopardizes the inclusive economic development of the country. The action will indirectly address issues of human rights and social protection through the promotion of decent work and creation of employment opportunities, including for people living in vulnerable and marginalised situations, particularly prospective and returning migrants. The action will respect the 5 working principles of the human rights-based approach: respecting all human rights, non-discrimination, accountability, and transparency principles, as well as ensuring participation of all stakeholders.

The approach will be guided by the principle of “leaving no one behind”, equality and non -discrimination on any grounds and will apply the working principles of the rights-based approach throughout the design and implementation of the intervention as well as an intersectionality approach.

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. Migration refers to both voluntary movement (e.g., migrant workers) and involuntary movement (e.g., trafficking in human beings and smuggling) of women and men, across geographic borders internationally or internally, with the search for a better life. Studies suggest that migrant workers with lower skills or lower level of educational attainment are exposed to higher risk of acquiring a disability, as they are often assigned to dangerous manual labour resulting in a higher frequency of industrial accidents, such as construction and manufacturing workers. However, most of these low-skilled migrant workers are usually unable to access quality health services and social security including disability benefits, compared to the host population. Therefore, migrant workers (women, men, girls and boys in all their diversity, people living in the most vulnerable and marginalized situations) with low skills are more vulnerable in the event of disability. The SDG Goal 10 on reducing inequalities embraces two separate targets to empower persons with disabilities, and to facilitate orderly, safe, regular, and responsible migration and mobility of people. As the global attention to the intersectionality issues has been increasing, it is essential to enhance the linkage between disability and migration. The action not only will support migrants, but also stimulate inclusion of migrants with disabilities particularly through mobility and talent partnership schemes. In Pakistan, estimates of the number of persons living with disabilities varies between 3.3m and 27m, of which almost 70% of women with disabilities live in rural areas. The Convention on the Rights of Persons with Disabilities (CRPD) was adopted in 2008 and ratified in 2011 by Pakistan, stressing the importance for their equal participation in society, and to remove barriers to their inclusion³⁸

Reduction of inequalities

The 2030 Sustainable Development Agenda recognizes the importance of empowering people in vulnerable situations. Goal 8 on decent work and economic growth includes a specific target to protect labour rights and promote safe and secure working environments for migrant workers. In Pakistan, the gap between rich and poor has widened over time. This polarization in society hinders economic growth and acts as a barrier for development and well-being. The proportion of income distribution varies across the population sub-groups in Pakistan. Age, gender, and higher education are the most prominent factors explaining the level of inequality across the provinces of Pakistan. According to the 2020 Pakistan National Human Development Report (UNDP), immense inequality exists among and between Pakistan’s provinces and special regions, across the urban–rural divide, and within marginalized and underprivileged segments of the population – such as children, youth, labourers, and women. While direct assistance for the marginalized is crucial, it is equally important to empower people with the tools they need for growth and self-sufficiency. Therefore, it is essential to provide decent work for all and enhance rights of workers, increasing non-marginal work opportunities for women, and leveraging Pakistan’s youth bulge to advance technology-led development. Six out of ten Pakistani employees lack access to decent work, and while the Constitution of Pakistan provides safeguards to workers, in reality exploitative labour practices are common in the formal and informal sectors of the labour market. Pakistan is ranked among the top 10 countries with highest prevalence of modern slavery (2018, Global Slavery Index). According to the International Labour Organisation

³⁷ EU-Pakistan Multi-Annual Indicative Programme MIP

³⁸ UNPRPD Fund

(ILO), out of the 72 million (2020) labour force the entire agricultural workforce (37%, 2019) is informal with limited access to social and economic rights.

Democracy

The action will support federal and provincial stakeholders as well private sector, academia, and civil society. The impact of improved migration mobility and thus sustainable economic development will re-enforce democratic principles and governmental accountability.

Conflict sensitivity, peace, and resilience

According to the World Justice Project, Pakistan ranks 129 out of 140 countries on the Rule of Law Index 2022. The security situation and access to justice in Pakistan remains challenging though the Pakistan's security environment has improved since 2014 when the Pakistani security forces undertook concerted counter terrorist and counter militant operations. However, terrorist attacks continue to happen across Pakistan, with most occurring in Baluchistan and KPK thus the security situation remains fragile and unpredictable.

Disaster Risk Reduction

n.a.

Other considerations if relevant

During the implementation of the action, it will be necessary to ensure cooperation to complement, synergise and to prevent overlaps with relevant ongoing and upcoming national and regional initiatives funded by the EU, including but not limited to:

- EU support for sustainable economic development through demand-driven Technical and Vocational Education and Training (TVET IV): This initiative builds on the EU funded TVET Sector Support Programme" (TVET III) and also includes a specific result focussing on providing support to returnees and potential migrants. Sectors of interest of EU Member States under the Talent Partnership will be shared with the implementing partner during inception to explore how the TVET programme can incorporate addressing relevant training needs in implementation. The present Action will closely coordinate with TVET IV on training activities for prospective migrants.
- Actions funded by EU services (notably DG HOME and EMPL) within the EU, and of initiatives funded by the EU private sector.
- Improving Migration Management in the Silk Routes Countries. The project supports the Silk Routes Partnership for Migration under the Budapest Process and aims at strengthening migration management capacities of ten countries. Under the Silk Routes Facility, the programme supports MOPHRD in the development of the National Emigration and Welfare Policy for Overseas Pakistanis.
- Improving Migration Management and Migrant Protection in selected Silk Routes countries (PROTECT). The programme is to be carried out in Afghanistan, Pakistan, Kazakhstan, Kyrgyzstan, Uzbekistan, and Tajikistan. The overall objective is to contribute to migrant protection in the target countries covering all phases of (in and out) migration, including countering and preventing irregular migration, trafficking in human beings, and smuggling of migrants.
- "Global Action to Improve the Recruitment Framework of Labour Migration: RE-FRAME". The action aims at reducing abusive practices and violations of human and labour rights of migrants during the recruitment process and maximise the protection of migrant workers in the recruitment process and their contribution to development (regional programme implemented by ILO).
- A new Action, prepared under the RIP AAP 2023 supporting *Re-integration of migrants in Pakistan*. Particular attention should be paid to aligning and complementing activities in support of returnees who benefit from circular migration facilitated by the present Action.

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures

1	Security situation deteriorates leading to unrest and worsening law and order	Medium	High	The Action regularly monitors the security situation and takes into account local security situation for planning activities. If the situation deteriorates to a level where physical meetings cannot take place, the action will find alternative means to continue activities such as online / virtual meetings/ workshops.
	Loss of talent in Pakistan occurs in specialised sectors of skilled professions that are supported by the programme.	Low	Low	The Action will assess the risk of such loss of talent effects in specific professions once identified for support, prior to launch of activities, to adopt tailored mitigation measures.
1,3	Political instability paralyses the functioning of government at federal and provincial levels. Regulatory and elected institutions cannot exercise their functions	Medium	High	The project will monitor the situation closely and adapt to the reduced possibility of engaging with government and institutional partners and continue, to the extent possible, activities foreseen with non-institutional and non-state stakeholders. CSOs, including women's human rights organisations, youth organisations, organizations of persons with disabilities) and media initiatives
1,3	Macro-economic instability leads to economic collapse, increased poverty, insecurity and unrest	High	High	The project will monitor the situation closely and adapt, especially to changes in the security environment to the reduced possibility of engaging with government and institutional partners.
1	Floods and/or other natural disaster disrupts all levels of social, economic and political and priorities shift	Medium	High	The work-plan will be adapted to reflect the extent to which project activities are affected and/or delayed in the event of a natural disaster (government institutions loses focus, effectiveness is reduced).
1,3	Limited political will and ownership of the EU support	Medium	High	Link programme activities to SDGs, international conventions, national strategies, and new opportunities for cooperation which bring clear mutual benefit (quick wins).
1,3	Improvement of migration governance/labour mobility is not a priority for the Government of Pakistan anymore, therefore there is reduced commitment to the EU support	Medium	High	Continued dialogue and coordination of project objectives and expected results with high-level governmental representatives to sustain government interest and commitment.
4	National provisions and internal proceedings undermine the effectiveness of the EU support (slow administrative procedures, requirements for top-political permissions for the implementation of activities and permission of national staff to participate in activities, particularly abroad	High	Medium	Engagement of implementing partners' management staff, confidence building, EUDs and interested EU MS embassies to lobby and press on the beneficiaries rights-holders to ensure faster internal proceeding and enable more effective management of programme activities.
3	Staff turnover and capacity constraints, varying commitment and ownership, political interference and a perceived high	Medium	Medium	Some of these risks are beyond EU mitigation capacity, however, the EUD and implementing partner(s) will seek continued and strategic dialogue with the Government of Pakistan and development partners capacity building activities as well as increase monitoring, evaluation, and audits of

	level of corruption can derail results.			implemented programmes. (Gender standards and guidance including gender marker for gender mainstreaming, quality assurance and monitoring)
2,3	Low private sector engagement in mobility schemes	Medium	Medium	Increase awareness about the benefits of labour mobility schemes among the private sector through targeted campaigns, workshops, and seminars. Highlight the potential advantages, such as access to a larger talent pool, cost-effectiveness, and diversification of workforce skills.
3	Various ministries and national authorities involved are unable to reach consensus on which sectors to target for skills development and migration facilitation activities	Medium	Low	Strengthen engagement with government and other relevant authorities through the Project Steering Committee. Identify, through empirical analysis, as many potential sectors as possible to increase to opportunity for agreement between stakeholders.
3	Identification of sectors and development of mobility schemes with several EU MS overburdens institutional capacity in partner countries.	Medium	Medium	Establish clear coordination and communication mechanisms among implementing partners and partner institutions in countries.
3	Political climate in EU MS in general hampers efforts to create regular migration pathways from Pakistan and does not allow for additional MS to join the Action and add labour mobility schemes	Medium	Low	Frequent dialogue by the European Commission with EU Member States.
3	Migrants with disabilities may face barriers for their inclusion in the project activities due to stereotypes and inaccessible environments	High	Low	Measures such as sensitization, awareness and advocacy will be used to work towards reducing barriers.
3	Gender equality targets (i.e., 30% female participation) are perceived as unrealistic or not respected.	Medium	Low	Specific barriers for girls and women in all their diversity will be considered and addressed during the project inception and implementation phase while gender issues will be mainstreamed in all project activities.

Lessons Learned:

In the EU, migration and employment management systems are run in very different ways across EU countries. Issuance of residence permits is the competence of Member States, which also have the prerogative to define the number of labour migrants to admit to their respective labour markets. Furthermore, EU Member States' national labour markets have different needs, structures, and regulations, which translate into heterogeneous labour migration policies. EU countries seem to be biased towards highly skilled professionals and have designed their policies accordingly. At the EU level, the labour market needs assessment for highly skilled professions tends to be lighter than the one for low and medium skills or for specific sectors. For low and medium skilled professions, a more detailed labour market assessment is carried out to assess whether exceptional conditions justify migration or ease entry requirements.

The experiences gained through the implementation of the labour mobility pilot projects supported through the Mobility Partnership Fund (MPF) identified the following lessons learned.

- **Importance of time and flexibility** to build trust between the different stakeholders involved in the design and implementation of a mobility scheme has emerged as a main point of attention. The coordination of actors at different levels needs dedicated time and resources to be effective. Time is an important component and prerequisite in building the necessary trust that will lead to success and meaningful engagements.
- **Ability to reshuffle budgets and activities**, or change selection methodologies and targeted skills profiles, can allow project implementers to stay responsive to shifting labour market dynamics and changing political alliances following elections, or to enable procedural changes that may deeply affect timelines and planning.
- **Mobility schemes involve a multitude of actors unaccustomed to work with each other.** Projects have to connect EU Member States and third country systems with different traditions, capacities, and levels of experience, which also include a variety of stakeholders in each national context with different interests.
- **Implementing partner(s) plays a key role as “interpreter” and facilitator** and needs to mediate as well as support effective communication between private and public stakeholders, such as different ministries and other national administration sectors as involved actors speak “different languages”. Pilot projects have shown that these relationships can be highly conflictual, politicised or, at the very least, complicated.
- **A high degree of administrative skills is required** to break down communication barriers, mediate interests, and expectations, and effectively navigate the tensions of multi-stakeholder public-private partnerships.
- **Important amount of time and resources in preparatory research**, stakeholder mappings and building of trust between participating entities in the inception phase of the project, or even at incubation stage, shall be provided to ensure successful implementation. The most successful initiatives have been those that could rely on well-grounded political and administrative support networks prior to the start of the project.
- **The creation of formal advisory bodies or committees** for the purpose of coordination with a wider range of impacted stakeholders have proven effective in fostering ownership for the different stakeholders in the process. Setting up and regularly consulting an advisory board made up of relevant stakeholders from public and private sectors can thus lead to fruitful exchanges and important impulses for the success of project.
- **The main precondition for mobility scheme is involvement of relevant government institutions in the origin and destination countries** which should be key cooperation partners therefore it is important to work closely with public employment institutions.
- **Successful mobility schemes heavily rely on the “buy-in” of employers in EU MS** prior to the pre-departure phase to ensure ownership by the private sector in the country of destination. A key indicator of employer commitment is significant investment on their part in the mobility scheme. Employers should bear a considerable part of the costs, of preparing and accompanying labour migration (either directly financially for the recruitment or through contributions such as housing of the personnel, of flight and visa costs, of mentoring of labour migrants during the integration process etc.).
- **Close work with employers is needed to ensure that trainings provided correspond to the actual needs.** For many employers in EU MS and especially in sectors requiring higher skilled workers, the labour mobility schemes can only be attractive if they allow for a long-term perspective to employment. Policy-level intervention and capacity development should be combined with targeted interventions for final beneficiaries.
- **Matching both countries occupational demand and supply requires intensive labour market analysis** on both sides. This process is only successful if conducted in close collaboration with public and private employment agencies and employers in the country of origin as well as in the MS.

3.5 The Intervention Logic³⁹

The underlying intervention logic for this action is to support the establishment and implementation of an EU-Pakistan talent partnership. It will enable the EU to improve overall migration management through the facilitation of regular migration and expansion of legal migration pathways, thereby reducing irregular migration, while supporting the creation of skills and building capacities of relevant Pakistani stakeholders. Furthermore, the action will address labour market needs and occupation shortages in specific sectors, linked to demographic trends and shortages in EU MS, and support the development of labour mobility schemes to attract seasonal, circular and mid to long-term workers from Pakistan.

The action will be linked to the EU Pact on Migration and Asylum, EU Skills Agenda (2020) and the Pakistani National “Skills for All” Strategy (2018). The action will thus strengthen migration management cooperation by boosting mutually beneficiary international mobility based on better matching of labour market needs and skills between Pakistan and EU. The action is to have a triple-win perspective: i) building capacities of relevant Pakistani stakeholders in the field of labour migration and mobility and training, ii) bringing benefits to migrants, potential migrants and their families to reduce poverty and acquire new skills, thus reducing domestic unemployment rates and earning remittances through regular migration, and iii) supplying labour to EU MS that are lacking labour in certain sectors.

The action will support capacity building and institutional building, including through technical assistance and exchange of public expertise. Furthermore, the action will support policy dialogue at an overarching level and strengthen the nexus of political and development cooperation between the EU and Pakistan. This will entail the organisation of events, conferences, studies, exchange platforms to support migration sector dialogue leading to policy reforms and engagement with government and private sector. The action will also support and facilitate cooperation with EU Member States at country level with relevant Pakistani stakeholders and support identification, formulation, and implementation of future mobility schemes.

This action assumes that the Government of Pakistan continues to prioritise the adoption the National Emigration and Welfare Policy for Overseas Pakistanis. Given that the action is designed to ensure that migration takes place through ‘safe and legal routes’, such routes need to be increased and made more accessible to potential migrants. The action will also incentivise women’s participation in labour migration and thus support their employability.

³⁹ [@TEI Methodological Note to Support Design](#)

3.6 Logical Framework Matrix

This indicative logframe constitutes the basis for the monitoring, reporting and evaluation of the intervention. On the basis of this logframe matrix, a more detailed logframe (or several) may be developed at contracting stage. In case baselines and targets are not available for the action, they should be informed for each indicator at signature of the contract(s) linked to this AD, or in the first progress report at the latest. New columns may be added to set intermediary targets (milestones) for the Output and Outcome indicators whenever relevant.

- ✓ At inception, the first progress report should include a complete logframe (e.g., including baselines/targets).
- ✓ Progress reports should provide an updated logframe with current values for each indicator.
- ✓ The final report should enclose the logframe with baseline and final values for each indicator.

The indicative logical framework matrix may evolve during the lifetime of the action depending on the different implementation modalities of this action. The activities, the expected Outputs and related indicators, targets and baselines included in the logframe matrix may be updated during the implementation of the action, no amendment being required to the Financing Decision. Due attention will be given to ensure introduction of gender sensitive indicators as well as gender disaggregated data in the results framework

PROJECT MODALITY (3 levels of results / indicators / Source of Data / Assumptions - no activities)

Results	Main expected results	Indicators	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
			Year: 2022 unless specified	Year: n+4 unless specified		
Impact	The contribution of legal migration to the socio-economic development of Pakistan and its people is improved, under the umbrella of a Talent Partnership	1. Number of Pakistan's migration management strategies or policies (a) developed/revised, or (b) under implementation with the EU support	1. 0 (2022)	Strengthened existing and introduced new legal pathways for labour migration to the EU 1. TBD during inception (2026)	1. Intervention final report	N.A.
		2. Number of Pakistanis? who have benefited from institution or workplace-based VET/skills development interventions supported by the EU: (a) all VET/skills development, (b) only VET/skills development for digitalisation (GERF 2.14), disaggregated by age, sex and disability status	2. 0 (2022)	2. TBD during inception (2026)	2. Intervention final report	

Outcome 1 (SO1)	The effectiveness of institutions and systems promoting legal and safe migration and mobility between the EU and Pakistan, is improved, within a Talent Partnership, in alignment with international gender and human rights standards.	1.1 # of Pakistanis engaged in mobility schemes with EU MS with the support of the intervention, disaggregated by age, sex and disability status	1.1 0 (2022)	1.1 1.000 (n° of women, n° of men) (TBD/C during inception) (2026)	1.1 Intervention final reports	Socio-economic development continues to remain key topic on the national political agenda, among development partners and the Government of Pakistan. There are no significant economic shocks and natural / man-made disasters occurring in the country.
		1.2 # of companies based in EU MS receiving Pakistani labour migrants with EU support (with data disaggregated at least by age and sex)	1.2 0 (2022)	1.2 30 (TBD/C during inception) (2026)	1.2 Intervention final report	
		1.3 # of mobility schemes developed and introduced with EU support (with data disaggregated at least by age and sex)	1.3 0 (2022)	1.3 5 (TBD/C during inception) (2026)	1.3 Intervention final report	
		1.4 # of schemes utilised for enhanced international cooperation legal migration and mobility	1.4 0 (2022)	1.4 TBD (2026)	1.4 Intervention final report	
		1.5 # of Pakistani job seekers informed about available jobs in EU through the Pakistani and EU MS' and EU job portals connected with the support of the intervention, disaggregated by age, sex and disability status	1.5 0 (2022)	1.5 1.000.000 (n° of women, n° of men) (2026)	1.5 Job portals statistical data	
		1.6 # of administrative and regulatory barriers hindering labour mobility between Pakistan and EU MS eased or removed For the with the support of the intervention	1.6 0 (2022)	1.6 TBD (2026)	1.6 Intervention progress reports	

Outputs related to Outcome 1	1.1 Enhanced knowledge and understanding of the policy makers and public servants of the relevant migration institutions about the current labour migration trends from Pakistan towards the EU member States, including its potential for growth, with a gender sensitive approach	<p>1.1.1 Status of the analysis of foreign labour market needs produced and disseminated with the support of the EU intervention</p> <p>1.1.2 Status of the analysis of the Pakistani labour market, identifying male and female workforce and skills</p> <p>1.1.3 # of stakeholders that acquire sufficient /desired understanding of the Talent Partnership with the support of the EU funded intervention through the definition of mobility schemes during the project inception phase.</p>	<p>1.1.1 Under consideration (2022)</p> <p>1.1.2 Under consideration (2022)</p> <p>1.1.3 0 (2022)</p>	<p>1.1.1 Completed and published (2026)</p> <p>1.1.2 Completed and published (2026)</p> <p>1.1.3 TBD during the inception phase (2026)</p>	<p>1.1.1 Intervention progress reports</p> <p>1.1.2 Intervention progress reports</p> <p>1.1.3 Inception phase report</p>	GoP& relevant Pakistani ministries (MHROP, MFA) and EU MS and its institutions maintain their commitment to labour mobility
	1.2 Strengthened collaboration between public and private actors from the EU Member States and Pakistan active in the area of labour migration, integrating a gender-sensitive response	<p>1.2.1 # of bilateral agreements between OEC and EU MS promoted with EU support.</p> <p>1.2.2 # of private companies based in EU MS reached out with the support of the intervention to participate in mobility schemes</p> <p>1.2.3 # of EU MS public institutions reached out with the support of the intervention to participate in mobility schemes .</p>	<p>1.2.1 0 (2022)</p> <p>1.2.2 0 (2022)</p> <p>1.2.3 0 (2022)</p>	<p>1.2.1 5 (TBC/D tbd during inception (2026)</p> <p>1.2.2 30 (TBC/D tbd during inception (2026)</p> <p>1.2.3 10 (TBC/D tbd during inception (2026)</p> <p>1.2.4 5.000 (TBC/D) (3.000 men and 2.000 women) (2026)</p>	<p>1.2.1 Official agreements signed</p> <p>1.2.2 Intervention progress and final reports</p> <p>1.2.3 Intervention progress and final reports</p>	EU MS institutions and private companies maintain their interest to engage in Talent Partnership

		<p>1.2.4 # of Pakistani (aspirant) migrants reached out with the support of the intervention to participate in pre-mobility activities (e.g., selection processes, vocational and language and pre-departure trainings), disaggregated by age, sex and disability status</p> <p>1.2.5 # of Pakistani aspirant migrants reached out with the support of the intervention to participate in various mobility schemes with engaged EU MS disaggregated by age, sex and disability status.</p>	<p>1.2.4 0 (2022)</p> <p>1.2.5 0 (2022)</p>	<p>1.2.5 1.000 (TBC/D) (600 men and 400 women) (2026)</p>	<p>1.2.4 Intervention progress and final reports</p> <p>1.2.5 Intervention progress and final reports</p>	
	<p>1.3. Improved policy, legislative, institutional, and regulatory capacities of relevant stakeholders and tools to design, implement and monitor policies in the field of legal migration & mobility in Pakistan and the EU.</p>	<p>1.3.1 # of collaboration agreements established with the support of the intervention between the Pakistani public institutions and the relevant EU MS' public institutions to connect their job portals (e.g., BE&OB, OEC and NAVTTC job portals and the upcoming EU Talent Pool job portal).</p> <p>1.3.2 # of collaboration agreements established with the support of the intervention between the Pakistani Overseas Employment Promoters Association (PEOPA) and the EU MS private employment agencies and business associations</p>	<p>1.3.1 0 (2022)</p> <p>1.3.2 0 (year)</p>	<p>1.3.1 TBD (2026)</p> <p>1.3.2 TBC (2026)</p>	<p>1.3.1 Intervention progress and final reports</p> <p>1.3.2 Intervention progress and final reports</p>	<p>Technical and regulatory preconditions enable interlinking of the Pakistani and EU job portals.</p>
		<p>1.3.3 # of administrative and regulatory barriers hindering labour mobility</p>	<p>1.3.3 0 (2022)</p>	<p>1.3.3 TBD (2026)</p>	<p>1.3.3 Intervention</p>	

		<p>between Pakistan and EU MS identified with the support of the intervention</p> <p>1.3.4 % of public servants from the relevant institutions trained on labour mobility and EU MS labour requirements that prove having acquired the necessary skills. (Disaggregated by age and sex)</p> <p>1.3.5 % of Community Welfare Attaches capacitated on identification of labour opportunities in EU MS and sensitised with fictitious visa applications /irregular migration conducted through fictitious work visas that prove having acquired the necessary skills (disaggregated by age and sex)</p>	<p>1.3.4 0 (2022)</p> <p>1.3.5 0 (2022)</p>	<p>1.3.4 80% (2026)</p> <p>1.3.5 80% (2026)</p>	<p>n progress reports</p> <p>1.3.4 Pre- and post-training evaluation assessments</p> <p>1.3.5 Pre- and post-training evaluation assessments</p>	
		<p>1.3.6 # of partnerships agreed between relevant Pakistani and EU MS institutions involved in labour mobility and legal migration</p>	<p>1.3.6 0 (2022)</p>	<p>1.3.6 TBD (2026)</p>	<p>1.3.6 Intervention progress and final reports</p>	

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 country.

4.2 Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 48 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 measures⁴⁰.

4.3.1 Indirect Management with an entrusted entity

This action may be implemented in indirect management with an entity, which will be selected by the Commission's services using the following criteria:

- Prior experience in migration management and labour mobility
- Operational capacity for implementation of migration intervention at federal and provincial levels in Pakistan
- Technical competencies in implementation of projects and programmes related to the specific objectives of the action, at both international and national level.
- Geographical experience in the region and similar projects.

The implementation entails the delivery of all activities under the specific objective as referred in 3.2.

⁴⁰ 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 mode (and vice versa) due to exceptional (one alternative second option)

If the implementation modality in indirect management cannot be implemented due to circumstances outside of the Commission's control, a direct management modality could be used in the form of a grant.

(a) Purpose of the grant(s)

To achieve both specific objective, outputs and activities as set in 3.2

(b) Type of applicants targeted

Public bodies, NGOs, pillar and non-pillar assessed national and international organisations with experience and capacities in the sectors targeted by this action.

4.3 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

4.4 Indicative Budget

Indicative Budget components⁴¹	EU contribution (Amount in EUR)	Third-party contribution, in currency identified
Implementation modalities – cf. section 4.3		
Objective/Outputs1-2 composed of indirect management with an entrusted entity – cf. section 4.3.1	EUR 3 000 000	N.A.
Evaluation – cf. section 5.2 Audit – cf. section 5.3	Will be covered by another Decision	N.A.
Contingencies⁴²	N. A	N.A.
Totals	EUR 3 000 000	N.A.

4.5 Organisational Set-up and Responsibilities

The action will be implemented with a focus on the federal level and on the provinces. The main ministry at the federal level is the Ministry of Human Resource and Overseas Pakistani (MHROP). Furthermore, BE&OE, PEOPA, and particularly OEC with their regional offices will play a major role at the federal and provincial levels.

⁴¹ N.B: The final text on audit/verification depends on the outcome of ongoing discussions on pooling of funding in (one or a limited number of) Decision(s) and the subsequent financial management, i.e. for the conclusion of audit contracts and payments.

The EU Delegation will carry out policy dialogue with the concerned authorities to facilitate smooth functioning of the project, foster sustainability and ownership of the Government and advocate continued migration dialogue and cooperation at all levels.

At the federal level, a fully integrated sector-wide joint steering/ governance structure will be established. The main role of the Project Steering Committee (PSC) will be to provide strategic guidance, endorse overall work plans and review project progress, including recommendations in adjustments in implementation. PSCs will analyse planning documents and provide recommendations and orientations if deemed necessary. The internal rules of procedures of the PSCs will be defined within the first three months of implementation of the project. PSC meetings will be co-chaired at management level by the EU Delegation to Pakistan and the Government of Pakistan and composed of representatives of each participating beneficiary. Interested EU MS embassies, relevant development partners and CSOs (including representing women and youth) might be invited as observers.

Within the first 6 months, the project should establish a which would serve all stakeholders including EU MS, training institutes, employers and their representatives, certification and recognition bodies to develop and implement possible Talent Partnerships. It would specifically act in the following areas:

- Conduct intermediation, to identify and bring together the right partners in response to initiative by an actor on the demand or supply side.
- Offer capacity building and training, especially on skills recognition.
- Promote and disseminate of various forms of skills partnerships

By using the analysis and stakeholder mapping/matching (CoO and CoD), the hubs' objective would be to serve as a centre of excellence in development and operationalisation of talent partnerships and to develop and offer on-demand services to a variety of stakeholders in country and abroad.

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 and may sign or enter into joint declarations or statements, for the purpose of enhancing the visibility of the EU and its contribution to this action and ensuring effective coordination.

5 PERFORMANCE MEASUREMENT

5.1 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 logframe matrix (for project modality).

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).

All monitoring and reporting shall assess how the action is considering the principle of gender equality, human rights-based approach, and rights of persons with disabilities including inclusion and diversity. Indicators shall be disaggregated at least by sex whenever possible and meaningful

Roles and responsibilities for data collection, analysis and monitoring: The implementing partner will be responsible for monitoring and reporting on indicators of the log-frame matrix at least on an annual basis. This includes the collection of baselines and data (at least on an annual basis).

5.2 Evaluation

As the scope and political importance of the Talent Partnership grow, it will be of crucial importance to create a dedicated monitoring and evaluation strategy of the initiative with specific and measurable qualitative objectives

and indicators. This would contribute to fostering learning, demonstrating impact and added value of the pilot project at the EU level.

Having regard to the importance and nature of the action, a mid-term and final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission. A mid-term evaluation will be carried out for problem solving and learning purposes, with respect to future planning and any further phase of the action.

A final evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the range of stakeholders being introduced under the new phase of programming (i.e., Ministry of Human Resources and Overseas Pakistanis and related agencies, potential emigrants and returnees). The final evaluation is of utmost importance as labour mobility and talent partnership project(s) constitute a novel approach in programming and supporting the new initiatives (e.g., the 2021 New Pact on Migration and Asylum, 2022 EU Commission Communication on attracting Skills and Talent to the EU, etc.) All evaluations shall assess to what extent the action is considering 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 Commission shall inform the implementing partner at least three months 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 may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments.

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 and disability inclusion. Expertise on human rights, disability and gender equality will be ensured in the evaluation teams

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

5.3 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.

To that extent they must comply with the instructions given in the 2022 Guidance document Communications and raising EU visibility: Guidance for external action) or any successor document)

6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle will adopt a new approach to pooling, programming, and deploying strategic communication and public diplomacy resources.

In line with the 2022 “Communicating and Raising EU Visibility: Guidance for External Actions”, it will remain a contractual obligation for all entities implementing EU-funded external actions 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. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions, and agencies of EU member states.

However, action documents for specific sector programmes are in principle no longer required to include a provision for communication and visibility actions promoting the programmes concerned. These resources will instead be consolidated in Cooperation Facilities established by support measure action documents, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.

List of Abbreviations and Acronyms

AD	Action Document
BE&OE	Bureau of Emigration and Overseas Pakistan
CSO	Civil Society Organisation
DAC	Development Assistance Committee
EU	European Union
EUD	European Union Delegation
FIA	Federal Investigation Agency
GAP	Gender Action Plan
GCC	Gulf Cooperation Countries
KPK	Khyber Pakhtunkhwa
LMRC	Labour Market Research Cell
MFA	Ministry of Foreign Affairs
MIP	Multiannual Indicative Programme
MOI	Ministry of Interior
MOU	Memorandum of Understanding
MPF	Migration Partnership Facility
OEC	Overseas Employment Corporation
OECD	Organisation for Economic Co-operation and Development
OEP	Overseas Employment Promoters
OPF	Overseas Pakistani Foundation
OWFD	One Window Facilitation Desks
PEO	Protector of Emigrants Offices
POEPA	Pakistan Overseas Employment Promoters Association
PSC	Project Steering Committee
SDG	Sustainable Development Goals
SO	Specific Objective