

SKILLS AND MIGRATION COUNTRY FICHE MOROCCO

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PREFACE

The European Training Foundation's (ETF) Skills and Migration country fiche is intended as a first-entry evidence-based analysis of the main issues relating to the skills dimensions of migration. It is composed of three main conceptual blocks.

It presents data, trends and challenges relating to the skills dimension of migration in order to provide an updated and structured state of play.

It focuses on policy developments and practical experiences to reinforce migrants' skills. Policies and projects are analysed with reference to addressing legal labour migration needs and migration and development issues. The logic behind the analysis is to identify success factors and challenges to be addressed.

It provides an overview of the main insights on the way forward in terms of policy and areas of intervention in the short to medium term.

The goal of the fiche is twofold. On the one hand, it aims to contribute to the broader policy dialogue on the skills dimensions of migration issues of specific countries with EU institutions, Member States, and international players. On the other hand, it serves as a reflection and communication tool in the policy dialogue of the ETF and national authorities in charge of human capital development. As such, the fiche will contribute to the policy analysis and policy-making support that the ETF provides to its partner countries in order to improve the employability of citizens via lifelong learning, including migration in this specific case.

The ETF fiches aim to covering the partner countries with whom circular and/or mobility schemes with EU countries can be established¹.

More in-depth country-specific or cross-country studies may be produced as a follow-up to the fiches' findings and recommendations and to support the needs expressed by EU institutions. Further follow-up actions to the fiche could take the form of specific ETF support actions to the EU or partner countries; in line with ETF's mandate, this might include inputs to the programming of new initiatives, content monitoring or other specific actions to be agreed.

¹ In 2021, the fiches cover Georgia, Jordan, Lebanon, Moldova, Morocco, Tunisia and Ukraine.

CONTENTS

ANALYSIS	6
1. Skills and migration overview	6
2. National policy framework	9
3. Cooperation projects on skills and migration	12
THE WAY FORWARD	15
ANNEX I: STATISTICAL ANNEX	16
ANNEX II: LIST OF RELEVANT PROJECTS	19
LIST OF ABBREVIATIONS	22
BIBLIOGRAPHY	23

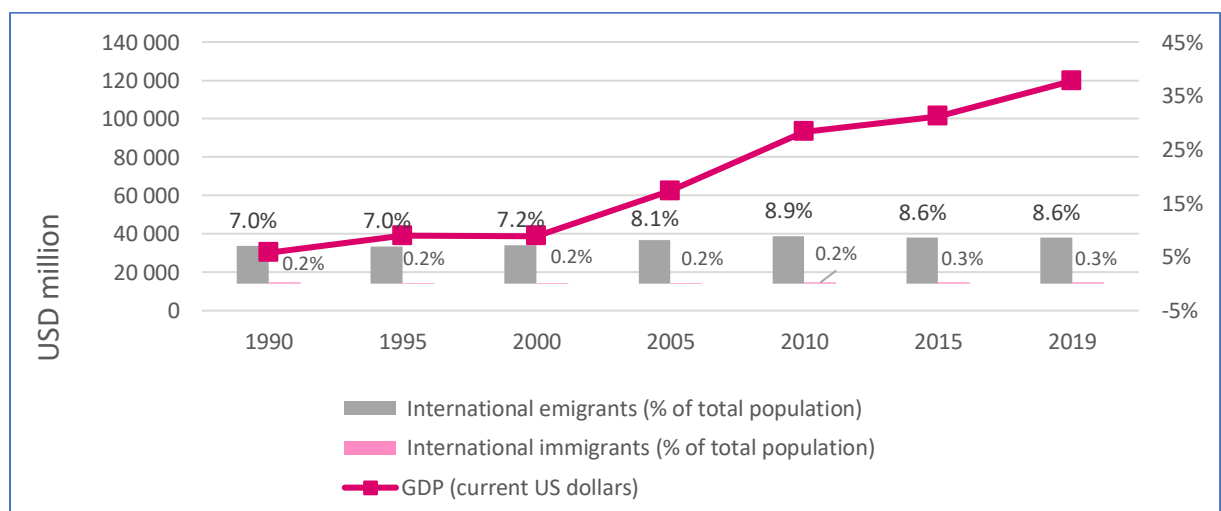
ANALYSIS

1. Skills and migration overview

Migration is a major economic and social phenomenon in Morocco, where the situation has changed significantly over the last twenty years, including a change in the skills profile of migrants. A land of emigration, Morocco has become in recent years a country that receives economic immigrants, refugees and migrants in transit. Historically characterised by low or medium skill levels, one third of Moroccan migrants had completed higher education in 2019, according to the Haut Commissariat au Plan [Higher Planning Commission] (HCP, 2020a). The brain drain issue has therefore been taken into account in approaches to the migration phenomenon. The COVID-19 pandemic has led to increased migratory pressure in Morocco and could, in the medium term, lead to an increase in the number of migrants seeking to reach Europe.

According to United Nations (UN) data², in 2020, 8.8 % of the Moroccan population was residing abroad (with 47.5 % of those being women) and immigrants accounted for 0.3 % of the resident population. Seeking employment was the main reason for migration, accounting for 47.4 % of emigrants (HCP 2020a). This figure reflects the deep-rooted trends in the labour market. According to the most recent HCP data, the unemployment rate for the labour force as a whole was 12.5 % during the first quarter of 2021 and, more specifically, 32.5 % for those aged 15-24 (43.2 % of women in this age group) and 19.6 % for young people aged 25-34 (28.7 % of women in this age group), despite low levels of activity. The unemployment rate among young graduates over the age of 15 was 17.9 % (29.7 % of women in this category). Figure 1 illustrates the correlation between the GDP growth rate and the number of migrants: it is clear that economic growth is not generating enough jobs to absorb population growth. Money sent home by Moroccan emigrants accounted for 6.6 % of the country's GDP in 2020 (World Bank).

FIGURE 1. GDP AND MIGRANT STOCK (AS A % OF TOTAL POPULATION), 1990-2019

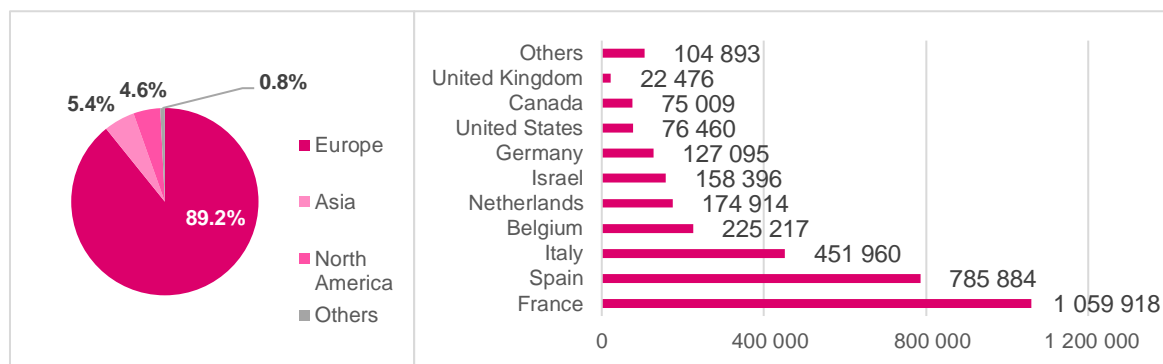


Source: UN Department of Economic and Social Affairs (DESA), number of international migrants 2019; and World Bank, World Development Indicators (DataBank).

² Unless otherwise stated, all the data used in this section, and the relevant sources, are presented in the statistical annex.

Historically, Moroccans residing abroad (MRA) were characterised by low or medium skill levels, as is the case for most emigrants from Southern Mediterranean countries. In the 1950s and 1960s, Moroccan migrants were largely unskilled (or even illiterate) men, who travelled to Europe (especially France) to plug gaps in the workforce: 53.2 % of migrants had no qualifications at all, 14.3 % had some qualifications, and highly qualified profiles were very rare (Sadiqi 2004). The level of qualification of migrants started to improve from the 1980s onwards. Today, MRA have a higher level of education than the population residing in Morocco: one third of migrants (33.5 %) have completed higher education – 44.7 % of women compared with 28.4 % of men – another third have completed secondary education and 4.8 % have undergone vocational training. 16.9 % of migrants have completed primary education (20.2 % for men) and 10.2 % have no school education. The most common profiles among highly qualified migrants or those with vocational, technical and specialised training are workers in the trade and management sector, new information and communication technologies (NICT), engineers and doctors (HCP 2020a). In parallel with this change in the skills profile of Moroccan migrants, a change in the destination countries of MRA has also been noted. As shown in Figure 2, Europe remains the most popular destination (with France, Spain and Italy topping the list), receiving 89 % of migrants, but new immigration countries such as Canada and the Gulf countries are also seeking highly qualified profiles.

FIGURE 2. MAIN EMIGRATION COUNTRIES, 2020



Source: UN Department of Economic and Social Affairs (DESA), number of international migrants 2020

It should be noted that around 50 000 Moroccans study abroad, which represents 15 % of the total student population (Nechad, 2018). Every year, Morocco hosts up to 15 000 students from sub-Saharan Africa, who could become a key driving force for promoting legal migration and skills development projects, including within the framework of the Action for South-South Cooperation in the migration field (see Annex II).

The brain drain problem, which involves workers with different levels of qualifications, has gradually become central to the political debate (Khachani, 2019; *The Arab Weekly*, 2019). One specific case is that of highly-skilled NICT and finance workers, who are highly sought after in Morocco and MRA destination countries alike. Almost 20 % of the 8 000 managers trained each year in various IT specialities by Moroccan training institutes choose to emigrate. Recent figures show that more than 600 Moroccan engineers leave the country each year. According to the Moroccan Federation of Information Technologies, Telecommunications and Offshoring (APEBI), France remains the top destination chosen by these engineers (ETF, Torino Process, 2020). The brain drain problem is closely linked to the cost of training these highly-skilled people and the loss that represents for Morocco. In 2007, the cost of training an engineer was around USD 32 500 (Nechad, 2018). The

medical profession is also particularly hard hit: for example, in 2014, 23 % of anaesthetists, 19 % of psychiatrists and 10 % of radiologists practising in France were from Morocco (Kouini, 2018).

The experience of migration can boost the acquisition of technical, behavioural and language skills that improve the employability of migrants (ETF, 2015). The skills of the Moroccan diaspora have increased, especially entrepreneurial skills. The International Forum of Moroccan Competencies Abroad (FINCOME) and the meetings organised by the Council of the Moroccan Community Living Abroad (CCME) with highly qualified Moroccan executives around the world (Montreal, Barcelona, Toulouse, Lyon, etc.) are interesting examples of the Moroccan government's engagement with the diaspora; it would be useful to gain a better understanding of the continuity and impact of this.

Returning migrants are an important lever for optimising the overall skills record of Moroccan migration. 28.5 % of returning migrants have a university-level qualification (39.1 % for women). Only a small minority (2.2 %) have received vocational training. Their main areas of specialisation are business management (23.7 %), followed by engineering (13.2 %), health (10.8 %) and NICT (9.3 %). It should be noted that 9.5 % of returning migrants are also employers and 32.2 % are self-employed; these rates are much higher than those seen in the non-migrant population (HCP, 2020a). However, at present, the country lacks structured mechanisms to systematically identify the skills of returning migrants. If identified, these could benefit the country's development. It should also be highlighted that the number of returning migrants is very low: around 10 000 returns are recorded on average each year, representing only a small fraction of the five million MRA and 35 million inhabitants of Morocco (HCP, 2020a).

Over the past 5 years, and in particular since the 2015 migration crisis, Morocco has become an important transit country and a destination country for economic migrants, mainly migrants from West Africa (nationals of these countries do not need a visa to enter Morocco) and, to a lesser extent, for refugees and asylum seekers. In 2014, the Moroccan Government adopted the National Strategy on Immigration and Asylum (NSIA), which made it possible to regularise more than 45 000 immigrants in 2014 and 2017 and to implement a policy for the economic integration of migrants, providing for access to education and vocational training under the same conditions as national citizens and support for developing the skills of legal immigrants. According to the 2021 national migration force survey conducted among a sample of 3 000 migrants and published in June 2021 by the HCP, just over a quarter of migrants (27.3 %) have completed higher education and 23.5 % have achieved a secondary education qualification. More than half of migrants (53.1 %) were employed in the 3 months preceding their departure from their country of origin. Almost a third of migrants (31.8 %) received training in a vocational training institution or a sectoral training centre – 17.3 % in their country of origin, 13.9 % in Morocco and 0.6 % in another country. More than half of these migrants have said they want to stay in Morocco. The survey does not provide data on the degree to which these skills and qualifications are used, but there is evidence that they are underused in the Moroccan labour market, as is the case in the labour markets of other countries in the South Mediterranean region.

In the report entitled 'The New Development Model' (Kingdom of Morocco, 2021), published following the work of a committee of experts appointed by the King, the diagnosis of the future challenges posed by migration is made clear. According to this report, Morocco will experience two phenomena: increasing immigration from sub-Saharan African countries against a backdrop of climate change and poor leverage of the growth and job potential in these countries; and increasing emigration of Moroccans to developed countries in response to a strong demand for talent and skills to address the ageing of the labour force in these countries. Morocco would therefore face two major challenges: managing immigration flows and retaining skills and talent. In its '2019 Preliminary Recommendations'

(which pre-date the COVID-19 crisis), the Higher Planning Commission foresaw a net slowdown in emigration by 2025, combined with an ageing population; their projections are in line with forecasts from other international sources.

The impact of the COVID-19 crisis on migration flows in the medium and long term is not yet known. A protracted economic crisis coupled with a lack of employment opportunities in sub-Saharan African countries could trigger a significant new wave of illegal migration to Europe, affecting Morocco as a transit country. An increase has been recorded in migratory flows of Moroccan citizens to Europe, with almost 12 000 Moroccans arriving illegally in the Canary Islands in 2020. According to *Arab Barometer* 2019, 44 % of all Moroccans surveyed and 70 % of Moroccans aged 18-29 would consider emigrating abroad (although, as demonstrated by the analysis of the ETF 2013 survey, only a small proportion had actually put specific measures in place with a view to emigrating).

2. National policy framework

The national vision on migration (in the broad sense) is quite rich and somewhat fragmented. MRA, or the Moroccans of the World - MOW (*Marocains du monde*, MDM), as they have officially been referred to in recent years, are specifically covered by the Constitution of July 2011 (Articles 16-18 and Article 163). Morocco's policy on migration is characterised by neutrality (neither against nor in favour) and a permanent strong link with its citizens living abroad³. Since 2014, the country has formalised its approach by adopting a National Strategy for the Moroccans of the World (SNFMDM)⁴. In addition to preserving Moroccan identity and protecting the rights and interests of MOW, this strategy aims for MOW to contribute to the country's development: this objective is structured around five specific priorities, including the 'leveraging of MOW skills'. As part of the programme aimed at supporting the strategy, a series of specific projects is listed with a view to achieving this objective, namely the identification of skills held by MOW and the skills required by Morocco, the launch of a study on the skills of MRA and their contribution to Morocco's development projects, the establishment of an information system for monitoring and updating data on MOW skills, the creation of spaces/exchange events for Moroccan skills in the host countries, the strengthening of communication with regard to the Maghribcom platform, the organisation of skills forums, participation in exhibitions dedicated to the skills of MRA and the creation and consolidation of skills networks for MOW, and the development of skills networks for the MRA (by field of expertise and/or by country/region/seniority).

Nevertheless, the national education/training and employment support system considers migration only as a side issue, largely from the point of view of inclusion and social equity for those with the lowest levels of qualifications (Moroccan migrants) and not as a lever for socio-economic development. Support for labour migration as a specific objective to be achieved is not included in the innovative schemes for accessing international markets (beyond bilateral labour conventions). Improved alignment between migration strategies and strategies dedicated to both human capital development and employment support could contribute to improving labour migration and therefore the country's socio-economic development, as well as strengthening its overall global positioning.

Adopted in 2014, the National Strategy on Immigration and Asylum (NSIA) promotes a holistic approach to migration, which takes account of the humanitarian, economic, cultural, social, integration

³ It should be noted that Morocco does not define Moroccans from abroad (even second or third generation) as 'emigrants', but as 'Moroccans', which puts its estimate of the number of Moroccans in the world at almost five million. However, dual nationality is taken into account.

⁴ <https://marocainsdumonde.gov.ma/wp-content/uploads/2018/02/Strate%CC%81gie-Nationale-en-faveur-des-Marocains-du-Monde-Fr.pdf>.

and foreign policy aspects of immigrants' lives. As regards the skills of regularised immigrants, the NSIA provides for measures aimed at ensuring access to vocational training (programme 6) and support programmes for employment and business start-ups (programme 7). However, following the development of an action plan and two very comprehensive evaluation reports (2017 and 2018, see MDCMRE, 2018), the implementation of the NSIA has slowed somewhat since 2018, and the issue of the effective use of immigrant skills is not yet the subject of a national medium and long-term vision. Routine collection of the data on these skills only began in 2021. However, these skills are used informally and spontaneously, especially in the areas of tourism, agriculture, cleaning, construction and public works, and health care. As is the case in the other countries in the region, immigrants working in the informal sector in Morocco find themselves in competition with the very low-skilled marginalised groups of the population, particularly in rural areas (36 % of the total population).

The degree to which the two strategies interact with the national education and training system for the achievement of migrant skills objectives remains unclear. As regards human capital development strategies, migrants and immigrants (as well as refugees) are not included among the main targets of the planned actions. In spite of all the attention the country pays to the central role played by lifelong learning against a backdrop of equity, equal opportunities and social inclusion, the issue of migration is only mentioned once in its Strategic Vision 2015-2030, which focuses on those with very low levels of education. The issue of (potential) migrants is addressed mainly from a social perspective: the migrant population is therefore listed in Action 25 of Lever 5 among the populations targeted by continuous and sustainable learning through non-formal education and literacy programmes.

The National Vocational Training Strategy 2021 and the action plans of the Office of Vocational Training and Employment Promotion (OFPT) also fail to address the issue of migration, which does not feature in their main tools for reflection and action. The approach remains national: attention is focused on the country's labour market needs and the skills required by Moroccan companies working abroad. The development of South-South cooperation is essentially limited to the scope of the training offer, with no implications for access to the labour market, and consists of helping African 'friend' countries to set up training institutions and increase the annual quota of educational places reserved for African trainees in Morocco.

The establishment of a National Qualifications Framework (NQF), which is the result of close cooperation between the education/training system and the social partners, is worthy of note. The NQF is a major national project that aims to improve opportunities for the mobility and integration of workers and learners within the country and internationally through the introduction of a system of readability and portability of citizens' skills. Comparable to the European Qualifications Framework, a tool created by the European Commission, the NQF also aims to boost the prospects for labour migration between Morocco and the European Union. It should be noted that, with the support of the ETF, Morocco has taken substantial steps to deepen the dialogue and improve its knowledge of the certification systems of other countries in the region (notably Tunisia, Egypt and Jordan). Morocco's aim is therefore to improve the readability of learning credits for certain occupations in order to meet the social and economic requirements of the country and the changing labour markets, and to facilitate national and international mobility, both to Europe and to other countries in the region.

Also with a view to inclusion, the National Employment Strategy 2015-2025 (NES)⁵ identifies the management of migration for professional purposes as one of its cross-cutting objectives for social

⁵ <https://www.travail.gov.ma/mtip-espace-emploi/strategie-nationale-pour-lemploi/?lang=fr>

equity. Nevertheless, there is no strategic focus nor operational objective dedicated to this subject, although the NES recognises the specific needs of three categories of migrants, namely: a) return migrants forced by crises in the countries hosting Moroccan nationals, b) legal migrants to support the specific needs of companies in terms of skills, and c) transit illegal migrant workers. It should be noted that when the NES was adopted in 2015, permanent immigrants and refugees in Morocco were not yet recognised as a national priority due to the novelty of these phenomena. The link between migration abroad and graduate unemployment (resulting, among other factors, from shortcomings in education systems from both a qualitative and quantitative point of view) is not taken into account in the strategic reflection on the redevelopment of human capital development systems in spite of the high unemployment rate among young people with a degree/secondary or tertiary education. For example, in the Annual Labour Market Report published by the National Labour Market Observatory (ONMT, created in 2015), migration only gets a brief mention (International Labour Organisation, ILO, 2020), and the ONMT, which was designed as an instrument for steering human resources development policies, does not produce information on migration.

In the report entitled 'The New Development Model', one of the five transformative building blocks for initiating the new development model identified is specifically dedicated to the Moroccans of the World. This calls for: the introduction of incentive-based approaches to attract more MOW to highly-skilled positions in cutting-edge sectors such as NICT, biotechnology or renewable energy; the creation of a database of MOW that can be accessed by private and public Moroccan institutions; and the recruitment of MOW to develop scientific research and innovation activities in order to capitalise on the expertise acquired by the diaspora in this field.

The governance of migration is relatively well developed, but somewhat fragmented: the institutional dimension is taken care of by the Delegate Ministry of Foreign Affairs, African Cooperation and Moroccans Residing Abroad (MDCMRE) in Charge of Moroccans Living Abroad and includes a Directorate for Communication and Mobilisation of MOW Skills and a Directorate for Migration Affairs, responsible for implementing the NSIA⁶. Interinstitutional coordination is ensured by two parallel coordination structures (for the NSIA and SNFMMDM), supervised by an interministerial committee, with a steering committee comprising around 10 of the institutions and ministries involved (the steering committee is expected to meet at least twice a year) and four programme committees. Several other institutions are involved in migration issues, such as the Council of the Moroccan Community Living Abroad (provided for by the Constitution), the Hassan II Foundation for MRA (which includes an observatory on the Moroccan migrant community living abroad), and the ministries and agencies concerned by the various aspects relating to this issue, in particular the Ministry of Interior (which has a National Migration Observatory, the functions and activities of which are not especially clear). As regards human capital development, the Ministry of National Education, Vocational Training, Higher Education and Scientific Research and the Ministry of Labour and Professional Insertion could play a much greater role. The OFPPT, the National Agency for the Promotion of Employment and Competencies (ANAPEC) and National Mutual Aid contribute to the implementation of the specific actions provided for in their own strategies. However, this governance structure (in particular the coordination and monitoring functions) has been slowing down since 2018 and the momentum driven by the implementation of the two migration strategies in 2014 is running out of steam.

At international level, migration has been a priority area for action for several years now – notably as a fundamental component of Morocco's African policy. His Majesty Mohamed VI has taken control of the

⁶The Ministry of Interior is responsible for all security-related matters.

operations, placing Morocco in the spotlight with the launch of the Rabat Process in 2006 (this brings together 60 European and African countries and provides for political cooperation on migration issues), the co-chairmanship of the Global Forum on Migration and Development 2017-2018, the signing of the Global Compact for Safe, Orderly and Regular Migration in Marrakesh in December 2018 and the launch of the Marrakesh Agenda 2018-2020. The programme included the establishment of an African Migration Observatory under the aegis of the African Union, which was inaugurated in Rabat on 18 December 2020.

An ILO report published in 2020 provided a comprehensive analysis and evaluation of the information system on international labour migration to and from Morocco, together with detailed recommendations for updating these statistics. Morocco is also home to networks of migration researchers, such as the Moroccan Association for the Study and Research of Migration (AMERM), the International Forum of Moroccan Skills Abroad (FINCOME) and the Policy Centre for the New South (PCNS).

3. Cooperation projects on skills and migration

Faced with varying and profound changes in migratory dynamics, Morocco has gradually set up a series of projects in the field of migration. Many international donors and technical partners are committed to the issue of migration, and actions are often carried out in cooperation with public institutions and civil society organisations. Since 2014, the EU has contributed EUR 342 million to migration programmes with Morocco.

This section covers Migrant support measures from an employment and skills perspective (MISMES), which have already been thoroughly analysed by the ETF (ETF, 2015). A partial list is provided in Annex II. Among the measures that demonstrated a high level of involvement on the part of the national authorities and a holistic approach to migration issues are the measures carried out within the scope of the Sharaka programme, the aim of which was to support the implementation of the EU-Morocco Mobility Partnership (2014-2017). The programme covered several pillars, including the strengthening of the Moroccan authorities' institutional capacity to manage migration, in particular during the reintegration of migrants returning to Morocco. The programme also provided support to the Ministry in charge of Moroccans Living Abroad and Migration Affairs (MCMREAM) and ANAPEC in their organisational reforms, and helped them to improve their bilateral cooperation with partners abroad. The active involvement of ANAPEC facilitated the diagnosis of capacities, which led to a strengthening of the agency's services aimed at integrating immigrants into the labour market. This success can be attributed to the consultation between public stakeholders (such as ministries and agencies), international bodies, European partners and civil society, which has enabled operational synergies to be implemented on the basis of a deeper knowledge of migrant profiles.

A pioneering project, 'Accessing Overseas Employment Opportunities for Moroccan Youth', was launched in 2015. Organised around the themes of legal migration and skills development, this pilot project implemented by the GIZ and the World Bank in cooperation with ANAPEC targeted the tourism and catering sectors: 150 candidates were pre-selected to complete a two-year apprenticeship in Germany. During the 6 months leading up to their departure, the selected candidates completed an intensive German language course and a module on intercultural orientation and expectations management (organised by OFPPT). The project also aimed to boost ANAPEC's institutional capacity and technical assistance.

Since 2017, Morocco has also benefited from four of the legal migration pilot projects funded by the EU and implemented in partnership with Member States. Notable examples include the PALIM project, which aimed to address labour shortages in Belgium and Morocco through innovative mobility models. The training offer, the support for integration, the individual monitoring and, above all, the attention to the needs of the Moroccan labour market were potential factors for the success of this initiative. The proposed model, which brought together a range of different stakeholders, could be replicated in other sectors of the labour market, while also addressing the brain drain issue. The project achieved a high level of ownership, based on partnerships between the Flemish and Moroccan employment services (VDAB and ANAPEC), the Flemish employers' federations (VOKA and Agoria), their Moroccan counterparts (the General Confederation of Moroccan Enterprises - CGEM - and APEBI), the Federal Agency for the Reception of Asylum Seekers (Fedasil) and the Flemish Integration Agency.

The 'Young Generation as Change Agents' project offered the opportunity to carry out studies on priority topics for Morocco's socio-economic development (renewable energy, biotechnology, food industries, tourism management, social and solidarity economy in particular). It could help to consolidate mobility within Moroccan higher education and create positive synergies between circular migration, human capital development and the development of the country, which would also benefit the Moroccan labour market.

Also in the field of mobility, the 'High Opportunity for Mediterranean Executive Recruitment' (HOMERe) project builds on a well-established network of academic, business and professional organisations active in the Mediterranean region and aims to boost the mobility of young students from Egypt, Morocco and Tunisia by offering traineeships in companies based in France that also have a presence in the target countries. HOMERe uses the mobility of work placements as a tool to overcome the skills mismatch of young people. There are several factors that point to the success of the HOMERe project: the project addresses real business needs and promotes the acquisition of professional and soft skills; it could also have a positive multiplier effect if confirmed and implemented in new business sectors and other countries in the Euro-Mediterranean region.

Finally, the THAMM project (Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa), launched by the EU in 2018, should also be mentioned. This multi-purpose project aims in particular to improve the mechanisms for the assessment, certification, validation and recognition of migrants' skills and qualifications. The willingness to prepare migrants for access to foreign labour markets is a factor likely to make the project a success. Thanks to its skills development component, migrants will also be able to apply the skills, techniques and technologies they have acquired abroad when they return to their home communities, thereby improving their employability. In Morocco, support for this project will be ensured through the active engagement of key institutions such as: MCMREAM; the Ministry of National Education, Vocational Training, Higher Education and Scientific Research; the Ministry of Labour and Professional Insertion; ANAPEC and employers' organisations. In addition, the success of mobility programmes can be ensured through the active involvement of employers from EU Member States, who will invest substantial resources and bear a considerable share of the costs associated with preparing and supporting labour migration, staff housing, travel and visa costs, mentoring of migrant workers during the integration process, etc.

An interesting experience in the field of migration and skills is the African Alliance for the Development of Vocational Training, which was set up by Morocco in 19 sub-Saharan African States in April 2017 in

collaboration with the African Development Bank (in Morocco, the partner institution is the OFPPT)⁷. Although it does not yet include a migration dimension, its potential as a tool for developing a common framework for the recognition of qualifications and the certification of skills, thereby facilitating skilled migration between its member States, should not be overlooked.

The projects analysed present different features of interest:

- The focus on the labour market not only takes account of the needs of the destination countries, but also the needs of the country of origin in terms of students/migrants in such a way that everybody benefits. In this respect, the projects include both a development dimension and a migration dimension.
- As regards the first aspect, the participation of Moroccan employers alongside government institutions demonstrates a 'broader' national ownership and a vision in which migration is not only a lever for social inclusion, but also a lever for productivity and economic development.

However, other aspects remain to be examined, such as the sustainability of the measures and the future integration of the experiences gained from these pilot projects into national strategies and migration dialogues entered into with the countries of destination, the possibility of scaling them up (particularly in terms of cost), which will require a robust monitoring and evaluation system, and consideration of the issues associated with returning migrants.

ETF support

The ETF has been working in Morocco for over 20 years. Historically, its main purpose was to promote the relevance of education and vocational training systems to the needs of the labour market (a topic directly linked to the structural causes of migration), but it recently extended its mandate to encompass seeking out and supporting human capital development policies. In this context, the ETF's analysis and work on migration focuses on issues relating to the profile of migrants and developing their skills.

Therefore, of the ETF's many interventions, it is its support aimed at advancing the National Qualifications Framework that plays a key role. Once finalised, this framework will effectively facilitate mobility by establishing equivalence and ensuring that Moroccan qualifications are recognised both domestically and abroad.

The ETF has already produced studies and analyses on the skills of Moroccan migrants as part of its research activities. For example, the 'Migrant support measures from an employment and skills perspective' study (ETF, 2015) lists and analyses the different migrant support measures implemented to facilitate their training and access to employment before, during and after their migration experience. The 'Migration and Skills Survey' (2013), which was conducted among a representative sample of potential migrants at national level, looks at the role that skills play in the migration phenomenon in Morocco.

⁷ <https://www.ofppt.ma/index.php/fr/alliance-africaine>

THE WAY FORWARD

While the skills of the Moroccan diaspora have improved over the last two decades, leading to a brain drain in certain sectors of the economy (engineering, finance, health, information and communication technologies), migration policies have not succeeded in implementing a set of interventions that would optimise the balance of migration flows in terms of human capital and skills for the country's own development. The challenge for the coming years will be to ensure the implementation and follow-up of the initiatives proposed by the report entitled 'The New Development Model', and to develop a migration and skills strategy that takes account of the most skilled migrants, as well as medium skilled migrants and those who acquire technical or professional skills during their migration.

The following courses of action can be derived from the analysis of the situation.

- The Moroccan diaspora could act as an intermediary between the country of destination and the country of origin and as a driving force for development; the brain drain could therefore be turned into a brain gain through the establishment of international cooperation networks and partnerships (Nechad, 2018).
- The development of more effective measures to encourage qualified migrants to return to Morocco or to contribute to the country's development, bearing in mind that the rate of return is currently low (10 000 per year). This policy should include specific measures for Moroccans studying abroad in order to facilitate their return and their contribution to Morocco's development. In particular, academic exchange agreements and the creation of accredited research centres in Morocco and in the countries of destination favoured by Moroccan students could be envisaged.
- The establishment of systematic mechanisms for recognising the skills of returning migrants and immigrants, and Morocco's participation in international certification frameworks.
- The management of the skills gained by Moroccan migrants must be taken into account in the migration dialogues already under way, in particular with European countries and the EU, in such a way as to ensure that everybody benefits (including the migrants); this will allow the brain drain situation to be addressed. New formulas could be tested, in particular those combining mobility and skills development (including in the areas of e-mobility, virtual migration, nomadic work, circular migration and the platform economy).
- The Talent Partnerships provided for in the new EU Pact on Migration and Asylum offer opportunities in this regard. The lessons learned from the pilot projects conducted in Morocco make it possible to implement projects on a larger scale, involving the European and Moroccan private sectors in governance and implementation mechanisms, organising legal migration channels with a detailed analysis of labour market needs and supporting the development of appropriate skills (new skills/qualifications, new occupations and lifelong learning schemes).
- The skills profiles of immigrants could be further studied and taken into account in a strategy aimed at optimising the contribution of migration to human capital formation.

In conclusion, the inclusion of these courses of action in a national strategy on migration and skills or the integration of migration, development and the optimisation of skills into the migration strategies already adopted seems more than justified. In any event, an essential factor would be the integration of migration as a key variable in sectoral policies for human capital development (education and vocational training), as well as for employment and local development.

ANNEX I: STATISTICAL ANNEX

General economic and demographic indicators

	1990	1995	2000	2005	2010	2015	2019	2020
1 GDP (current USD million)	30 180.11	39 030.29	38 857.25	62 343.02	93 216.75	101 179.81	119 700.33	m
2 GDP per person employed (as purchasing power parity with USD, constant 2017 prices)	m	14 140.42	15 281.94	17 032.17	19 689.62	23 441.37	25 401.74	m
3 Total population at mid-year and by age group	24 807 462	26 994 250	28 793 679	30 455 561	32 343 389	34 663 603	36 471 769	36 910 558
0-19 (%)	50.5 %	48.0 %	44.8 %	41.2 %	38.3 %	36.3 %	35.1 %	34.8 %
20-64 (%)	45.6 %	47.3 %	49.9 %	53.1 %	55.5 %	57.4 %	57.6 %	57.6 %
65 + (%)	3.9 %	4.7 %	5.3 %	5.8 %	6.1 %	6.4 %	7.3 %	7.6 %

Key migration indicators

	1990	1995	2000	2005	2010	2015	2019	2020
4.a Total emigrants	1 748 251	1 884 066	2 077 160	2 473 209	2 863 810	2 984 804	3 136 069	3 262 222
4.b International migrants: emigrants (as a % of total population)	7.0 %	7.0 %	7.2 %	8.1 %	8.9 %	8.6 %	8.6 %	8.8 %
Emigrants by gender:								
5.a Female (emigrants)	763 564	843 606	942 764	1 104 229	1 281 985	1 401 223	1 489 163	1 554 794
5.b Female (as a % of total emigrants)	43.7 %	44.8 %	45.4 %	44.6 %	44.8 %	46.9 %	47.5 %	47.7 %
5.c Male (emigrants)	984 687	1 040 460	1 134 396	1 368 980	1 581 825	1 583 581	1 646 906	1 707 428
5.d Male (as a % of total emigrants)	56.3 %	55.2 %	54.6 %	55.4 %	55.2 %	53.1 %	52.5 %	52.3 %
6.a Total immigrants	54 895	50 360	53 034	54 379	70 909	92 424	98 574	102 358
6.b International migrants: immigrants (as a % of total population)	0.2 %	0.2 %	0.2 %	0.2 %	0.2 %	0.3 %	0.3 %	0.3 %
Immigrants by gender:								
7.a Female (immigrants)	25 871	24 096	25 801	26 836	35 171	46 037	49 095	49 651
7.b Female (as a % of total immigrants)	47.1 %	47.8 %	48.6 %	49.3 %	49.6 %	49.8 %	49.8 %	48.5 %
7.c Male (immigrants)	29 024	26 264	27 233	27 543	35 738	46 387	49 479	52 707
7.d Male (as a % of total immigrants)	52.9 %	52.2 %	51.4 %	50.7 %	50.4 %	50.2 %	50.2 %	51.5 %
Immigrants by age group								
0-19 (%)	27.9 %	27.2 %	26.5 %	26.0 %	24.0 %	22.9 %	21.6 %	21.5 %
20-64 (%)	59.7 %	61.0 %	62.1 %	63.1 %	65.8 %	68.1 %	69.7 %	70.0 %
65 + (%)	12.4 %	11.9 %	11.3 %	10.9 %	10.2 %	8.9 %	8.8 %	8.5 %
9.a Refugees (including asylum seekers) at mid-year	307	55	2 105	219	792	5 473	6 779	9 756
9.b Number of refugees (including asylum seekers) as a percentage of the stock of international migrants (immigrants)	0.6 %	0.1 %	4.0 %	0.4 %	1.1 %	5.9 %	6.9 %	9.5 %
10.a Individual remittances received (current USD million)	2 006.35	1 969.50	2 160.96	4 589.23	6 422.54	6 903.54	6 735.50	m
10.b Individual remittances received (% of GDP)	6.6 %	5.0 %	5.6 %	7.4 %	6.9 %	6.8 %	5.6 %	m
11.a Individual remittances paid (current USD million)	11.40	14.75	23.20	35.07	62.03	78.80	133.34	m
11.b Individual remittances paid (% of GDP)	0.0 %	0.0 %	0.1 %	0.1 %	0.1 %	0.1 %	0.1 %	m

	2020	2020	
15.a Total emigrants	3 262 222	15.b Total immigrants	102 358
Main destination regions:		Main countries of origin:	

Europe	2 910 179	France	38 063
Asia	174 814	Algeria	14 497
North America	151 469	Spain	4 421
Main destination countries:			
France	1 059 918	Syrian Arab Republic	3 676
Spain	785 884	Tunisia	2 781
Italy	451 960	Italy	2 045
Belgium	225 217	Congo	2 028
Netherlands	174 914	Egypt	2 005
Israel	158 396	United States of America	1 971
Germany	127 095	Senegal	1 947
United States of America	76 460		
Canada	75 009		
United Kingdom	22 476		

	2000	2005	2010	2015	2018	2019
16 Inward mobility rate (%)	1.5 %	1.3 %	1.9 %	1.8 %	1.9 %	2.0 %
17 Outward mobility rate (%)	13.6 %	11.2 %	9.6 %	5.1 %	5.0 %	m
18 Total incoming higher education students	4 502	4 958	8 604	15 384	20 410	22 096
19 Total outgoing higher education students	40 077	40 997	42 750	45 018	52 500	m
20 Net flows of internationally mobile higher education students	- 35 575	- 36 039	- 34 146	- 29 634	- 32 090	m

21.a	Incoming higher education students by country of origin (2019, top 5 of the available countries)	21.b	Outgoing higher education students by country of destination (2018, top 5 of the available countries)		
(i)	Mali	2 744	(i)	France	28 431
	Côte d'Ivoire	1 701		Ukraine (2019)	4 723
	Guinea	1 608		Germany	3 789
	Gabon	1 366		Italy	2 620
	Senegal	1 275		Spain	1 967

Last updated: end of May 2021

Sources:

Indicators: 1, 2, 10.a, 10.b, 11.a, 11.b – World Bank (World Development Indicators)
 Indicators: 3, 12 – UN DESA, World Population Outlook 2019
 Indicators: 4.a, 4.b, 5.a, 5.b, 5.c, 5.d, 6.a, 6.b, 7.a, 7.b, 7.c, 7.d, 8, 9.a, 9.b, 13, 14, 15.a, 15.b – UN DAES, International Migrant Stock 2019, 2020
 Indicators: 16, 17, 18, 19, 20, 21.a, 21.b – UNESCO

Notes:

(i) Data are not available for all countries of origin and destination

Legend:

m = missing data

The aim of gathering this data is to provide a brief but comprehensive description of the dynamics of immigration and emigration within the context of the country's economic and socio-demographic situation. Most of the indicators cover the 1990-2020 period: an adequate period of time to observe significant demographic and migratory changes. A gap of 5 years has been left between each two measures to make the description of the data as concise as possible. 2019 values were also collected for all indicators (where available) to facilitate comparisons with economic and international student mobility indicators for which the last available year is 2019 (or in some cases 2018).

	1990-1995	1995-2000	2000-2005	2005-2010	2010-2015	2015-2020
12 Net number of migrants	- 466 627	- 532 581	- 654 821	- 565 140	- 367 108	- 257 096
13 Annual rate of change in the stock of migrants (percentage)	-1.7 %	1.0 %	0.5 %	5.3 %	5.3 %	2.0 %
14 Annual rate of change in the stock of refugees (including asylum seekers)	-34.4 %	72.9 %	-45.3 %	25.7 %	38.7 %	11.6 %

The main limitation in this data collection relates to the lack of available and comparable indicators on the skills and qualifications of migrants. There are indicators on migrants' skills, but in most cases they come from national surveys and/or studies covering a specific target group, year and country.

UNESCO indicators for higher education students migrating for the purpose of studying abroad, also known as 'International Student Mobility Indicators', were collected to address this lack of information on migrants' skills. Although these indicators only partially represent the skills dimension, they are nevertheless regularly updated and describe a specific aspect of migration.

The UN DESA database has been used as a source for demographic indicators, indicators on migration stocks and indicators on refugees. Economic indicators are taken from the World Bank database. The UNESCO database is the source used for international student mobility indicators.

General economic and demographic indicators

	Description	Definition
1	GDP (current USD million)	GDP at purchaser's prices is the sum of gross value added by all resident producers in the economy plus any product taxes and less any subsidies not included in the value of the products. It is calculated without making deductions for depreciation of fabricated assets or for depletion and degradation of natural resources. Data are expressed in USD. Dollar figures for GDP are converted from domestic currencies using single year official exchange rates.
2	GDP per person employed (as purchasing power parity with USD, constant 2017 prices)	GDP per person employed is gross domestic product (GDP) divided by total employment in the economy. Purchasing power parity (PPP) GDP is GDP converted to 2017 constant international dollars using PPP rates. An international dollar has the same purchasing power over GDP that a US dollar has in the United States.
3	Total population at mid-year and by age group	Total population estimates, as at 1 July, expressed as the number and percentage of the total for the age groups 0-19, 20-64 and 65+

Key migration indicators

	Description	Definition
4.a, 5.a, 5.c	Total emigrants, female and male	Stock of international migrants (emigrants) at mid-year, both sexes, female and male
4.b	International migrants: emigrants (as a % of total population)	The number of international migrants (emigrants) divided by the total population. The data are expressed as percentages.
5.b/d	Female/male (% of total emigrants)	The number of female/male immigrants divided by the total number of international migrants (emigrants).
6.a, 7.a, 7.c	Total immigrants, female and male	Stock of international migrants (immigrants) at mid-year, both sexes, female and male
6.b	International migrants: immigrants (as a % of total population)	The number of international migrants (immigrants) divided by the total population. The data are expressed as percentages.
7.b/d	Female/male (% of total immigrants)	The number of female/male emigrants divided by the total number of international migrants (immigrants).
8	Immigrants by age group	The number of immigrants within a given age group, expressed as a percentage of the total number of international migrants (immigrants). Age groups: 0-19; 20-64 and 65+.
9.a	Refugees (including asylum seekers) at mid-year	Estimates of the number of refugees. This stock is a subset of the stock of international migrants (immigrants).
9.b	Number of refugees (including asylum seekers) as a percentage of the stock of international migrants (immigrants)	Estimates of the number of refugees as a percentage of the stock of immigrants. These indicators are based on the 2017 end-of-year estimates of the populations of refugees or persons in similar situations established by the United Nations High Commissioner for Refugees (UNHCR) and, where appropriate, the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA).
10.a/b	Individual remittances received (current USD million/% of GDP)	Flow of individual remittances into the country, expressed in current USD million and as a % of GDP. Individual remittances include personal transfers and compensation of employees. Personal transfers comprise all current transfers in cash or in kind made or received by resident households to or from non-resident households. Personal transfers therefore include all current transfers between resident and non-resident

		natural persons. Compensation of employees refers to the income of cross-border, seasonal and other temporary workers employed in an economy where they are not resident and of residents employed by non-resident entities. The data correspond to the sum of two items defined in the sixth edition of the IMF Balance of Payments Manual: personal transfers and compensation of employees.
11.a/b	Individual remittances paid (current USD million/% of GDP)	Flow of the individual remittances out of the country, expressed in current USD million and as a % of GDP. Individual remittances include personal transfers and compensation of employees. Personal transfers comprise all current transfers in cash or in kind made or received by resident households to or from non-resident households. Personal transfers therefore include all current transfers between resident and non-resident natural persons. Compensation of employees refers to the income of cross-border, seasonal and other temporary workers employed in an economy where they are not resident and of residents employed by non-resident entities. The data correspond to the sum of two items defined in the sixth edition of the IMF Balance of Payments Manual: personal transfers and compensation of employees.
12	Net number of migrants	Estimated number of immigrants minus the number of emigrants
13	Annual rate of change in the stock of migrants (percentage)	Estimated annual exponential rate of change in the stock of international migrants (immigrants), expressed as a percentage
14	Annual rate of change in the stock of refugees (including asylum seekers)	Estimated exponential rate of change in the refugee population (including asylum seekers) per year, expressed as a percentage
15.a	Main destination regions and countries	Top 10 destination countries (and top 3 destination continents) for emigrants of the last available year, together with their respective number of international migrants
15.b	Main countries of origin	Top 10 countries of origin for immigrants in the last available year, together with their respective number of international migrants
16	Inward mobility rate (%)	Number of higher education students from abroad studying in a given country, expressed as a percentage of the total number of students enrolled in higher education in that country.
17	Outward mobility rate (%)	Number of students from a given country studying abroad, expressed as a percentage of the total number of students enrolled in higher education in that country.
18	Total incoming higher education students	Total number of higher education students from abroad studying in the country
19	Total outgoing higher education students	Total number of higher education students from the country studying abroad
20	Net flows of internationally mobile higher education students	Number of higher education students from abroad (incoming students) studying in a given country minus the number of students of the same level in a given country studying abroad (outgoing students)
21.a/b	Incoming/outgoing higher education students by country of origin	Top 5 countries of origin/destination of mobile higher education students, together with their respective number of mobile students (last available year)

ANNEX II: LIST OF RELEVANT PROJECTS

This non-exhaustive list includes a selection of projects targeting the development of migrants' skills.

Title of project	Implementing agency	Amount and source of financing	Duration	Core activities	Beneficiaries
<p>Sharaka</p> <p>Sharaka: Promoting the integration of MRA into the territorial development of Eastern Morocco Migrations & Development (migdev.org)</p>	<p>Expertise France GIZ MCMREAM ANAPEC</p>	<p>EUR 5 200 000 EU</p>	<p>2014-2017</p>	<p>Strengthening the capacities of Moroccan institutions dealing with migration and development issues Arranging international placements for Moroccan workers Assisting with the reintegration MRA returning to Morocco Integrating legal immigrants into the Moroccan labour force</p>	
<p>Improving access to international job opportunities for Moroccan youth</p> <p>ANAPEC</p>	<p>ANAPEC GIZ World Bank</p>	<p>USD 1 975 000 Transition fund for the MENA region</p>	<p>2015-2018</p>	<p>Strengthening institutional capacity for the pre-selection and preparation of candidates for international employment Developing sustainable investment partnerships between relevant public and private stakeholders in Morocco and Germany beyond the pilot project Developing and sharing knowledge</p>	<p>100-150 young Moroccans qualified in sectors in which there is a labour shortage in Germany</p>
<p>Support for fair migration for the Maghreb (AMEM)</p> <p>AMEM – Support for fair migration for the Maghreb: Libya, Morocco, Mauritania, Tunisia (ilo.org)</p>	<p>ILO</p>	<p>EUR 2 400 000 AICS (Italian Agency for Development Cooperation)</p>	<p>2018-2021</p>	<p>Establishing an integrated information system on labour migration Putting in place capacity building measures for producers of labour migration data Promoting mechanisms for the structured coordination of different sectors that collect and process labour migration data Facilitating the identification of priorities for boosting the capacity of the institutions concerned</p>	

Title of project	Implementing agency	Amount and source of financing	Duration	Core activities	Beneficiaries
<p>Maghrib Belgium Impulse: Support for the implementation of the national strategy for Moroccans living in Belgium</p> <p>Open.Enabel – Belgian Development Agency/Maghrib Belgium Impulse:Support for the implementation of the national strategy for Moroccans living in Belgium</p>	ENABEL	EUR 1 250 000 Belgium	2018-2022	<p>Mobilising and supporting MRA project leaders in Belgium to set up and market their businesses</p> <p>Raising awareness among MRA of entrepreneurial opportunities in their home countries and making it easier for them to conduct business in Belgium</p> <p>Supporting the Belgian institutions responsible for promoting entrepreneurship to increase their awareness of the potential of MRA</p>	
<p>PALIM: Pilot Project Addressing Labour Shortages Through Innovative Labour Migration Models</p> <p>Pilot project on legal migration</p> <p>PALIM – European pilot project linking Moroccan ICT development and labour shortages in Flanders Enabel – Belgian Development Agency</p>	<p>ENABEL</p> <p>ICMPD in partnership with:</p> <p>VDAB</p> <p>ANAPEC</p> <p>VOKA</p> <p>CGEM</p> <p>AGORIA</p> <p>APEBI</p>	EUR 1 421 626 EU (Asylum, Migration and Integration Fund)	2019-2020	<p>Providing pre-departure training in Morocco (ICT, soft skills, English and information sessions on life in Belgium)</p> <p>Providing coaching with a view to finding work in Morocco</p> <p>Opportunity of working in Flanders</p> <p>Running information sessions for Flemish companies</p> <p>Supporting ANAPEC in the development of its services</p>	120 Moroccan graduates
<p>YGCA: Young Generation as Change Agents</p> <p>Pilot project on legal migration</p> <p>European Website on Integration – European Commission (europa.eu)</p>	<p>International Centre for Migration Policy Development</p> <p>Ministry of Higher Education</p> <p>Spanish Service for the Internationalisation of Education (SEPIE)</p> <p>Spanish Ministry of Labour and Social Economy</p> <p>MCMREAM</p> <p>Moroccan Ministry of Labour and Professional Integration</p> <p>IOM</p>	EUR 2 625 378.83 EU (95 % of the Asylum, Migration and Integration Fund)	2019-2020	<p>Providing pre-departure policy training on the Spanish political and economic situation</p> <p>Supporting reintegration with individual career and start-up advice to accelerate integration into the local labour market</p>	100 Moroccans who have been made redundant

Title of project	Implementing agency	Amount and source of financing	Duration	Core activities	Beneficiaries
<p>HOMERe: High Opportunity for Mediterranean Executive Recruitment</p> <p>Pilot project on legal migration</p> <p>CGEM-HOMERe Morocco: a partnership for the employability of young graduates CGEM</p>		<p>EUR 2 624 847 EU (Asylum, Migration and Integration Fund)</p>	<p>2019-2020</p>	<p>International traineeship programme Supporting French employers in the identification of relevant student profiles Increasing the mobility of talented young students/graduates Providing logistical support and facilitating legal formalities in close collaboration with national authorities</p>	<p>250 students from Egypt, Morocco and Tunisia</p>
<p>THAMM: (Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa)</p> <p>THAMM – Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa (ilo.org)</p>	<p>ILO IOM GIZ Enabel</p>	<p>EUR 20 000 000 EU (EU Emergency Trust Fund for Africa) EUR 5 000 000 BMZ</p>	<p>2019-2022</p>	<p>Establishing policy, legislative, institutional and regulatory frameworks in the area of legal migration Improving mechanisms for the assessment, certification, validation and recognition of migrants' skills and qualifications Improving migration-related knowledge and data management in the area of legal migration and mobility Establishing and improving mobility programmes with selected North African countries (Egypt, Morocco and Tunisia) Improving cooperation in the area of legal migration and mobility, particularly with regard to placements</p>	
<p>South-South Cooperation on Migration</p> <p>Action for South-South Cooperation on Migration (giz.de)</p>	<p>Expertise France GIZ OFPPT Delegate Ministry in Charge of Moroccans Living Abroad and Migration Affairs</p>	<p>EUR 8 613 500 EU (Emergency Trust Fund for Africa)</p>	<p>2019-2022</p>	<p>Strengthening South-South cooperation on migration and implementing the respective Memoranda of Understanding between Morocco, Senegal, Côte d'Ivoire and Mali</p>	

LIST OF ABBREVIATIONS

ANAPEC	Agence nationale de promotion de l'emploi et des compétences [National Agency for the Promotion of Employment and Skills]
APEBI	Fédération des technologies de l'information, des télécommunications et de l'offshoring [Federation of Information Technology, Telecommunications and Offshoring]
CGEM	Confédération générale des entreprises du Maroc [General Confederation of Moroccan Enterprises]
ETF	European Training Foundation
EU	European Union
FINCOME	International Forum of Moroccan Competencies Abroad
GDP	Gross domestic product
GIZ	German International Cooperation Agency
HCP	Haut Commissariat au Plan [Higher Planning Commission]
ILO	International Labour Organization
MCMREAM	Ministère délégué auprès du ministre des Affaires étrangères, de la Coopération africaine et des Marocains résidant à l'étranger, chargé des Marocains résidant à l'étranger [Delegate Ministry of Foreign Affairs, African Cooperation and Moroccans Residing Abroad in Charge of Moroccans Living Abroad]
MISMES	Mesures de soutien aux migrants en matière d'emploi et de compétences [Migrant Support Measures from an Employment and Skills Perspective]
MOW	Moroccans of the world
MRA	Moroccans residing abroad
NES	National Employment Strategy
NICT	New Information and Communication Technology
NQF	National qualifications framework
NSIA	National Strategy on Immigration and Asylum
OFPPT	Office de la formation professionnelle et de la promotion du travail [Vocational Training and Employment Promotion Office]
ONMT	Observatoire national du marché du travail [National Labour Market Observatory]
SNFMMDM	Stratégie nationale en faveur des Marocains du monde [National Strategy for the Moroccans of the World]
UN	United Nations

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