African Union

Capacity building strategy on labour migration governance in Africa

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Capacity building strategy
on labour migration governance in Africa

Developed in the framework of the AU-ILO-IOM-ECA
Joint Labour Migration Program (JLMP)

3-Year Priority Project

April 2019

**Driving capacity building on labour migration
governance for Development and Integration in Africa**

LIST OF ABREVIATIONS AND ACRONYMS

ACBF	African Capacity Building Foundation
ACLAE	Arab Centre for Labour Administration and Employment
ARLAC	African Regional Labour Administrations Centre
AU	African Union
AUC	African Union Commission
BLA	Bi-Lateral Arrangements
CB	Capacity Building
CNA	Capacity Needs Assessment
CoP	Community of Practice
CRADAT	Centre Régional Africain d'Administration du Travail
CSOs	Civil Society Organizations
EAC	East African Community
ECA	Economic Commission for Africa
ECOWAS	Economic Community of West African States
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
IBM	Integrated Border Management
ICMPD	International Centre for Migration Policy Development
ILO	International Labour Organization
IOM	International Organization for Migration
IOM ACBC	African Capacity Building Centre – IOM
IT	Information Technologies
ITCILO	International Training Centre of the ILO
JLMP	Joint Labour Migration Programme
JMDI	Joint Migration and Development Initiative
LM	Labour Migration
LMA	Labour Migration Academy
M&E	Monitoring and Evaluation
MP	Member of Parliament
MS	Member States
NSA	National Schools of Administration
NGOs	Non-Governmental Organizations
OSBP	One Stop Border Posts
RECs	Regional Economic Communities
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
ToRs	Terms of Reference
ToT	Training of Trainers
UNDP	UN Development Programme
UNECA	UN Economic Commission for Africa
WAPES	World Association of Public Employment Services

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INTRODUCTION

The Joint Programme on Labour Migration Governance for Development and Integration in Africa (JLMP) is a long-term joint undertaking between the AU, ILO, IOM, UNECA, and UNDP. It is the instrument dedicated to the implementation of the 5th Key Priority Area of the Declaration and Plan of Action on Employment, Poverty Eradication and Inclusive Development. The JLMP was adopted by the Assembly of Heads of State and Government in January 2015. Its strategy is focused on intra-African labour migration. It is in line with and supports achievement of the Agenda 2063; the First Ten Year Implementation Plan for Agenda 2063 (2014 – 2023), and the Sustainable Development Goals (SDGs). The JLMP implementation also builds ground on the AU Migration Policy Framework for Africa and Plan of Action (2018 – 2030), which names the JLMP as one of the major means towards establishing regular, transparent, comprehensive and gender-responsive labour migration policies, legislation and structures at national and regional levels.

The overall goal of the JLMP is to

'Strengthen effective governance and regulation of labour migration and mobility in Africa, in accordance with the law and with the participation of key actors in government, parliaments, social partners and migrants, international organisations, NGOs and organisations of civil society'.

This goal will be achieved through two specific objectives:

1. Strengthen the effective governance and regulation of labour migration and mobility in Africa, and
2. Support the implementation of labour migration standards and policies.

To have a significant yet realistic take-off of the Programme, a Three-Year Project (July 2018 – June 2021) was developed, with focus on AUC and RECs (particularly in EAC, ECOWAS and SADC). The overall objective is to improve the governance of labour migration to achieve safe, orderly and regular migration in Africa as committed in relevant frameworks of the African Union (AU) and Regional Economic Commissions (RECs), as well as relevant international human rights and labour standards and other cooperation processes. The specific outcomes of the project are as follows:

Outcome 1 Enhanced effectiveness and transparency of operations of labour migration stakeholders, such as labour market actors and institutions, migration authorities, in consultation and cooperation with workers' and employers' organisations, the private sector, recruitment industry and relevant civil society organisations, in delivering improved labour migration governance services.

Outcome 2 Improved policy and regulatory systems on labour migration at Member State and REC levels, taking into account its gender dimension and the relevant international human rights and labour standards.

Outcome 3 Multi-stakeholder policy consultation and practical coordination on labour migration and mobility to provide advisory support to MSs', AU's and RECs' decision makers.

Outcome 4 Continental and regional operational leadership and capacity to spearhead/steer the implementation of the JLMP at all levels.

One of the essential strategies of the JLMP to achieve these objectives focuses on

'Upgrading labour institutions and social partners to enable them to manage the governance, policies and administration of labour migration.'

Capacity building is therefore regarded as a key success factor in the implementation of the JLMP. Moreover, the programme is implemented according to a sequential approach that makes training and capacity building a prerequisite to equip key actors with the technical skills to ensure the proper implementation of the other components at the national, regional and continental levels. The development and implementation of training and capacity programmes on labour migration governance was therefore identified as a main activity of the JLMP 3-Year Priority Project.

It is in this framework that the AUC engaged in the process of developing a training and capacity building strategy for labour institutions on labour migration governance, with the support of GIZ and the involvement of ILO, ITCILO, IOM and IOM ACBC. The process had as key objectives to:

● compile an overview on existing training and capacity building plans/initiatives on labour migration management in various institutions, in particular ILO, ITCILO, IOM, IOM ACBC, OECD and World Association of Public Employment Services (WAPES);

● conduct a Capacity Needs Assessment (CNA) through an online survey and interviews of selected countries;

● develop a potential capacity building strategy and identify methodology as well as target audience; and

● draft a report of the survey including recommendation for a capacity building strategy and road map.

The final expected outcome of this process was a training and capacity building strategy for labour migration governance, which specifies the key thematic areas, the target groups, methodology and approaches, the calendar and priorities, taking into consideration an analysis of existing training programmes.

The process started with a participatory workshop held in September 2018 in Casablanca, Morocco. The workshop gathered representatives from key target groups (national institutions responsible for labour and migration, RECs, National Schools of Administration, Social partners, regional labour administration centres [ARLAC, CRADAT and ACLAE]). The key outcomes of the workshop [1] were:

● an analysis of challenges faced by target groups identified for efficient labour migration governance, the capacity gaps as well as their capacity needs;

● the identification of major training and capacity building themes, as well as specific areas of focus and recommended methodologies for target groups; and

● the setting up of an experts' working group to contribute in the preparation and finalisation of the capacity building strategy.

Based on the outcomes of the participatory workshop, an international consultant was

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[1] The workshop report is available via this link au.int/en/documents/20190423/final-report-workshop-development-training-and-capacity-building-plan-role-labour

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involved from October to November 2018 and delivered the following:

- a capacity needs assessment survey;

- a review of existing capacity building tools and resources on labour migration;

- a proposed 5-day training workshop (with modules targeting 8 main thematic components); and

- recommendations on the preparation and organisation of the training workshop.

Finally, in order to arrive at the final expected outcome of the process, a technical workshop was organised with experts from AUC, ITCILO, ILO, IOM, IOM ACBC, GIZ, UNECA and ACBF on 25 and 26 February 2019 in Addis Ababa, Ethiopia. This technical workshop had as objectives to:

- enrich and finalise tailored training and capacity building plans for each target group including the adequate methodology to be used;

- identify training and capacity building needs and strategy that can be covered by existing offers (e.g. from ILO, ITCILO, IOM and IOM ACBC), and identify measures that still need to be developed/designed;

- agree on the priority actions for 2019; and

- discuss the institutional mechanism to coordinate the implementation and follow up of the training and capacity building strategy.

This document therefore presents the final **Training and Capacity Building Strategy on Labour Migration Governance** for the **Three-Year Priority Project of the JLMP.**

THE TRAINING AND CAPACITY BUILDING STRATEGY

Objectives

The global objective of the training and capacity building strategy is to strengthen the capacities of migration authorities, labour market institutions in MSs and RECs, including social partners, and parliaments, and taking into account gender responsive components.

Overall principles of the strategy

This training and capacity building strategy was developed based on the following principles.

Diversity of methodologies

Effective and efficient capacity building of labour institutions and migration agencies should include a mix of measures, that is training activities, but also experience sharing, development of practical tools/handbooks, curricula development, training of trainers, experts' mission and advisory services, twinning initiatives, e-learning, etc. The design and implementation of the strategy should take into account this diversity of methods. The certification of the participants needs also to be considered as an important part of the strategy.

Specificity of target groups

The specificities of the various target groups, based on their roles and level of involvement in labour migration governance, should be considered while developing and delivering the training and capacity building strategy. This has an impact on the definition of topics/themes to be addressed, as

well as the type of methodology to be used. Geographical specificities and language diversity also need to be considered in designing the various measures.

Taking stock of existing capacity building initiatives

The JLMP training and capacity building strategy has to take into account the capacity building initiatives appearing at the global, regional and national levels and that are implemented by key stakeholders, namely ILO, ITCILO, IOM and IOM ACBC. This strategy aims to match the capacity building measures identified for each target group with the capacity-building offer currently available and already proposed in order to ensure a coherent and complementary approach to the capacity building strategy.

Target groups

The key target groups identified by the JLMP are:

- Experts from Secretariats of the Regional Economic Communities, with a specific attention to the departments in charge of labour, migration and statistics;

- National experts from:

  - institutions in charge of labour migration, including ministries of labour and employment, ministries of foreign affairs and migration, emigration and immigration services, ministries of interior/home affairs,

  - institutions in charge of labour and employment, including social security institutions, Public Employment

Services, labour inspection services (labour inspectorates) and labour attaches, and

● institutions in charge of education, vocational trainings and health; and

● social partners (employers' and workers' organisations). ²

During the process of developing the training and capacity building strategy, additional target groups were identified, namely: labour statistics institutions at national level, members of parliaments, local/regional officials (mayors, administrators, etc.), private recruitment agencies, diaspora associations, NGOs/Civil Society Organisations, as well as academia, think tanks, national schools of administration and regional labour administration centres.

Key thematic components

Based on the participatory needs analysis during the Casablanca Workshop and the online survey, 12 main thematic components were identified for the training and capacity building strategy. These are:

1. iInternational and regional standards and their domestication and application (under rule of law, including policy formulation).
2. Migration, mobility, migration and development: understanding the context, the notions and the interdependencies;
3. Decent work.
4. Social dimension, including legal and social protection, social security, gender, human welfare, integration, etc.

5. Governance, including whole of government, whole of society approaches, integration, normative institutional architecture, etc.
6. Administration of (labour) migration: roles and operation of migration and labour institutions, labour inspection, training of institutional personnel, etc.
7. Coordination, cooperation, and communication.
8. Data culture including data collection, analysis, using data tools, data exchange and comparability, dissemination, etc.
9. Skills and TVET, and recognition of qualifications, training and experience.
10. Practical skills for stakeholders in advocacy and communication.
11. Social dialogue.
12. Non-discrimination and equality of treating, including anti-racism/anti-xenophobia policy and practice.

It was also agreed that 'gender and vulnerable groups' should be a cross-cutting issue to be mainstreamed in all the main topics.

Specific measures per target group

The detailed training and capacity building strategy presents, for each target group:

● the key topic to be addressed;

● the capacity building measure to be used;

● the detailed content;

● available similar CB measures that can be used;

● indicators; and

● timeframe/calendar.

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² The exact ministries, or source of experts, will have to be identified for the specific MS context, as the set-up for labour migration management differs in different countries and regions.

RECs secretariats

Specific objective: Enhancing RECs' capacity to design, coordinate implementation and monitor labour migration policies.

Topic	CB measure	Content	Availability of similar CB measure	Indicators	Implementation plan/ calendar		
					2019	2020	2021
Policy coherence	Training[3]	• Formulation of labour migration policies/policy frameworks, strategies and action plans – including training on mainstreaming labour migration and informal sector into employment policies • Knowledge of international/ continental laws and implementation • M&E plan for LM policies- part of the training on LM policy + part of guidelines • Follow up of the implementation of legal and regulatory frameworks	IOM/ILO/ITCILO training[4] Observation: adapt module on the specific regional context	At least three experts from each REC Secretariat (relevant departments) have received training on formulation of LM policies Participants in training as above	✓	✓	
	Guidelines and manuals	Practical guide including check lists on how to develop LM policy	IOM, ILO & OSCE handbook[5]	At least one practical guideline on LM policy developed		✓	
	Expertise services	Face-to-face technical support in developing and operationalising LM policies	Availability of experts in LM policy formulation and operationalisation	At least bi-annual meetings between REC focal points and technical experts At least 9 experts' missions in the 3 RECs			✓

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[3] Opportunity to associate the RECs to the training of MS
[4] www.osce.org/secretariat/19242 and publications.iom.int/books/handbook-establishing-effective-labour-migration-policies-countries-origin-and-destination-1
[5] www.osce.org/eea/29630

Topic	CB measure	Content	Availability of similar CB measure	Indicators	Implementation plan/calendar		
					2019	2020	2021
Institutional frameworks and coordination	Introductory handbook – A 'living' document online which includes status of institutional framework on labour migration	• Knowledge of institutions, roles, processes, challenges and priorities of migration • Knowledge of regional integration and governance processes and institutions		RECs have handbooks on internal processes			✓
	Consultation platform for Intra-REC migration focal points for sharing of knowledge[6] Exchange visits – peer to peer learning	Approaches for harmonisation and coordination of legal, policy and practical frameworks		Annual consultative meetings convened		✓	
	Information management – create repository	Making information and agreed documents readily available		A repository is available		✓	
	Exchange visits and peer to peer learning on inter REC cooperation and coordination	• Exchange of experiences on policy development and coordination • Identification of collaboration areas between RECs on labour migration		At least 2 inter RECs peer to peer learning events organised		✓	
	Inter RECs peer assistance – advisory support			Advisory (online) support platform available[7]		✓	

Availability of human resources at RECs level was identified as a key success factor for the capacity building strategy. In this regard, a key prerequisite is the recruitment of at least one labour migration expert in each REC Secretariat, who will be able to fully dedicate their time to migration coordination, including but not limited to labour migration, and act as focal point in each REC.

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[6]   Part of the modular approach (training package)
[7]   Link with the Intra African Technical Cooperation Platform

Labour migration institutions at national level

Specific objective: Enhancing Member States' capacity to design and coordinate the implementation of labour migration policies:

This target group includes:

- experts from ministries of migration, labour & employment working on policy formulation and implementation, other migration authorities at policy levels;

- labour statistics institutions (plus other institutions producing administrative data);

- social partners; and

- labour attachés.

Topic	CB measure	Content	Availability of similar CB measure	Indicators	Implementation plan/calendar 2019	2020	2021
Experts from ministries of migration, labour & employment working on policy formulation and implementation, other migration authorities at policy levels							
Formulation of labour migration policies, strategies and plans	Modular approach – 5-step programme[8]: 1. Inception/Introduction 2. Policy Design 3. Political supportability 4. Implementation (mentorship) 5. Apply project **Certification:** • Participation, accomplishments and diploma • Advisory support/ Integrated coaching programme (Intra-African) • COPs platforms and experts' networks • Distance learning and experience sharing events using IT facilities (to support the certification process – forums)	• Formulation of labour migration policies • Formulation of strategies and action plans • Integration of the informal sector in labour migration policies • Integration with employment policies • Gender specifics on labour migration governance • Reintegration policies and approaches • Monitoring, evaluation and reporting on policies • regional integration and governance processes and institutions • International standards regulating labour migration governance • Knowledge of institutions, roles, processes, challenges and priorities on migration • Frontline actors of migration: roles of local actors/authorities and immigration authorities • Knowledge of regional integration and governance processes and institutions • Approaches for harmonisation and coordination of legal, policy and practical frameworks	ITCILO Certification framework ITCILO labour migration training courses IOM International Migration Law training courses IOM Labour Mobility training courses, including training on the implementation of LM policies Compendium of International Migration Law Instruments	8 workshops (4 in French and 4 in English) (50-200 experts and mentors) 25-100 validated applied projects (assuming 50% chance of completion of the process)	✓	✓	
	Review of curricula on initial training of labour administrators			Labour migration is mainstreamed in initial training curricula of at least 6 NSA	✓	✓	
	Training of trainers			A pool of trainers in labour migration is available in ARLACs and NSA	✓	✓	
	Continuous training			Short-terms trainings for labour administrators on labour migration are available in all ARLACs and NSA			✓
Institutional coordination	Exchange visits by other MS with workshops on processes and lessons learned	Set up national coordination mechanism comprising main stakeholders formally established with clear ToRs Labour migration management	Handbook on Integrated Border Management and visits OSBPs IOM trainings on IBM	At least 3 exchange visits are organised			✓
	Trainings and workshops for Border Authorities (health, immigration, customs, border police and immigration services)			At least 4 workshops are organised			✓

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[8]   The details of the modular approach are available in annex.

Topic	CB measure	Content	Availability of similar CB measure	Indicators	Implementation plan/calendar		
					2019	2020	2021

Labour statistics institutions (including other institutions producing administrative data)

Topic	CB measure	Content	Availability of similar CB measure	Indicators	2019	2020	2021
Data, information and knowledge systems	Manuals and tools	• Data collection, analysis, dissemination and exploitation • Harmonised collection indicators, tools and approaches for comparable and reliable data • Producing data acceptable by international standards, governments and partners • Interoperability of information and database systems • Preparation for the third labour migration statistics report for Africa. Focus on best practices within the continent (one country in East, West and Southern Africa), use as bench mark for other MS in the respective regions		Updated manuals and tools are available	✓	✓	
	Workshops			• 8 workshops • 20-25 participants trained per workshop	✓	✓	

Topic	CB measure	Content	Availability of similar CB measure	Indicators	Implementation plan/calendar		
					2019	2020	2021

Labour Attachés

Topic	CB measure	Content	Availability of similar CB measure	Indicators	2019	2020	2021
Bilateral and Multilateral Labour Arrangements	Workshops	• Strengthened global guidance and architecture to govern labour mobility through bilateral labour migration arrangements in Africa • Foster the sharing of promising national and international recruitment practices that meet internationally recognised human rights and labour standards • Negotiation capacities • Implementation and follow up of BLAs, including fair and ethical recruitment	IOM/ILO/ITCILO trainings ITCILO training on negotiating BLAs ITCILO on Establishing Fair Recruitment processes ITCILO training modules on Establishing Fair Recruitment – including an online training and self-guided training IOM training on ethical recruitment for recruiters, employers and governments ILOs fair recruitment training	1 workshop 25 participants trained	✓	✓	

Members of parliaments

Specific objective: Improve understanding of labour migration at country and regional levels.

Topic	CB measure	Content	Availability of similar CB measure	Indicators	Implementation plan/ calendar		
					2019	2020	2021
Legal, regulatory framework on Labour Migration	1 high-level continental workshop (RECs – Pan African Parliament)	• Knowledge of existing legal and regulatory frameworks (international, national and regional)	ILO curriculum on ratification processes of international labour standards	First cohort of 30 participants At least 3 champions identified	✓		
	3 high-level regional workshops (RECs + national MP)	• AU Protocol on Free Movement of Persons and Free Movement Guidelines	IOM training on international migration law, includes wider sets of conventions and protocols			✓	
	Development of a compendium of key legal instruments (international and regional)	• Ratification of international laws and implementation • Revision of national legal frameworks; formulation of laws and regulations • Follow up of the implementation of the legal and regulatory framework			✓		

The overview of measures and approach for stakeholders at national level is available in the annex.

Social partners (employers' and workers' organisations [9])

Specific objective: Awareness on labour migration standards and policy framework is raised and capacities are enhanced to advocate for the protection of migrant workers' rights.

Topic	CB measure	Content	Availability of similar CB measure	Indicators	Implementation plan/calendar		
					2019	2020	2021
Legal and regulatory frameworks/ Decent work	Collection and processing of laws and texts on labour migration governance in combination with short online trainings/ information session	• Knowledge of existing legal and regulatory frameworks • AU Protocol on Free Movement of Persons and Free Movement Guidelines • Follow up of the implementation of the legal and regulatory framework • Awareness on processes and content of multilateral and bilateral agreements • Awareness on labour reintegration guidelines • Advocacy and communication • Self-assessment on recruitment practices for private sector	A Survey on Migration Policies in West Africa (IOM/ICMPD) Introduction to international labour standards (ITCILO) Trainings for social partners on social dialogue (ITCILO) Training on negotiation skills (ITCILO) Training and modules on decent work for migrant workers for Trade Unions (ILO /ITCILO) IRIS Training Programme for Employers, for recruiters and for governments (IOM) Online Toolkit [10]	Availability of national, regional and international frameworks/policies (repository)	✓	✓	
Regional training workshops				50% of social partners in Africa have attended CB training/regional workshops	✓		✓
Training of trainers				A pool of trainers on labour migration is available in social partners' associations		✓	
Peer-to-peer learning/ study visits	Inter- and intra-regional cooperation of social partners	Trade unions and employers' organisations training programs and material	5 interregional/ intraregional/regional study visits depending on opportunities				✓

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[9] Including association of workers in the informal economy and in the rural sector, and associations of domestic workers
[10] Establishing Fair Recruitment Processes (Introductory module complete; others in progress) (ITCILO/IOM)

Topic	CB measure	Content	Availability of similar CB measure	Indicators	Implementation plan/ calendar		
					2019	2020	2021
Social dialogue and out-reach	Online training	• Addressing the informal economy • Roles, engage-ment and actions of social partners (employers/their organisations and worker unions) on migration • Social dialogue on migration • Benefits of labour migration with reference to employers and workers • Contributing to policy formulation and implementation		1 online training on social dialogue for labour migration implemented and attended by 100 persons (50% employers' organisation and 50% employee organisation)		✓	
	Training workshops with experience sharing			At least 5 regional training workshops are organised for social partners on social dialogue and outreach			✓

Academia/Think Thanks/ARLACs and National Administration Schools

Specific objective: African academia, think tanks, ARLACs and NSA are capacitated to provide data, research, policy recommendation on labour migration in Africa.

Topic	CB measure	Content	Availability of similar CB measure	Indicators	Implementation plan/ calendar		
					2019	2020	2021
Collection, analysis and dissemina-tion of data on labour migration policy recom-mendation Capacity Building	Conference Peer-to-peer learning Regional training workshop	• Standards on collec-tion of data on labour migration • Knowledge on conti-nental, regional and national labour migra-tion policies • Gender-responsive recommendations for labour migration governance data • Key research topics from LM practitioners (LMAC Bureau)	Future of data for decent work (event) (ICTILO) My JMDI e-Tool-box on Migra-tion and Local Development (ICTILO/IOM) Labour Migra-tion Academy (ICTILO)	1 conference is held on standards on data collection, analysis and dissemination with Af-rican-based think tanks and academia 1 network of African think tanks, academ-ia, ARLAC and NSA is founded		✓	

Diaspora and migrants' associations

Specific objective: Engage, enable and empower diaspora and migrants' association regarding the potential of labour migration and the rights of labour migrants.

Topic	CB measure	Content	Availability of similar CB measure	Indicators	Implementation plan/ calendar		
					2019	2020	2021
Migration, mobility and development	Sensitisation campaigns	• Links between migration and sustainable development, incl. circular migration and return	IOM training on migration and sustainable development and Essentials of Migration Management	1 event organised with diaspora and migrant associations per year and used to campaign on the JLMP and migrants' rights		✓	✓
Communication and advocacy	Video conferences, online seminars	• Contribution of diaspora to the development of country of origin and host countries • Skills transfer and remittances • Labour mobility and its benefits • Rights of labour migrants					

Private recruitment agencies

Specific objective: Private recruitment agencies are capacitated for ethical recruitment and respect migrant workers' rights.

Topic	CB measure	Content	Availability of similar CB measure	Indicators	Implementation plan/ calendar		
					2019	2020	2021
Knowledge on international, continental and national labour migration standards **Ethical recruitment/ decent work** **Data collection, dissemination**	Online training Regional consultative workshop	• Knowledge of existing legal and regulatory frameworks • Awareness on processes and content of multilateral and bilateral agreements • Standards on data collection and dissemination (to ministries of labour and migration)	Establishing Fair Recruitment Processes (Introductory module complete; others in progress) (online tool) (ICTILO) IRIS international recruitment integrity system for recruiters, employers and governments (face-to-face trainings for each group) ILO Migration for decent work/Trainer's manual for mandatory pre-departure orientation for workers	2 trainings for ethical recruitment/decent work are attended by a total of 100 private recruitment agencies			✓
Pre-departure, post-arrival, return information	Manual	Standardised, but individually correct provision of information before departure, after arrival and on return of migrant workers		1 Continental Manual on pre-departure, post-arrival, and return is developed			✓

Local/regional officials
(mayors, administrators, district chief executives, border agencies)

Specific objective: Local authorities awareness and implementation capacities on labour migration standards are increased.

Topic	CB measure	Content	Availability of similar CB measure	Indicators	Implementation plan/ calendar		
					2019	2020	2021
Knowledge on national, regional, continental and international standards and frameworks	Short trainings/ sensitisations via leadership institutes and associations of mayors etc.	• Knowledge and implementation of labour migration standards, strategies and action plans	My JMDI e-Toolbox on Migration and Local Development (ITCI-LO/IOM)	At least 4 trainings/information sessions organised in collaboration with association of mayors (continental/regional)		✓	
Labour migration governance strategies and action plans, M&E systems	Peer-to-peer learning and support	• Implementation of rights based judicial processes					
Judicial processes (migrant smuggling, human trafficking)	Peer-to-peer learning and support	• Standardised data collection and forwarding to ministries of labour/statistics institutes		Study visit of selected communities is organised together with a short training on labour migration governance on the local level		✓	
Data collection	Study visits combined with short training of focus regions/ communities with a lot of labour migrants ('success stories')	• Monitoring and evaluation of strategies and action plans					
Mainstreaming into local development plans							

NGOs/CSOs

Specific objective: CSOs/NGOs capacities to advocate on labour migration and raise awareness on rights and opportunities of migrant workers are enhanced.

Topic	CB measure	Content	Availability of similar CB measure	Indicators	Implementation plan/calendar		
					2019	2020	2021
Knowledge on national, regional, continental and international standards, frameworks, roles and responsibilities of key stakeholders of labour migration governance **Communication and advocacy** **Data collection**	Online courses Side events during regional consultative meetings of civil society	• Information and knowledge about standards, roles and responsibilities on labour migration governance to pressure national governments and advocate for labour migration policies • Communication and organisational skills to reach out to labour migrants and inform them about their rights • Improved capacity to collect standardised data from migrant workers	My JMDI e-Toolbox on Migration and Local Development (ICTILO/IOM) Training on Enhancing the Protection of migrant workers and their families (ITCILO) Course on Access to social protection for migrant workers, refugees and their families (ITCILO) LMA (ITCILO) List of Open courses proposed by ITCILO on labour migration (see the list on ITCILO website[11])	Representatives of at least 50 national civil society associations have undertaken an online course on labour migration governance			✓

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[11]   www.itcilo.org/en/areas-of-expertise/labour-migration

PRIORITY CAPACITY BUILIDING ACTIONS FOR 2020

The following measures have been identified as key priorities actions to be implemented by July 2020, with corresponding indicators.

Topic	CB measure	Indicators
RECs Secretariats		
Policy coherence	Training [12]	At least three experts from each REC Secretariat (relevant departments) have received training on formulation of LM policies
Institutional coordination	Information management – creation of repository	A repository is available
Experts from ministries of migration, labour & employment working on policy formulation and implementation, other migration authorities at policy levels		
Formulation of labour migration policies, strategies and plans & Institutional coordination	• Training workshops with modular approach and certification • Advisory support/Integrated coaching programme (Intra-African) • COPs platforms and experts' networks • Distance learning and experience sharing events using IT facilities (to support the certification process – forums) • Set up national coordination mechanism comprising main stakeholders formally established with clear ToRs	• 8 workshops (4 in French and 4 in English) • 120 experts and mentors (next 12 months) • 60 validated applied projects (assuming 50% chance of completion of the process)
	• Review of curricula on initial training of labour administrators	Labour migration is mainstreamed in initial training curricula of at least 6 NSA
Labour statistics institutions (+ other institutions producing administrative data)		
Data, information and knowledge systems	Workshops on the development and preparation for the third labour migration statistics report for Africa	• 2 workshops • At least 50 participants trained
Member of parliaments		
Legal, regulatory framework on labour migration	1 high-level continental workshop (RECs – Pan African Parliament)	• First cohort of 30 participants • Potential country cases: Rwanda, Morocco, South Africa, Eswatini, Lesotho
Labour attaches		
Bilateral and multilateral labour arrangements	Workshops	• 1 workshop • 25 participants trained

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[12]   Opportunity to associate the RECs to the training of MS

COORDINATION AND FOLLOW UP MECHANISM

The training and capacity building strategy will be implemented by the implementing agencies of the JLMP, namely the AU Commission, ILO and IOM. Collaboration and synergies will be developed with ITCILO, ACBC, UNECA, ACBF and social partners. The AU Intra African Technical Assistance Platform, the regional labour administration centres and the National Schools of Administration (NSA) will be associated in the implementation of measures. Other development partners or donors may be mobilised as need arises.

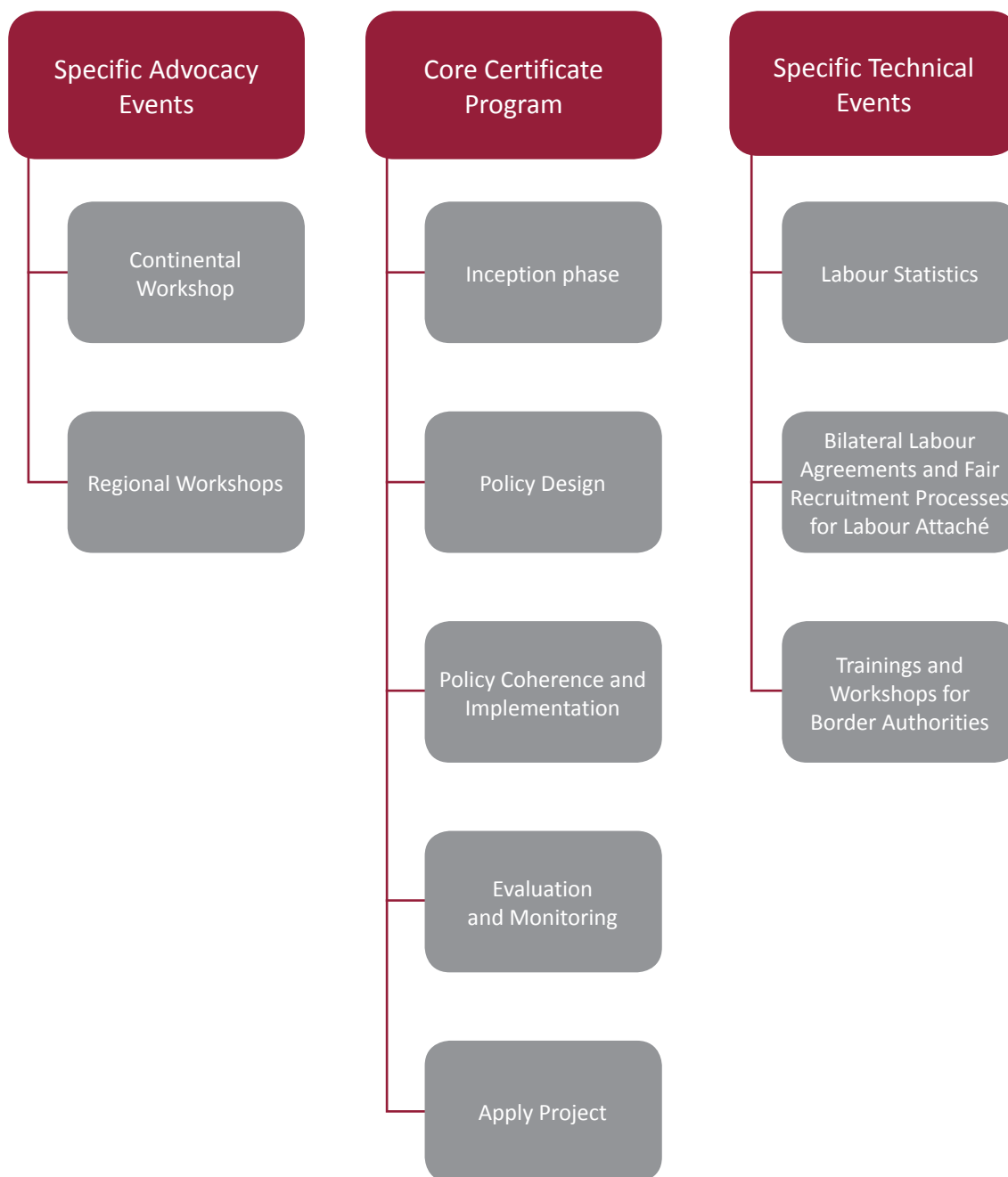Leadership on the implementation of specific CB measures is part of the JLMP project document. In case further clarification is needed on a specific activity, this can be discussed in the framework of the JLMP – Priority Technical Committee.

Coordination and follow up of the training and capacity building strategy will be realised through the JLMP – Priority Technical Committee; updates on the implementation of the strategy will be shared during each session.

The indicators of the training and capacity building strategy will be connected to the JLMP – Priority M&E Framework and serve as basis to complement the assessment of the main indicators on capacity building (output 1.2).

ANNEX

Annex 1: Overview of measures for stakeholders

Specific Advocacy Events	Core Certificate Program	Specific Technical Events
Continental Workshop	Inception phase	Labour Statistics
Regional Workshops	Policy Design	Bilateral Labour Agreements and Fair Recruitment Processes for Labour Attaché
	Policy Coherence and Implementation	Trainings and Workshops for Border Authorities
	Evaluation and Monitoring	
	Apply Project	

Annex 2: Modular approach for the capacity building on policy formulation and implementation

Level I: Participation	Level II: Achievements	Level III: Diploma
Inception trainings	**Advanced trainings**	**Apply project**
• International Migration Law – IOM • Labour migration concept • Labour Mobility trends & challenges • Decent Work for Migrant Workers • Data collection, analysis, dissemination and exploitation • Knowledge of existing legal and regulatory frameworks • Ratification of international laws and implementation • Knowledge of institutions, roles, processes, challenges and priorities on migration • Knowledge of regional integration and governance processes and institutions	*Policy Design: Problem Diagnosis & Technical Correctness* • Revision of national legal frameworks; formulation of laws and regulations and alignment with other relevant regional and international frameworks • The role of Social dialogue in the policy design of a labour migration policy *Policy coherence* • Coordination, Cooperation, Roles, engagement and actions of social partners (employers/their organisations and worker unions) on labour migration • Social dialogue on labour migration • Benefits of migration/labour mobility with reference to employers and workers • Contributing to policy formulation and implementation • Coherence between labour migration policy and employment policy *Implementation (mentorship)* • Follow up of the implementation of the legal and regulatory framework • Integrated Border Management: preventing abusive migration, smuggling and trafficking for forced labour – IOM (on Forced Labour ILO can contribute)	To address the following questions: • What are the underlying problems? • What are the most promising policy options? • Who are the key influencers of the decision? • What do they want? • What is the best politically supportable policy? • Can the policy options be implemented? • What are the final policy recommendations?

Notes

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