

TALENT PARTNERSHIP MODELS

CONCEPT NOTE FOR NATIONAL CONSULTATIONS IN GERMANY AND ITALY

Review, validation and elaboration of assessment findings and recommendations on labour market shortages and Talent Partnership models

1: Context, purpose, and objectives

1.1: Context

International partnership models involving skills matching and safe migration are increasingly perceived as one of the means to match skilled labour demand and supply in contemporary labour markets as well as skills transfer for in-demand occupational sectors, maximising 'brain gain', increased competitiveness and growth. The concept of Talent Partnerships¹, outlined in the new Pact on Migration and Asylum², refers to tailor-made partnerships between interested EU Member States with non-EU countries (Third Countries), providing opportunities for work and/or training.

In the past years Talent Partnerships have been launched with respectively Morocco, Tunisia, Egypt, Pakistan and Bangladesh at EU level involving interested EU MS and identified Partner Countries, following political level Roundtables, during which occupational sectors of mutual interest were identified for collaboration. During these Roundtables, the Government of Bangladesh (GoB) and Italy expressed commitment to initiate Talent Partnership cooperation to facilitate skills matching and safe migration, whereas Germany expressed potential interest in a future Talent Partnership with the Government of Bangladesh for the same purpose.

To facilitate Talent Partnership collaboration between interested EU Member States and Bangladesh, several assessments have been conducted in Bangladesh and in interested EU Member States.

1.2: The main purpose of the assessments:

- Identification of high-demand sectors and persisting occupational skills shortages in Italy, Germany, and other EU Members States selected based on their indication of potential interest during recent Roundtables.
- Analysis and assessment of technical and vocational skills gaps, and skills comparability and training needs in Bangladesh to enhance potential Bangladeshi labour migrants' employability at the national and global labour market;
- Review of international, regional, and national good practices and lessons learnt for the purpose of identifying and three prototypes of Talent Partnership models which may suit the interested EU Member States and Bangladesh, for the purpose of addressing skills gaps and facilitating skills matching of supply and demand between interested EU Member States and Third Countries.

¹ https://home-affairs.ec.europa.eu/policies/migration-and-asylum/legal-migration-and-integration/talent-partnerships_en

² https://home-affairs.ec.europa.eu/policies/migration-and-asylum/pact-migration-and-asylum_en

1.3: Format and main objectives of national consultations in Italy and Germany

The assessments are based on comprehensive literature reviews, key informant stakeholder interviews, and stakeholder consultations.

The consultations with German and Italian stakeholders will be organised in the format of online technical workshops with predominantly national stakeholders, who will primarily consist of representatives of mandated national and regional authorities, employers and workers representatives, as well as business associations, private sector representatives, recruitment agencies, civil society organisations and networks, and academia.

The **agenda** for the upcoming consultations in EU Member States Italy and Germany consists of the following main points:

- (1) Review and discussion of findings and recommendations of the assessments with regard to the skills needs analysis and Talent Partnership models;
- (2) Outline of feasible types of Talent Partnership models and how they align with existing mechanisms/programmes/projects and regulations in respectively Italy and Germany, as well as in Bangladesh;
- (3) Examination of key challenges which must be addressed and ways in which these are proposed addressed/ overcome;
- (4) Outline of the roles and responsibilities of government, social partners, and other national and state/region-level stakeholders in Talent Partnership models at technical and operational level (authorities, private companies, business associations, recruitment agencies, training centres, etc.).

2: Summary of the preliminary findings and recommendations of the assessments:

2.1: Preliminary findings

- In most EU Member States assessed, particularly in the focus countries Italy and Germany, significant **skills shortages** are found, mainly in the following **sectors**:
 - ICT (software and application developers, system and data analysts and security),
 - Construction (bricklayers, plumbers, carpenters and joiners, concrete places, floor layers, building and related electricians)
 - Hospitality and tourism (cooks, kitchen helpers, food preparers, waiters, cleaners and helpers),
 - Health and care services (nursing professionals, health care assistants, caregivers)
 - Transportation and logistics (professional bus and train drivers, heavy truck drivers, transport labourers and freight handlers, mobile plant operators),
 - Agriculture (agriculture labourers and farmworkers) and
 - Sub-sectors of manufacturing and machine industry (specialists in mechanical engineering and electrical industry).
- The causal factors behind the skills shortages are among other: digitalisation, automatization and greening of EU Member States' economies; demographic transition, failure to address "3D" working conditions deterring workers in some sectors; insufficient upskilling/reskilling of workers at the national labour market; insufficient utilization of potentially available labour in the national labour market (youth, women, older workers);

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need to adapt active labour market policies and other measures attracting skilled labour who are currently not active in the labour market (on a full time/part time basis);

- Improved matching of skills supply and demand with third countries (non-EU countries) requires cooperation on skills intelligence, regular and real-time official data on skills demand for each sector, occupations, skills-sets, job vacancies, and easy connectivity and linkages between skilled job candidates and vacancies across job portals.
- Sectoral stakeholders of interested EU Member States have developed sectoral frameworks, strategies and blueprints helping to identify future trends across occupations, skills profiles, and available skilled labour, which may be applied for informing and shaping components of the Talent Partnership programmes.
- Government-to-Government (G2G) cooperation arrangement might at times be preferred by Governments for selection, training, recruitment, and placement of skilled workers in jobs abroad. Interested EU Member States and Bangladesh might wish to consider a G2G modality within the framework of bilateral agreements between an interested EU Member State on one hand and Bangladesh on the other hand. At the same time Governments often do not have the capacity for a swift response or for scaling up service provision and implementation, and private sector companies may in these cases be in a better position to carry out operational activities within Talent Partnership programmes. Hence, a combination of public and private service provision may be required in such cases, particularly as the direct beneficiaries mostly are private companies in need of skilled labour.
- Good practice examples reviewed in the assessments show that high level policy dialogue may be followed up by establishing operational arrangements (including independent monitoring mechanisms) with clear designation of stakeholders and distribution of roles and responsibilities.

2.2: Challenges in the context of EU Member States

- EU Member States' labour market policies and migration policies vary considerably, and each EU Member State has different approaches, visa regimes, and different skills recognition requirements and labour migration mechanisms.
- In several EU Member States migration legislation and/or labour migration arrangements have changed recently, and the implementation is yet to start.
- Some of the aspects in the legislative acts and the partnerships agreements focus on e.g., documenting and regularizing the status of the migrants who are already present in an EU Member State.
- The vast range of policy level stakeholders, accreditation/certification/recognition authorities, and training institutions face challenges to establish streamlined collaboration on skilled migration with Third Countries. The same is the case for private companies and recruitment agencies interested in addressing skilled labour gaps through Third Country cooperation.
- National administrative processes for labour migration would in addition benefit from further digitalisation and inter-European cooperation channels.
- Numerous requirements and time-consuming procedures for establishing skills equivalency remain a barrier to collaboration on skilled migration with Third Countries and decrease the attractiveness of this option for hiring firms, especially small- and medium-size companies.

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- Mastery of elementary language skills of the EU country of destination remains a key requirement and a factor for successful integration when operationalising mechanisms on skilled migration.

2.3: Challenges in the context of Bangladesh

- Many Bangladeshi training graduates have insufficient practical skills and workplace experience of relevance to Bangladeshi employers as well as overseas to employers. However, many EU Member States' entry requirements entail successful completion of workplace-based training and workplace experience.
- Mastering the language of the EU Member States at professional working level remains a barrier and challenge. Bangladeshi workers on average require 2-3 times more language training than scheduled in formal training programmes to attain basic proficiency.
- The widespread prevalence of irregular and exploitative practices by Bangladeshi private recruitment agencies e.g. results in Bangladeshi migrant workers paying on average 17 months recruitment costs to these recruitment agencies, which are some of the highest recruitment costs globally. However, the Talent Partnership is based on international standards, including fair recruitment principles and operational requirements, which entail an "employer-pays" principle.
- The prevalence of irregular migration – the experience of BOESL³ shows that some migrant workers in the past left jobs without notice to become irregular migrants, searching for jobs with higher wages. The cause of such practices would have to be addressed in order to make skilled migration between Bangladesh and interested EU Member States a win-win proposition.

2.4: Lessons learnt and preliminary recommendations

- The fragmented initiatives and variety of projects and tools across the EU makes *harmonizing approaches, tools and mechanisms for key components of future Talent Partnership models and programmes, in particularly skills recognition requirements* a relevant proposition. Harmonization and simplification of the recruitment, training and recognition process would strengthen EU Member States' efforts to attract skilled labour and shorten processing times.
- Ensuring effective international cooperation on labour migration requires *policy coherence and coordination regarding skills matching and safe labour migration*, to develop skills, avoid brain drain, and promote partnerships between numerous stakeholders including relevant authorities in countries of destination and origin, the private sector and training institutes.

Policy dialogue is essential to define shared long-term agendas. Increased *operational cooperation and capacity building* between interested EU Member States and Partner Countries would support implementation of policy priorities in the areas of:

- Skills intelligence, assessments, forecasting and regular monitoring of continuing availability of skilled labour in envisaged occupational sectors;
- Mapping of standards and qualifications, adaptation and alignment of curricula/training offers, and assessment and certification procedures;

³ BOESL stands for the Bangladesh Overseas Employment and Services company in charge of facilitating labour migration of Bangladeshi workers abroad.

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- Continuous professional development of trainers and provision of vocational training, language and pre-departure training, as well as social and workplace integration training, aiming at avoiding the potentialities of “brain drain” and skills mismatch.

Developing institutional capacities requires several measures in a Talent Partnership programme:

- Supporting stakeholders dealing with vocational training/ skills development and employment to appropriately assess their own capacities and improve their ability to link training and labour market; to assess and report on labour market needs and shortages; to develop platforms with labour market information; to address irregular migration practices; and in general terms - to participate in and fulfil their role in the TP mechanism and to develop dialogue mechanisms and networks of partners and stakeholders;
 - Supporting training centres to deliver relevant high quality training services (including through development/ upgrading/ application of training packages as well as for soft skills, pre-departure training, workplace and social integration, language training etc.) which respond to labour market needs, and to prepare individuals for the national and (in some cases) for the international labour market; to promote innovation practices and technology transfer in training and work-based learning;
 - Development of stakeholder-based and independent monitoring & risk management mechanism, as well as a quality assurance mechanism.
- Successful mobility schemes rely on the “*buy-in*” of employers in EU MS to ensure ownership by the private sector in the country of destination. Working with the employers’ and workers organizations, associations, chambers and overall, *the social partners* - is crucial for well-managed legal migration.
 - Successful mobility schemes support *skills development and targeted training of skilled workers both in interested EU Member States and their partner countries* with the aim of avoiding potential “brain drain”, skills mismatch and support decent employment.
 - *Simplifying skills and qualifications recognition procedures is key to an effective mobility scheme*: lessons learnt from past and current project activities showcase key principles and activities in this respect:
 - Applying a ‘skills-first’ approach emphasizing testing/assessing actual skills competencies, incl. skills acquired in the workplace/ through non-formal means, regardless of formal qualifications;
 - Recognizing qualifications only when compulsory, and waving this requirement as a prerequisite for recruitment in non-regulated professions or replacing it with “softer” procedures of validation, certification or recognition of prior learning, skills and qualifications. Transparency tools and information may support the understanding and comparison of qualifications and skills.
 - Reducing systemic barriers to effective and fast-track recognition of skills and qualifications in EU Member States;
 - Allowing exemptions from “labour market tests” for recruitment in sector occupations for which enduring skills shortages exist;

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- Establishing effective, transparent and timely procedures without undue administrative burden for employers and third country nationals;
- Ensuring regular, fast-track, clear and transparent migration channels (with dedicated platforms, simplified procedures, advisory services, etc.)

A number of supporting measures are required for an effective collaborative scheme for skills and qualifications' recognition of Third Country nationals:

- Co-operation, coordination and fast-track communication between national authorities (migration, employment), industry, social partners, SMEs;
 - Knowledge development; interoperable databases; co-ordinated approaches to information provision; processes to speedy and reliable authentication of documents;
 - Information and support, capacity building and staff development: language skills; data management; information exchange, study visits, joint projects;
 - Pre-arrival access to recognition procedures; facilitate early recognition as part of pre-departure processes.
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- *Ensuring protection of migrant workers' rights* including fair recruitment requires frameworks and operational practices adhering to relevant International Labour Standards, including the ILO Migration for Employment Conventions no. 97 and 143, the ILO Forced Labour Conventions no. 29 and no. 105, and the Protocol of 2014 to Convention no. 29, the International Convention on the Rights of All Migrant Workers and Members of Their Families, the ILO Multilateral Framework on Labour Migration (2006,) the ILO Private Recruitment Agencies Convention no. 181, the ILO General Principles and Operational Guidelines for Fair Recruitment⁴, the CEDAW General Recommendation on Women Migrant Workers no. 26, the Palermo Protocol on Trafficking in Persons 2003, the ILO Domestic Workers Convention on Domestic Workers no. 189, and the ILO Maritime Convention no. 186.
 - Independent monitoring of the application of fair recruitment principles and effective enforcement by mandated authorities towards recruitment agencies and employers
 - Supporting the implementation of decent work and workplace and social integration standards, additionally tailored to the national Labour Market of the CoD;
 - Awareness raising, capacity-building and sensitization measures towards all stakeholders, notably recruitment agencies, employers, training institutes, government institutions, media and the public;
 - A functional reintegration scheme, reintegration services, counselling and training, adequate employment opportunities, and employment options for supporting attractive, decent, and quality of life in Bangladesh as part of mobility schemes.

⁴ https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---migrant/documents/publication/wcms_536755.pdf

2.5: Suitable Talent Partnership prototype models – for further discussion and elaboration in national consultations with identification of national stakeholder roles and challenges

The following Talent Partnership prototype models are based on the existing EU, global and national practices and examples, and are differentiated about their suitability for concrete occupational sectors and countries of origin and destination involved:

(1) TP on highly skilled workers.

The model provides a flexible high-skilled pathway to EU Member States' employment of the type "Blue Card"⁵, which may be applied for example for ICT practitioners and skilled (construction) workers, incl. those without formally recognised qualifications, but with relevant high-level professional experience (to be concretely assessed in the country of origin (CoO), if required). In such a way, the model is close to the "first skills" approach. Recognition of skills and qualifications is not compulsory (except for regulated professions⁶).

Other characteristics of the model are:

- Training activities: Pre-departure, in the CoO: short-term, adaptation training; language training; intercultural awareness; short-term, targeted technical training (from the type of micro-credentials).
- Strong role and responsibilities of the employers; employer-led model: the employers should have expressed their needs and should accept the foreign worker as one that corresponds to the skills requirements. That is why, representatives of the employers usually participate in the identification of the need of short-term targeted professional training, its design and possibly – its delivery in cooperation with training centres.
- Mobility between jobs, employers, EU countries (for Blue Card holders).
- Relevant to highly skilled specialists from the ICT sector, well skilled workers from the construction sector and for regulated professions of nurses and caregivers.
- Stronger focus on the skills shortages in the CoD, compared to Model 3 (see below).
- Suitable both for long-term and for circular migration.

Advantages of the model in terms of the Talent Partnerships programme are:

- For CoO: Eases burden on the labour market; Transfer of knowledge; Transfer of funds (remittances); Builds capacity in future-related skills and competences; Potentially builds knowledge/skills and networks, in the event of return migration.

⁵ The European Blue Card Directive 2009/50, replaced in 2021 by the Directive 2021/1883EU Blue Card is an approved EU-wide work permit (Directive (EU) aims to create a clear and transparent EU-wide admission system to attract highly qualified workers from third countries to live and work in the Member States of the European Union. It is applicable in all EU Member States, with the exception of Denmark and Ireland; <https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:32021L1883>

⁶ A profession is regulated if the national legislation of the host country stipulates that specific requirements need to be met in order to be allowed to practise this profession. In regulated professions, one needs a license or a certificate from a regulatory body in order to work and use the specific job title associated with that career. This often applies to occupations in the health, safety and social services sectors. Every country has its own list of regulated professions; <https://www.enic-naric.net/page-regulated-professions>

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- For the employees: Occupy attractive and decent work positions, without further delays and lengthy procedures.
- For CoD: Addresses shortage occupations; Attracts talents: Raises productivity and competences.

For the model to work, in the CoO, the following is particularly important: the pre-identification of suitable specialists in general terms, and targeted identification, after receiving the specific employers' requirements, in order to pre-select the potential candidates. In all the cases, the principle of recruiting specialists that are in surplus in Bangladesh should be applied.

In the CoD main concerns are related to the need for the work to be coordinated between the variety of ministries and bodies involved. Employers may find the costs too high or the procedures too long, as from identifying potential interested labour migrants to occupying a job position the process can still take a couple of months.

Measures that are usually being taken to address the challenges, relate to a creation of a unified Migration office/ministry at an EU MS level and - interface offices/intermediary bodies/migration cells or teams could in the CoD. Using flexible training modes as "microcredentials" and digitalisation of different phases of the migration cycle are seen as timesaving.

(2) TP on Training and Recognition in the CoD

The model provides the opportunity to study/ be trained in EU Member States, (incl. work-based learning through dual vocational training,) and subsequently to be placed in employment, and obtain a recognized professional qualification in the country of destination (CoD). The model is suitable for young people and low-middle or semi-skilled workers for all non-regulated professions and offers particularly good perspectives in the sectors of hospitality and construction.

Other characteristics of the model are:

- The model is based on the traditional approach for providing training to top up labour migrants' skills in the CoD (including apprenticeships). In such a way, the training activities consist of pre-departure preparatory training in the CoO and a follow-up, full or compensatory training to reach requested skills level at the CoD. This approach has been applicable in almost all EU Member States with well-established vocational education and training systems.
- The model aims at achieving comparability of degrees in the CoO and CoD and/or opportunities to upgrade workers' skills against the standards required in the CoD.
- Possibilities for working while studying.
- A longer way towards occupying a full position yet offers all preconditions for a decent job with all benefits, like the citizens of the CoD.
- Stronger focus on the skills shortages in the CoD, compared to Model 3 (see below).
- Suitable for a permanent or long-term migration, although there are examples across the countries of circular migration too, especially in the case of youths' training and exchange.

Advantages of the model in terms of the Talent Partnerships programme are:

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- For CoO: Eases burden on the labour market; Builds skills and competences of the workforce, which can be used in the CoO in case of circular migration; Pre-departure training may also raise capacity of domestic institutions to better prepare future labour migrants; Transfer of funds (remittances); Potentially builds knowledge/skills and networks, in the event of return migration;
- For the employees: Possibilities for working while training; Avoiding the risk of remaining unemployed or hired for positions that require lower skills and qualifications.
- For CoD: Addressing shortage occupations on a long-term basis, as the model enhances the skills pool according to the specific requirements of the country.

Main concerns when applying the model are related to the significant operational costs associated with the vocational and language training, as well as social integration measures in the CoD. It is unclear whether industrial associations and employers themselves will be willing to take over the costs of such programmes, initially funded by donors and international organisations. In addition to this, in the cases, where a full cycle of vocational training is offered (3-3.5 years) these are programs of lengthy duration, which often leads to high dropout rate, which negatively affects the total cost calculation of such programs .

(3) TP on VET training in the CoO

The model provides training, qualifications and/or provides RPL (recognition of prior learning) assessments of existing skills through existing public sector and/or private sector skills provision and assessments in the country of origin (CoO). This model prepares skilled workers both for the national and international labour market in the country of origin (CoO) in cooperation between stakeholders from countries of origin and destination. In such a way, the model is the closest one to the Michael Clemens model on Global Skill Partnerships and to the 'triple-win' paradigm, which calls on migration policy to meet the needs of destination countries, countries of origin and migrants.

Other characteristics of the model are:

- Targets young and/or skilled or semi-skilled workers by offering relevant training activities in the CoO prior to moving abroad.
- Training activities in the CoO, provided in cooperation:
 - after skills mapping, addressing both skills shortages in CoD and skills development in prospective sectors in CoO
 - covering foreign language, vocational training, cultural/civic awareness
 - potentially training "home track" and "away track" students.
- Suitable for countries with experience and intermediary bodies, like agencies, specialised in development cooperation, business organisations and chambers of commerce and industry among the main ones.
- Well-applicable model in case of in-company training, lower-level qualifications and for temporary labour migration, similar to the procedure of "posting workers" in the EU.⁷

⁷ A "posted worker", including from a "third country" is an employee who is sent by his employer to carry out a service in another EU Member State on a temporary basis, in the context of a contract of services, an intra-group posting or a hiring out through a temporary agency.

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Advantages of the model in terms of the Talent Partnerships programme are:

- For CoO: Eases burden on the labour market; Builds capacity in vocational education and training and skills development in the CoD to better prepare domestic labour force and future labour migrants; Transfer of knowledge; Transfer of funds (remittances); Potentially builds knowledge/skills and networks, in the event of return migration;
- For the employees: Prevents travelling to the CoD with no relevant skills and recognised qualification and being trapped in precarious situations; Ensures upgrading skills and competences in the familiar circumstances of CoO; Limited risks for not responding to the requirements of the employers in the CoD; All working conditions previously defined and agreed upon, before leaving the country.
- For CoD: addressing skills shortages according to the requirements of the employers. Reducing the risks to get employees with not corresponding skills.

This model targets young and/or skilled or semi-skilled workers by offering relevant training activities in the country of origin prior to moving abroad (technical, foreign languages, cultural awareness and civic competences, or similar). In this way, the skilled worker fulfils all necessary requirements already in the country of origin before they get recruited by companies in the destination country. Recognition, validation or sort of a recognised by the future employer certification comes in addition to the training, so that no further recognition procedures are needed in the CoD. That is why, the model relies on the cooperation commitment of the CoD and CoO and depends on the willingness and motivation of the employers to participate. Coordination potential of the bridging organizations is crucial for the scheme to succeed. As many of the activities are usually privately run, good communication with the official authorities in the CoD is needed, in order to ensure smooth procedures.

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ANNEX I: Draft Agenda

Time	Topic	Learning objectives	Presentation mode	Responsible person
10:00 – 10:05	Welcome and introduction to the consultation meeting	<ol style="list-style-type: none"> 1. Welcome 2. Present agenda <ul style="list-style-type: none"> - Purpose of the validation consultation: <ul style="list-style-type: none"> o Present and validate main findings of assessments; o Discuss findings and address knowledge gaps; o Use outcomes of this workshop to update the assessments by adding missing information, insights and recommendations gathered during the workshop; 	<ol style="list-style-type: none"> 1. introductory remarks 2. Power-Point presentation 	ILO-Consultants
10:05 – 10:20	Main findings of Skills Needs Analysis and Talent Partnership models	Present of a summary of the assessment reports with regard to: <ul style="list-style-type: none"> - main findings and challenges; - key lessons learnt and recommendations; - identified and proposed proto-types of Talent Partnership models; 	Power-Point presentation	ILO-Consultants
10:20 – 11:20	Discussion and feedback and main findings	<ol style="list-style-type: none"> 1. Presentations by key stakeholders on their country experience on: <ul style="list-style-type: none"> - What are the main priorities and requirements of the labour migration policies and mechanisms in your country? - What are the main challenges experienced in implementing the existing mechanisms in your country, and how would you recommend addressing/overcoming them? - How would you propose to work with partner countries like Bangladesh? What information would you require and what would be your expectations to measures to be taken by Bangladeshi stakeholders to make a potential skilled migration scheme work? - What roles and responsibilities should the main stakeholders as well as your own organisation ideally have in a Talent Partnership scheme on skilled migration? 2. General plenary discussion with input and comments by participants 	<ol style="list-style-type: none"> 1. Up to 3 short presentations (max. 10 minutes each) by representatives of: <ul style="list-style-type: none"> - national government; - private sector - trade-unions - academia/ civil society (tbc) 2. General plenary discussion – 30 min 	ILO-Consultants jointly with national stakeholders

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11:20 – 11:30	Conclusions and next steps	<ul style="list-style-type: none"> - Summarizing participants' feed-back received and linking it to the Talent Partnership assessment report. - Outlook 	Summarizing and closing remarks	ILO Consultants and ILO
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ANNEX II: Participants list from government, social partners and other relevant stakeholders

Report	Interviewees			
	Country	Type of entity	Entity	Contact details
Skills Needs Analysis + Development of TP Models	Germany	Public sector	Federal Ministry of Economic Cooperation and Development	Dennis Röntgen, Unit G20 and migration: dennis.ro3entgen@bmz.bund.de
Skills Needs Analysis + Development of TP Models	Germany	Public sector	Federal Ministry of Economic Cooperation and Development	Paula Krieg, Unit G20: Displacement and Migration: paula.krieg@bmz.bund.de
Skills Needs Analysis + Development of TP Models	Germany	Public sector	Federal Ministry of Labour and Social Affairs	Julia Schmieder, Unit II a 3: Monitoring and analysis of the labour market Labour market statistics; Financial issues of labour market policy: julia.schmieder@bmas.bund.de
Skills Needs Analysis + Development of TP Models	Germany	Public sector	Federal Ministry of Labour and Social Affairs	Thomas Kurz, Unit I 6: Measures for the integration of migrants into the labour market: thomas.kurz@bmas.bund.de
Skills Needs Analysis	Germany	Public sector	Federal Ministry of Labour and Social Affairs	Katrin Holländer, Unit I 5: Legal issues relating to the employment of foreign workers: katrin.hollaender@bmas.bund.de
Skills Needs Analysis + Development of TP Models	Germany	Public sector	Federal Public Employment Service	Gitte Richter, unit for labour migration from third countries: gitte.richter@arbeitsagentur.de and Zentrale.INT23@arbeitsagentur.de
Skills Needs Analysis + Development of TP Models	Germany	Public sector	Federal Institute for Vocational Education and Training	Alexander Studthoff, unit for recognition of foreign professional qualifications: studthoff@bibb.de

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Report	Interviewees			
	Country	Type of entity	Entity	Contact details
Skills Needs Analysis + Development of TP Models	Germany	Other	German Economic Institute	Jeanette Michaelle Nintcheu: project on Make it in Germany Initiative: nintcheu@iwkoeln.de
Skills Needs Analysis + Development of TP Models	Germany	Other	German Chamber of Industry and Commerce	Sabine Kotsch, project on ProRecognition: kotsch.sabine@dihk.de
Skills Needs Analysis + Development of TP Models	Germany	Other	Indo-German Chamber of Industry for India	Denise Eichhorn, project on ProRecognition & Hand in Hand for International Talents: denise.eichhorn@indo-german.com
Skills Needs Analysis + Development of TP Models	Germany	Other	Federal Trade Union Confederation DGB	Jens Nieth, project on Fair Integration Centre, Integration through Qualification funding programme: j.nieth@iq-consult.de, K.Oeztuerk@iq-consult.de, Mousa Othman [IQ] and M.Othman@iq-consult.de
Skills Needs Analysis + Development of TP Models	Italy	Public sector	Ministry of Interior	Unit for Migration issues: carla.diquattro@interno.it; carmelita.ammendola@interno.it; chiara.impagliazzo@interno.it; silvana.lasaponara@interno.it; andrea.benvenga@interno.it
Skills Needs Analysis + Development of TP Models	Italy	Public sector	Ministry of Interior	carmelita.ammendola@interno.it
Skills Needs Analysis + Development of TP Models	Italy	Public sector	Ministry of Labour	Department for Immigration and Migration, Elisa Lo Grasso: elograsso@sviluppolavoroitalia.it; Elisa Filippetti: EFilippetti@lavoro.gov.it; DG Immigrazione Div 3: DGImmigrazioneDiv3@lavoro.gov.it
Skills Needs Analysis + Development of TP Models	Italy	Public sector	Ministry of Foreign Affairs	Carmelita F. AMMENDOLA, Ministry of Interior/Ministero dell'Interno, JHA Expert/Esperto GAI, Permanent Representation of Italy to the European Union, carmelita.ammendola@interno.it
Skills Needs Analysis + Development of TP Models	Italy	Public sector	Ministry of Foreign Affairs	Adriana Apollonio, JHA expert, Consigliere d'Ambasciata, Direzione Generale per gli italiani all'estero e le politiche migratory, Ministero degli Affari Esteri e della Cooperazione Internazionale, Adriana.apollonio@esteri.it
Skills Needs Analysis + Development of TP Models	Italy	Public sector	Ministry of Foreign Affairs	Gianluca Brusco: gianluca.brusco@esteri.it
Skills Needs Analysis + Development of TP Models	Italy	Public sector	Public Employment Services	Gianni Pizzino: formazionelavoro@unioncamere.it
Skills Needs Analysis + Development of TP Models	Italy	Public sector	Public Training Centre	centro@informagiovanioroma.it

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Report	Interviewees			
	Country	Type of entity	Entity	Contact details
Skills Needs Analysis + Development of TP Models	Italy	Other	Work Agency (private recruitment agency working on BD)	Michele Peloggio: mpeloggio@partner.workagency.it
Skills Needs Analysis + Development of TP Models	Italy	Other	Format (private recruitment agency)	Antonio Vecchio: avecchio@eformat.biz
Skills Needs Analysis + Development of TP Models	Italy	Other	ItalBangla community service	Shah M. Taifur Rahman: edsb@italbangla.net