

## Policy Brief

# Building the Evidence Base for a Global Skills Partnership between Italy and Tunisia

## Insights from Institutional and Labor Market Assessments

### Executive Summary

**This paper synthesizes findings from four complementary assessments that provide the analytical foundation for a potential Global Skills Partnership (GSP) between Italy and Tunisia.** These include two institutional assessments and two labor market assessments (World Bank, 2025a; World Bank 2025b). Together, they identify priority sectors and occupations in both countries, as well as key institutional conditions required to implement a GSP effectively.

**A GSP seeks to expand the pool of skilled workers in origin countries through targeted training.** By doing so, it aims to address labor shortages in origin and destination markets while creating employment opportunities both locally and abroad. Designing a GSP between Tunisia and Italy, therefore, requires a dual diagnostic approach: (1) an analysis of labor market demand and supply, and (2) an assessment of institutional readiness to operationalize structured labor mobility pathways.

**To support this dual approach, the World Bank has developed two complementary reports for each country to ensure that GSP design is both economically relevant and institutionally feasible:**

- **The labor market assessment identifies sectors and occupations facing labor and skill shortages in Tunisia and Italy.** It draws on labor-related indicators from a national representative survey and demographic trends to inform GSP priorities and the scale of training.
- **The institutional assessment examines the readiness of each country to implement mobility pathways.** It focuses on the legal and policy framework, institutional roles and coordination, and operational capacity across training systems, mobility services, and (re)integration support.

### Demographic and Labor Market Context

**Italy and Tunisia face two contrasting but complementary market trends that create a structural rationale for mobility:**

- Italy is experiencing a rapidly aging and shrinking workforce, resulting in persistent labor shortages across key sectors.
- Tunisia, in contrast, continues to see growth in its working-age population, although at a slowing rate, alongside weak job creation and high unemployment, particularly among young people.

These divergent trajectories provide a structural basis for well-governed and mutually beneficial labor mobility between the two countries.

## Priority Occupations and Sectors

**The labor market assessments identify 48 critical occupations in shortage in both Tunisia and Italy.** These shared shortages are primarily concentrated in selected niches of **manufacturing, construction,** and especially the **agrifood system.**

However, the degree of alignment varies across sectors:

- **Manufacturing** shows limited relevance, given Italy's shrinking manufacturing base, despite growing labor demand in Tunisia.
- **Construction** offers only partial alignment between labor demand in Italy and Tunisia, mainly due to declining labor demand in Italy.
- The strongest overlap—and highest potential for successful job matching—emerges in downstream segments of the **agrifood** and **tourism sectors**, including occupations such as cooks and waiters, food processing and packaging workers, logistics staff, and food service workers.

## Institutional and Operational Challenges to Address

**Institutional assessments reveal several bottlenecks that must be addressed to operationalize an effective GSP.** Despite strong legal and institutional foundations in both countries, translating these into functioning labor mobility pathways remains challenging. Operational inefficiencies—particularly related to matching, clearance, and visa issuance—create bottlenecks that increase costs and hinder timely deployment for both workers and employers.

**A key constraint is the lack of structured bilateral coordination mechanisms.** The absence of permanent joint committees and regular monitoring arrangements limits the ability of both countries to plan, manage, and scale labor mobility programs effectively. In addition, labor market needs assessments are not systematically integrated into migration planning and sector or occupational prioritization, thereby reducing the effectiveness of joint programming.

**For both countries, mutual recognition of skills remains a critical unresolved issue.** Currently, there is no fully operational system to ensure portability and equivalence of skills across borders.

**In Tunisia, recruitment and training systems require modernization.** Priority areas include the digitalization of worker profiling and job matching, stronger engagement with private sector actors to improve placement rates, and alignment of curricula with international standards to meet employer requirements abroad.

Further, **protection abroad and reintegration measures remain weak.** Gaps persist in predeparture orientation, grievance and legal-aid mechanisms, and social security portability. Weak diaspora engagement and fragmented support for returnees limits the potential benefits of managed mobility.

**Italy's institutional assessment identifies labor mobility under Article 23 (predeparture training projects) as a promising pathway for linking skills development with employer demand.** If fully guided by GSP principles, this channel could better align migration management with development objectives.

**However, significant implementation challenges persist,** such as limited formal identification of critical occupations; weak employer engagement due to incomplete information on costs and benefits; and a complex, unpredictable, and lengthy clearance process. Capacity constraints, fragmented governance, and territorial variability drive these challenges.

**Additional institutional gaps undermine the effectiveness of labor mobility and integration outcomes.** The absence of national mechanisms to recognize non-EU (European Union) vocational qualifications and harmonize skill standards across regions and with origin countries raises the risk of brain waste (talent misallocation). Insufficient Italian language training and weak coordination among multidimensional support services limit migrants' ability to integrate effectively into the labor market and society.

**Addressing these challenges will require improved governance structures and adequate resource allocation across countries.** Deeper collaboration is needed between institutions responsible for employment, training, labor mobility services, and migrant welfare in both Italy and Tunisia. The diverse array of stakeholders must unite in promoting policy coherence, build robust coordination mechanisms, and foster cooperation for sustainable funding.

## **1. Labor Mobility Dynamics and Labor Market Complementarity between Tunisia and Italy**

**Profound demographic changes are fundamentally reshaping Italy's labor market and constraining its productive capacity.** Population aging and a shrinking pool of job seekers are reducing the country's ability to fill vacancies, even as post-pandemic recovery has driven employment growth. Nearly one in four Italians is now beyond working age, while the youth population continues to decline.

**Despite large annual flows of job vacancies, Italy's overall employment growth has remained weak.** Total employment has increased by only 7 percent since 2005—one of the lowest growth rates in the European Union.

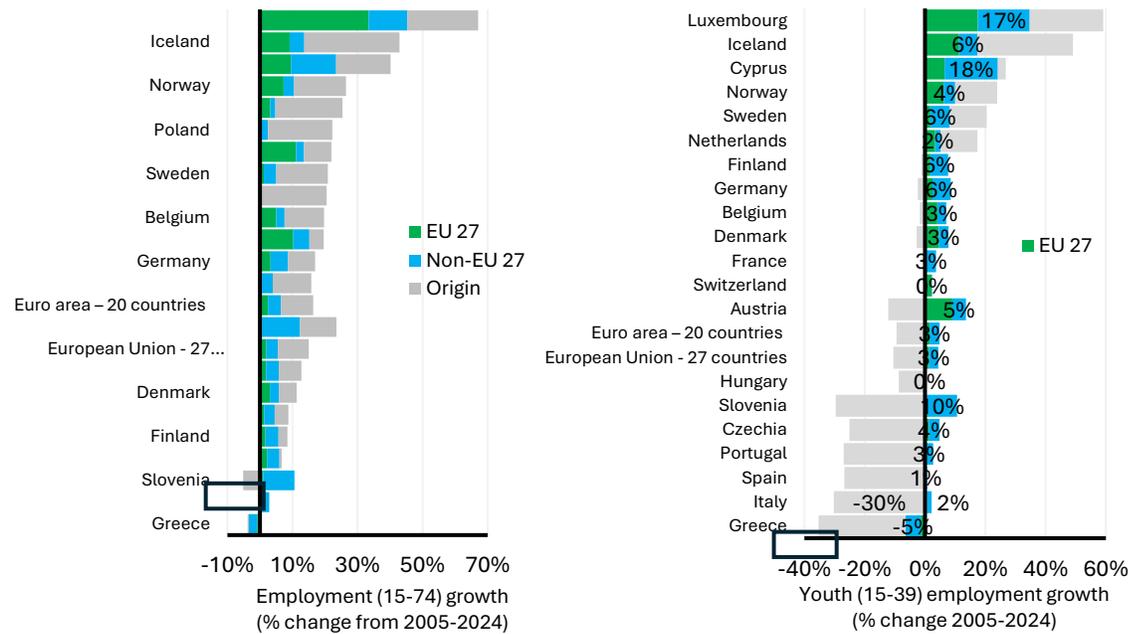
**Migrant workers have been the primary drivers of employment growth over the past two decades.** Employment growth among Italian nationals has been negative, while non-EU migrant workers account for the majority of net employment gains (figure 1, panel A).

**The pattern is even more pronounced among the portions of the labor force under 40 years of age.** Employment among young Italian nationals declined by 30 percent between 2005 and 2024, with only modest gains among migrant youth partially offsetting this decline (figure 1, panel B).

**Figure 1. Contribution of Natives and Migrants to Employment Growth in Italy and across Europe**

A. Total Labor Force (ages 15–74)

B. Workers under 40 (ages 15–39)



Note: EU = European Union.

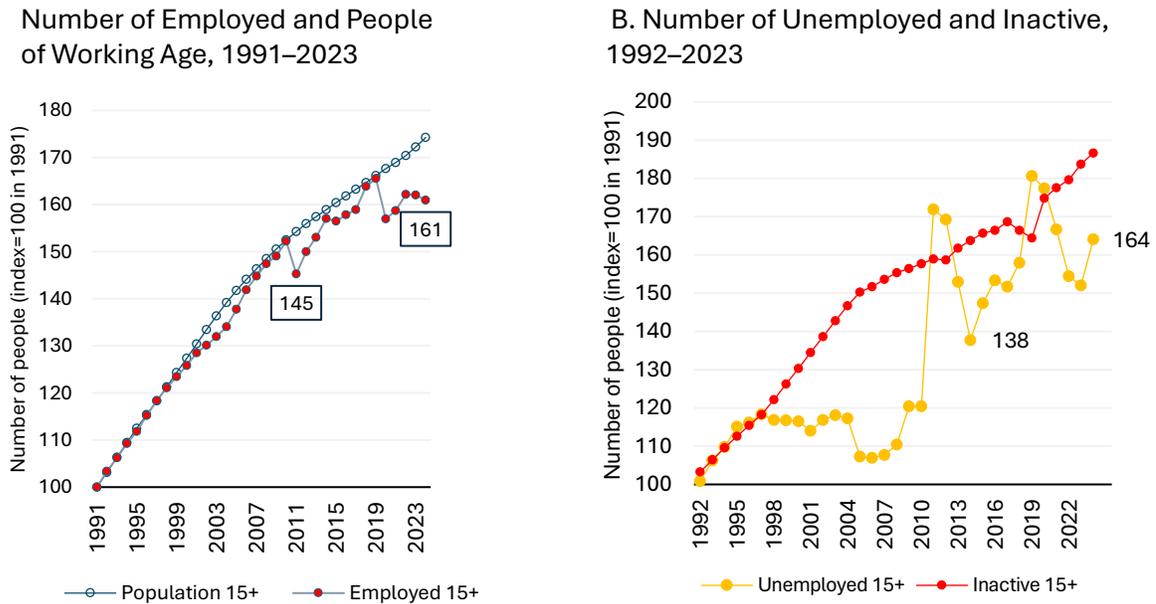
### 1.1 Tunisia’s Labor Market Pressures and Underutilized Human Capital

**Tunisia’s labor market has faced persistent structural challenges over the past two decades.** Low economic growth has constrained job creation, particularly for young people, limiting the economy’s capacity to absorb new labor market entrants.

**Employment growth has not kept pace with population dynamics.** Employment has expanded more slowly than the working-age population (figure 2, panel A), contributing to rising unemployment levels (figure 2, panel B). As a result, unemployment remains persistently high, and a growing share of the working-age population has withdrawn from the labor force. At the same time, Tunisia’s workforce continues to expand and become more educated. Although growth in the labor force is slowing, younger cohorts are achieving higher levels of education than previous generations.

**This widening gap between labor supply and labor demand remains Tunisia’s central policy challenge.** A labor force increasingly ready to contribute is met by an economy unable to generate sufficient employment opportunities, leaving substantial human capital underutilized.

**Figure 1. (Un)Employment Trends among the Working-Age Population in Tunisia**



Source: ILO 2024; UNDESA 2024.

## 1.2 Labor Mobility as a Complement to Domestic Job Creation

**Expanding access to international labor markets through well-governed mobility pathways can complement domestic job creation efforts.** By enabling Tunisian workers to contribute abroad in sectors where their skills are most needed, while ensuring they acquire new competencies that can support Tunisian economic growth, international labor mobility can reinforce domestic employment strategies.

**One of the potential labor markets for Tunisians is Italy.** Labor mobility between Tunisia and Italy is shaped by demographic and labor market dynamics that create natural complementarities. Tunisia’s workforce is young and increasingly educated, yet faces limited domestic employment opportunities. Though the working-age population is projected to continue growing until 2052, when it is expected to reach its peak, many highly educated young people struggle to find suitable jobs locally.

**Italy, in contrast, is experiencing a decline in its working-age population and persistent labor shortages.** These shortages are particularly acute in critical sectors, including construction, elder care, and the agrifood system. In many of these sectors, vacancies remain unfilled for extended periods, with average posting durations lasting several months. These contrasting trends create a clear opportunity for skills investment and labor mobility, where Tunisian workers can fill labor shortages in Italy while gaining valuable skills and income for remittances.

**Furthermore, labor mobility between Tunisia and Italy is supported by strong structural linkages.** Geographic proximity reduces mobility costs, while historical ties and established migrant networks facilitate movement and integration. Labor mobility flows from Tunisia to Italy are both longstanding and expanding. Recent bilateral agreements have formalized these movements, and data from Tunisia’s Ministry of Employment and Vocational Training indicate that Tunisians residing in Italy account for approximately 15 percent of the total Tunisian diaspora (World Bank, 2025b).

These dynamics provide a strong foundation for more structured and strategic cooperation. They position labor mobility as a shared development and economic opportunity for both countries.

## 2. The Global Skills Partnership Model

**The GSP is an innovative cooperation model that links human capital development in origin countries with labor demand in destination countries.** It operates through formal, legal labor mobility channels and is designed to be financially sustainable and mutually beneficial for both sides. Training occurs primarily in the origin country and follows a dual-track approach: (1) individuals who remain in the origin country (“**home track**”); and (2) individuals who migrate through structured, legal pathways (“**away track**”) (Acosta et. Al., 2025).

In the Tunisia–Italy context, this dual-track approach enables local training aligned with labor demand in both countries. Some trainees migrate to Italy through structured, legal pathways (**away track**), while others contribute their skills domestically (**home track**), thereby bolstering Tunisia’s workforce and economy.

### 2.1 Financing, Standards, and Labor Market Alignment

The GSP is grounded in bilateral or multilateral agreements developed between Tunisia and Italy. Within this framework, firms and government institutions in destination countries finance most of the training programs, which are delivered in origin countries. This structure ensures that labor mobility occurs via regulated and predictable legal channels.

**Training is aligned with occupational standards, certification systems, and labor market demands in both countries.** As a result, GSPs are most effective when focused on occupations with shared and strong labor demand. They are often particularly well suited for middle-skill occupations, though they can be adapted to other skill levels where labor needs overlap. By aligning Tunisia’s training system with Italy’s sector-specific labor needs, the GSP reduces key risks. This includes addressing skill mismatches, brain drain, and irregular labor migration, while enhancing employment outcomes for both workers and employers.

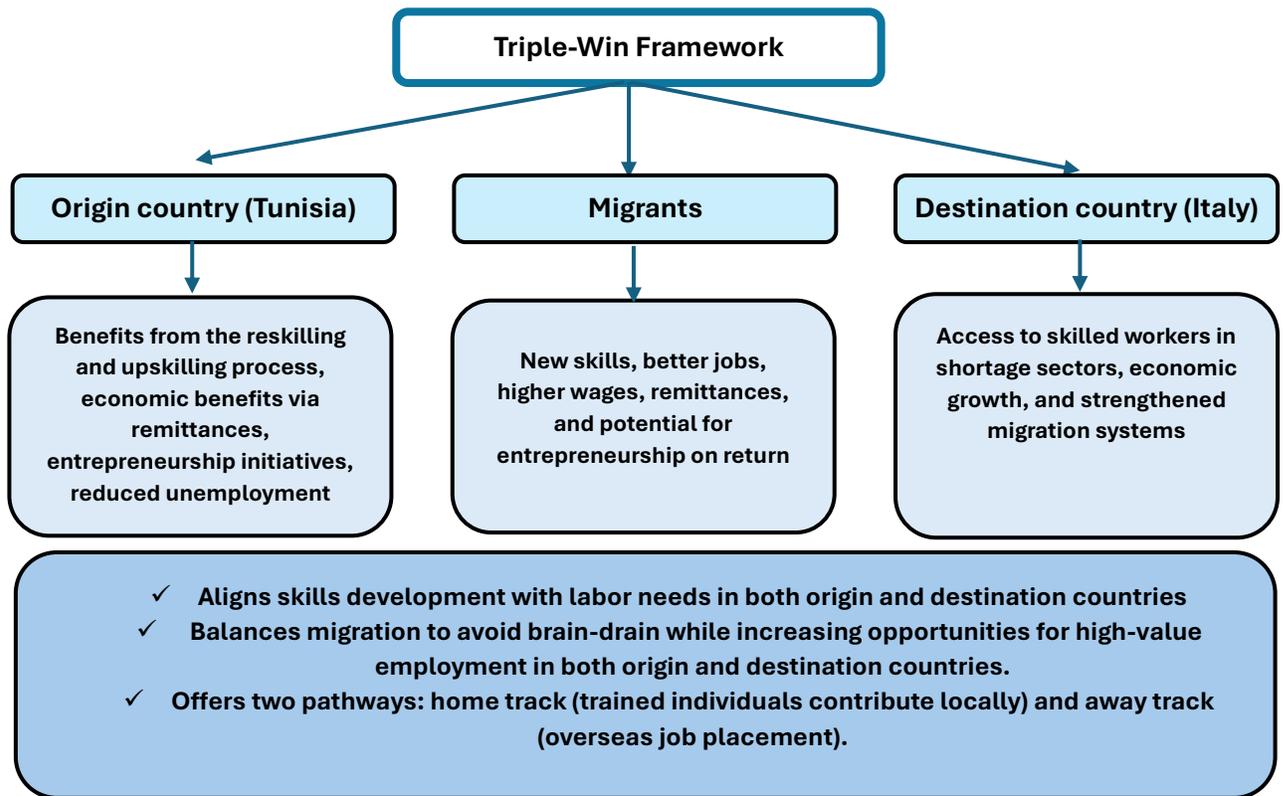
### 2.2 A Triple-Win Framework for Tunisia, Tunisian Migrants, and Italy

The Tunisia–Italy GSP embodies a clear triple-win framework (figure 3).

- **For Tunisia**, the model supports reskilling and upskilling of the labor force, improves employability, alleviates skills shortages among firms, and generates economic benefits through remittances and return-driven entrepreneurship.
- **For Tunisian migrants**, it provides access to new skills, better-paying jobs, and opportunities to reinvest experience and earnings in their communities.
- **For Italy**, the GSP delivers a reliable, job-ready workforce to address persistent shortages in key sectors, while strengthening labor mobility systems and reducing reliance on irregular migration channels.

Generally, the GSP model demonstrates how Tunisia and Italy can align development cooperation with labor mobility to create sustainable, regulated, and equitable outcomes.

Figure 3. Global Skill Partnerships—A Triple-Win Model



### 3. Labor Market Assessment Findings

#### 3.1 Critical Occupations in Shortage in Italy and Tunisia

**A core objective of GSPs is to equip workers with skills that are in high demand in both economies.** Identifying economic sectors and occupations with overlapping skill shortages is therefore essential to inform targeted training programs and maximize impact for both Tunisia and Italy. Figure 4 presents a non-exhaustive overview of critical occupations currently in short supply in both countries.

##### Labor Demand Patterns in Tunisia

**Private sector labor demand in Tunisia is primarily concentrated in the manufacturing, construction, and agrifood-related sectors.** Job creation is largely driven by production-based activities that rely on low- to mid-skilled labor.

**Manufacturing plays a central role in Tunisia’s labor demand.** Sectors such as textiles, apparel, leather, and selected transport equipment manufacturing generate strong demand for mid-skilled technical occupations as production gradually shifts toward higher value-added activities.

**The agrifood system generates substantial labor demand beyond primary agriculture.** While some shortages persist in on-farm activities, the greatest unmet demand is found in the food services and food and beverage manufacturing sectors. Tourism-related occupations also continue to face persistent labor shortages.

**Construction remains a major source of employment growth.** Urbanization and infrastructure development drive demand, with shortages concentrated in mid-skilled trades. Increasing technical complexity has also raised demand for supervisory and technician-level roles.

### **Labor Demand Patterns in Italy**

**Labor demand in Italy is increasingly driven by services and trade, while the relative importance of manufacturing continues to decline.** Job creation is strongest in retail, accommodation and food services, as well as in health and social care, particularly in response to population aging and residential care activities.

**Construction remains an important driver of employment growth.** At the same time, manufacturing employment remains concentrated in select niches, including food processing, metal products, and chemicals and pharmaceuticals.

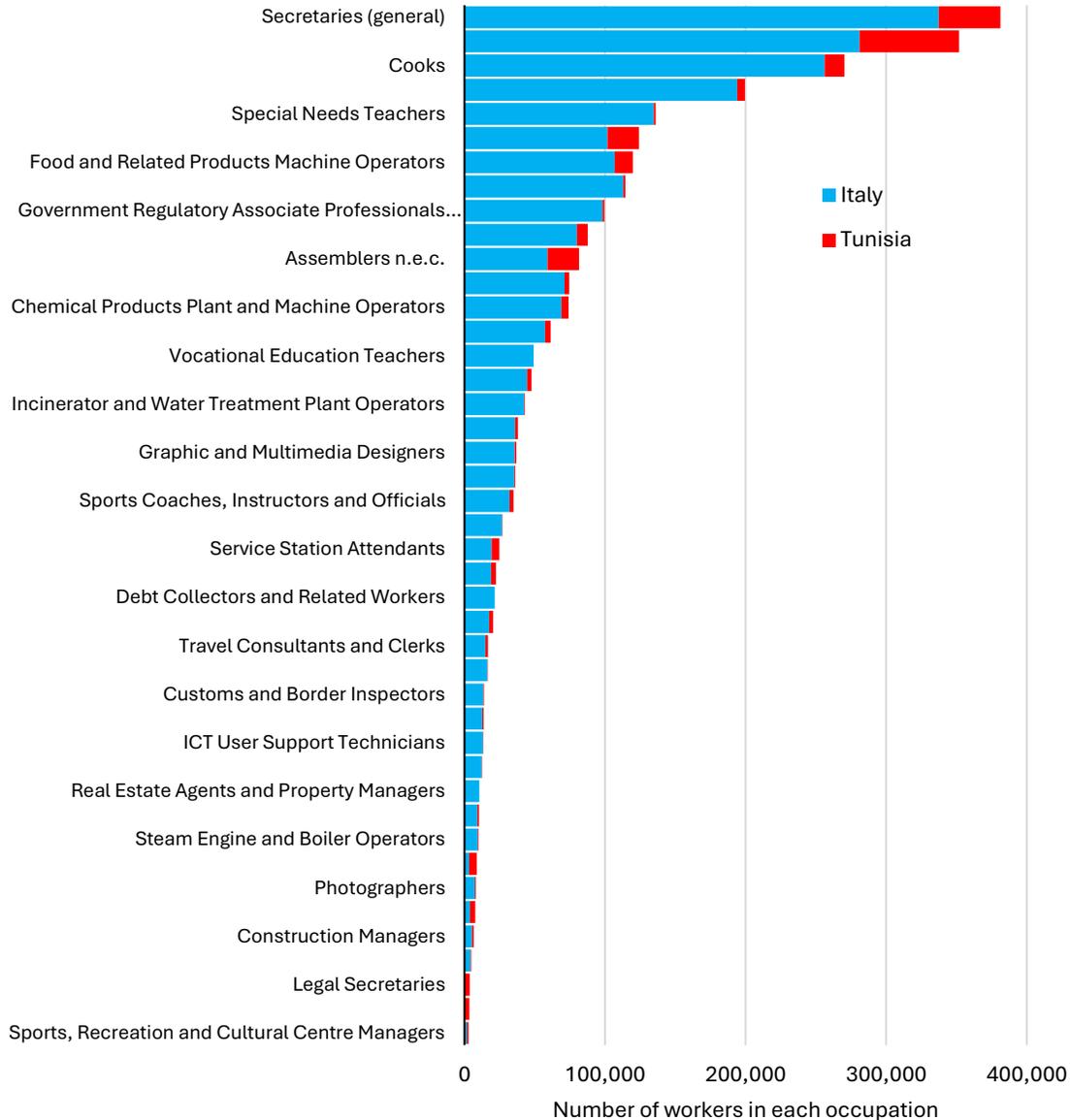
**As a result, labor shortages in Italy are concentrated among mid- and high-skilled workers.** These include service workers, technical professionals, and craft trades, collectively representing more than 5.8 million workers.

- **Service and sales workers (International Standard Classification of Occupations [ISCO] 5).** Shortages reflect expanding activities in retail, accommodation and food services, and health and social care.
- **Professionals and technicians (ISCO 2–3).** Unmet demand aligns with growth in telecommunications, physiotherapy, special education needs, career services, and regulatory functions.
- **Craft and related trades (ISCO 7).** Shortages stem from construction activity and specialized industrial segments, including food processing and metalworking.

### **3.2 Prioritized Occupations for Implementing a GSP between Italy and Tunisia**

**The two complementary labor market assessments conducted in Italy and Tunisia identified 48 occupations in shortage that are common to both countries.** These were identified using the COL methodology (figure 4). Together, these common shortage occupations employ more than 2.7 million workers: approximately 2.4 million in Italy and 300,000 in Tunisia.

**Figure 4. Critical Occupations in Shortage with the Largest Market Size Across Italy and Tunisia**



Note: ICT = information and communication technology; n.e.c. = not elsewhere classified.

**Given the set of critical occupations in common shortage across Tunisia and Italy, a key policy question is which occupations should be prioritized under the GSP between Italy and Tunisia.**

This discussion assesses major job-creating sectors, examining the relevance of selected occupations and their potential to advance the GSP’s objectives while supporting broader economic growth in both countries.

### **Manufacturing: Limited Alignment**

**Manufacturing offers limited strategic alignment for a Tunisia–Italy GSP.** Although central to Tunisia’s economy—especially textiles, apparel, and leather—its key occupations, such as sewing machine operators, have little strategic relevance in Italy, where manufacturing demand has been

shrinking outside a few narrow niches. Prioritizing these occupations would therefore pose high risks of weak placement outcomes.

### **Construction: Partial Alignment with Elevated Risks**

**Construction provides partial alignment but carries meaningful risks.** Medium-skilled construction trades are in demand in both countries. However, slowing vacancy rates and cyclical investment patterns in Italy raise concerns about the sustainability of demand. This reduces the sector's suitability as a GSP anchor.

### **Agrifood: The Strongest Candidate Sector**

**Agrifood emerges as the strongest candidate for a Tunisia–Italy GSP.** In Tunisia, downstream segments such as food processing, packaging, logistics, trading, and food services are expanding as productivity gains reduce labor demand in primary agriculture and shift employment toward higher-value-added, more-skill-intensive, and better-paid roles. The tourism sector shows similarly high demand in both countries.

**These same occupations are strategically important in Italy.** They underpin Italy's globally competitive food industry and large hospitality sector, both of which face persistent labor shortages. The strong overlap in shortages reduces placement risks, supports opportunities for seasonal and circular mobility, and aligns with midlevel skill requirements that can be developed through relatively short training programs. Together, these factors make agrifood the most promising and sustainable sector to anchor a Tunisia–Italy GSP.

## **4. Institutional Assessment Findings**

**The analysis evaluates the performance of key processes across the labor mobility cycle using a three-pillar framework.**

- **Pillar I: Facilitating access.** Legal, institutional, and bilateral mechanisms that enable entry into international labor markets through structured and regular pathways, including labor demand identification.
- **Pillar II: Furthering access.** Skills development, training systems, and certification processes that ensure workers meet technical, linguistic, and professional requirements.
- **Pillar III: Fortifying access.** Protection, welfare, integration, and reintegration measures that safeguard migrants throughout the mobility cycle, including grievance redress, access to social protection in destination countries, and support for return and reinsertion.

### **4.1 Main Findings: Tunisia**

Tunisia's labor mobility system has strong legal and institutional foundations and a long history of bilateral labor agreements, but it exhibits uneven operational performance across its various pillars and phases.

**Institutional mandates are well defined across key actors.** These include the MEFP (Ministry of Employment and Vocational Training), ANETI International (National Agency for Employment and Independent Work), ATFP (Tunisian Agency for Vocational Training), ATCT (Tunisian Agency for Technical Cooperation), National Center for Training of Trainers and Training Engineering (CENAFFIF), ONEQ (National Observatory of Employment and Qualifications), ONM (National Observatory of Migration), and OTE (Office of Tunisians Abroad). Several pilot initiatives have demonstrated the

capacity of Tunisian institutions to coordinate training and recruitment with European partners. However, many key processes remain in the early stages of development, particularly those that require formalized coordination, systematic data use, and the long-term institutionalization of processes.

### ***Facilitate Access to International Labor Markets***

**Tunisia has solid legal bases and platforms for labor mobility, but mechanisms to fully leverage this mobility for social and economic development remain limited.**

**Labor market needs assessments are progressing, but not fully institutionalized.** Their integration into migration planning, sector prioritization, and bilateral negotiations requires further strengthening.

**Recruitment systems require modernization.** Although ANETI International has experience in supporting international placements, profiling, pre-screening, and matching tools are outdated, and coordination with private recruitment actors remains nascent. Digitalization and AI-supported methods—successfully applied in comparable contexts—will be essential to scaling up future mobility programs.

**ANETI divides candidate support between national and international markets.** ANETI International operates independently within ANETI, using separate processes and systems to handle overseas placements. This separation limits the opportunity to create a dual-track system.

### ***Further Access to Employment Abroad through Skills Development and Recognition***

**Tunisia's TVET system has wide geographic coverage and a strong institutional backbone, but faces significant operational constraints.** The development and updating of training programs needs to happen faster and to be more responsive to employer demand, equipment is outdated in several specialties, and curricula are not systematically aligned with international frameworks such as the European Qualifications Framework (EQF) or European Skills, Competences, Qualifications and Occupations (ESCO). Pilot initiatives under THAMM+<sup>1</sup> have demonstrated the feasibility of modernizing occupational standards, safety training, language instruction, and soft skills modules.

**Enhancing the positive impact of international labor mobility pathways will require more stable financing, better inter-institutional coordination, and stronger engagement of domestic and international employers.** To maximize the number of Tunisians placed in both markets, ANETI, ANETI International, and ATFP should collaborate more closely to align activation measures with investments in public training supply that targets local and international private sector needs.

### ***Fortify Access through Welfare and Social Protection***

**The most significant gaps are observed in the areas of protection, integration, and reintegration.** Predeparture orientation is not standardized, and the quality and completeness of information vary widely across projects, which poses the risk of workers making uninformed decisions or accessing unregulated services.

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<sup>1</sup> THAMM Plus (Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in Italy and North Africa) is an EU-funded, 36-month program implemented to facilitate skilled labor mobility, address labor shortages, and strengthen migrant worker protection throughout the migration cycle.

**Dedicated grievance and legal-aid mechanisms for Tunisian labor migrants are lacking.** While consular services provide support, they operate without coordinated systems for complaint handling or follow-up.

**Access to welfare and social protection abroad is fragmented.** Bilateral social security portability arrangements face operational challenges that limit the effective processing of benefit claims.

**Reintegration and diaspora engagement remain weakly institutionalized.** Support for returnees is largely project-based, with no systematic approach to identifying return migrants, assessing their skills, or channeling their resources toward productive reinvestment. Diaspora engagement initiatives exist but are not yet linked to structured mobility systems or post-arrival support for workers abroad.

## 4.2 Main Findings: Italy

**In Italy, the institutional assessment focused on the predeparture training “channel” under Article 23 of the Italian Consolidated Migration Act.** This channel reflects some key GSP principles, as it is designed to respond to labor market needs and link targeted skills development with regulated labor mobility. Full application of the GSP framework could further align labor migration with employment and development goals. In particular, it could help mitigate the risks of brain drain by enhancing the country of origin’s training capacity, and supporting local workforce qualification, and can improve gains for employers and migrant workers by improving skills recognition and matching.

### ***Facilitate Access to Italy’s Labor Market***

**Italy has robust labor market information systems that can inform planning for non-EU labor inflows.** However, the formal identification of critical occupations requires more targeted quantitative analysis, complemented by systematic stakeholder consultations, to ensure that skilled mobility projects are aligned with verified and sustained labor demand.

**Employers recognize clear advantages of the Article 23 channel compared to the quota system, but participation remains limited.** Key deterrents include:

- Limited information on foreign candidates and origin-country intermediaries.
- Complex and frequently changing administrative requirements for hiring non-EU nationals, including pre-secured housing.
- Lengthy recruitment timelines, which can extend up to 12 months and create uncertainty.

### **Two operational measures could significantly improve employer participation:**

1. The creation of a **digital, single-window portal** centralizing regulatory information, applications, and orientation support services for both employers and workers.
2. **Structured engagement of industry associations and private recruiters** in program design, delivery, and evaluation.

**Administrative procedures continue to slow the recruitment process.** The *nulla osta*<sup>2</sup> and subsequent visa stages are affected by capacity constraints, fragmented governance, and wide variability in practices across prefectures. Improvements should focus on clearer, shorter, and more

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<sup>2</sup> *Nulla osta* is an official authorization issued by the Italian authorities allowing a non-EU worker to enter Italy for employment purposes, issued prior to the visa and residence permit and required under the Italian labor migration framework.

predictable procedures through simplified and anticipatory checks, enhanced interministerial interoperability, and harmonized service standards across local migration offices.

### ***Further Access to Employment through Skills Development and Recognition***

**The operational guidelines for Article 23 projects offer flexibility in defining training content and validating learning outcomes in countries of origin.** This enables training programs to be tailored to the specific needs of individual employers.

**However, the scope to target regulated or higher-skilled occupations remains limited.** This reflects the absence of official frameworks to recognize and certify skills and qualifications prior to departure, as well as the lack of harmonized skills standards between Italy and sending countries.

**A key structural constraint is the absence of a national system for recognizing non-EU vocational qualifications.** Recognition of vocational education, training, and skills is managed at the regional level, and qualifications recognized in one region are not automatically recognized in another.

**Standardized predeparture skills recognition mechanisms could significantly improve outcomes.** Options such as competence-based assessments and modular, targeted training would enhance employment prospects, optimize talent allocation, and reduce the risk of brain waste.

### ***Fortify Access through Welfare and Social Protection***

**Social and labor market integration gaps persist for non-EU migrants.** Migrants face limited language proficiency, restricted access to adequate housing, and weaker labor market outcomes compared to Italian nationals, including higher rates of overqualification, unemployment, and inactivity. Addressing these gaps is essential for stable integration and maximizing migrants' economic contributions.

**Italy has a solid multiannual national strategy for migrant labor and socioeconomic inclusion based on a multilevel governance and territorial approach.** Nevertheless, several challenges continue to undermine integration outcomes.

**Integration support services are widespread but fragmented.** Socioeconomic, educational, and cultural services are primarily delivered by civil society organizations, diaspora groups, and local authorities, often without effective coordination. This fragmentation makes long-term support difficult and reduces accessibility for newcomers.

**A more integrated service delivery model is needed.** One-stop shops combining case management and cultural mediation would improve service coordination and strengthen integration outcomes.

## **5. Conclusion and Recommendations**

**Table 1 presents priority recommendations for Tunisia and Italy to jointly strengthen labor mobility pathways under a potential GSP.** The recommendations encompass planning, training, recruitment, protection, and governance, aiming to enhance mobility outcomes for both countries.

### ***Strengthen Evidence-Based Planning***

**Embedding the COL methodology, using consistent and transparent data, within national labor market information systems would allow both countries to update shortage occupation lists, which strategically inform labor mobility.**

Regular updates, possibly annually, would improve the responsiveness of mobility and training programs as they capture shifts in labor demand in near real time, enabling both ministries of labor to identify priority sectors and occupations for labor mobility schemes and bilateral agreements more precisely.

### ***Enhance Training and Skills Alignment***

**Closer coordination between the two countries on training and skills frameworks could help ensure that workers are prepared for occupations in demand in both Tunisia and Italy.** Tunisia could strengthen the operational readiness of its training system by improving capacity, equipment, and the deployment of trainers. The dual-track training model would allow Tunisia to continue meeting domestic labor market needs, while preparing workers for international mobility opportunities.

Aligning curricula with international standards and supporting effective recognition and certification mechanisms would support skill portability and improve outcomes for workers and firms.

Italy's engagement in defining skill requirements could also help clarify occupational expectations and ensure better alignment between training outcomes and employer needs. Directing Italian investment into curricula modernization in Tunisia and training capacity to meet such expected standards is a win-win for both countries.

### ***Improve Recruitment and Job Matching***

**More streamlined recruitment and matching procedures could improve efficiency and predictability for workers and employers.** Once critical occupations in shortage are identified, ensuring a continuous flow of vacancies at both origin and destination is essential to reduce job-matching failures.

Pre-identifying specific vacancies can be risky because:

- Employers often need to fill positions quickly.
- Training and administrative processes can take months.
- By the time procedures are completed, initial vacancies may no longer exist.

Labor demand is fluid: jobs are filled, new openings appear, and firms continuously adjust their workforce. To address this challenge, real-time job-scraping tools could track firms with openings in the same occupation and location. If a vacancy disappears, it can be rapidly replaced with a similar one. This approach would help ensure smoother worker placement and reduce matching failures in both domestic and international labor markets.

### ***Advance Protection and Integration Measures***

**Supporting workers' rights and integration may require complementary actions from both sides.** Italy could continue to reinforce guarantees for higher-quality jobs, effective grievance channels, and integrated social and labor services through tailored case management. Tunisia may wish to facilitate legal assistance, contract guidance, and logistical support for workers throughout the mobility cycle. Both countries could also leverage diaspora networks and support organizations to enhance worker protection and facilitate smoother integration and reintegration, including effective portability of social protection.

### ***Strengthen Governance and Monitoring***

**More structured governance and monitoring arrangements could help improve the management of mobility schemes.** Possible measures include:

- Joint implementation committees to support oversight, dialogue, and problem-solving.
- Shared indicators to monitor progress consistently.
- Use of employers’ working groups to better anticipate labor demand and strengthen public-private collaboration.

Shared systems to track worker journeys—combined with cooperation with non-governmental organizations, international actors, and diaspora organizations—could further enhance transparency and responsiveness across the process.

**Taken together, these measures can help align mobility systems with labor market needs while improving coordination, protection, and program performance.** Joint progress in these areas would strengthen the foundations for a well-governed GSP between Tunisia and Italy, delivering growth and development benefits for both countries.

**Table 1. Recommendations to Maximize the Triple-Win Benefits of Labor Mobility**

1. Evidence-Based Planning	2. Training and Skills Alignment	3. Recruitment and Matching	4. Rights and Integration	5. Governance and Monitoring
Conduct parallel or joint labor market needs assessments to identify priority sectors and occupations	Strengthen Tunisia’s training system operational readiness (capacity, equipment, Training of Trainers)	Facilitate cross-border institutional collaboration to respond to employers’ expectations on recruitment procedures	Guarantee portability of social protection (pensions, health)	Establish implementation committees for joint bilateral labor agreements with defined outcome indicators, and use shared systems to track worker journeys
Institutionalize a dynamic Critical Occupations List which links sector and occupation choices to national growth strategies	Align curricula standards across countries while maintaining relevance to local needs	Ensure continuous vacancy flow (real-time vacancy tracking and replacement)	Provide legal aid and grievance redress channels and include enforceable clauses for decent work	Establish an employers’ working group to validate demand, and inform training and recruitment
Use demographic/employment projections for migration planning	Formalize skills validation, recognition, and certification mechanisms	In Tunisia, expand talent outreach and implement digital profiling and matching tools to improve selection	Activate support networks early and strengthen support services during mobility	Promote transparency and stronger interinstitutional coordination in Italy’s clearance and visa processes

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