



# IMPLEMENTATION OF THE TALENT PARTNERSHIPS

## WHAT POTENTIAL ROLE FOR THE DIASPORA?

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the European Union



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The EU Global Diaspora Facility (EUDiF) is a pilot project funded by the European Union's Directorate-General for International Partnerships (DG INTPA) under the Development Cooperation Instrument, running from June 2019 until the end of 2022. The project is implemented by the International Centre for Migration Policy Development (ICMPD). EUDiF strives to foster an informed, inclusive and impactful diaspora-development ecosystem through knowledge and action, working together with partner countries, diaspora organisations in Europe, the EU and its Member States.

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This report has been drafted under the EU Global Diaspora Facility (EUDiF) and Migration Partnership Facility (MPF), funded by the European Union (EU), and implemented by the International Centre for Migration Policy Development (ICMPD). The opinions expressed in this report are the sole responsibility of the authors and do not necessarily reflect the views of the EU, ICMPD, or ECDPM.

ECDPM, EUDiF and MPF (2021). Implementation Of The Talent Partnerships:

What Potential Role For The Diaspora? International Centre Migration Policy Development (ICMPD): Brussels, Belgium.

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# EXECUTIVE SUMMARY

This study commissioned by ICMPD is co-steered by the European Union Global Diaspora Facility (EUDiF) and the Migration Partnership Facility (MPF)<sup>1</sup>. It aims to explore options for linking diaspora involvement with labour migration in the context of the Talent Partnerships (TPs) proposed under the new European Union (EU) Asylum and Migration Pact. Adopting an exploratory approach, the study provides insights into how diaspora organisations (identifying several diaspora segments) and individuals can be engaged in the implementation of the EU's Talent Partnerships. The study provides practical recommendations to guide the design and thinking of these partnerships.

The Talent Partnerships provide an opportunity for harnessing legal labour migration prospects and will form part of the broader framework of migration cooperation between the EU and third countries. The partnerships will provide an opportunity to match labour and skills needs between the EU and third countries. It is envisaged that, the Talent Partnerships will involve various stakeholders, including the private sector and diaspora organisations. Consequently, this study highlights the role of the diaspora in linking migrants in origin and destination countries, as well as the range of services and support they offer to migrants including their role in brokering networks and opportunities across countries, skills development, integration and reintegration.

This study examines the roles that the various segments that the diaspora can play in facilitating labour mobility between countries of origin/heritage and destination countries. Furthermore, it analyses the engagement of the diaspora along the migration cycle and maps specific activities that the diaspora already engages in, which may contribute to the objectives of the Talent Partnerships. The study identifies enabling factors that should be established by identified stakeholders, including countries of origin and destination, in order to empower the diaspora to engage in their various roles along the migration cycle. It further identifies what actions international organisations and implementing agencies can equally play in supporting the diaspora in their roles. The study focuses on four country case studies, namely Ethiopia, Georgia, Morocco and Nigeria, but also looking beyond, at existing labour mobility schemes and diaspora engagement initiatives.

Diaspora engagement in promoting development in their countries of origin through harnessing their skills and knowledge has become a primary concern of governments of countries of origin in recent years. These governments are creating programmes that seek to harness the innovative, production and investment capacities of their diaspora to contribute to the development of their countries of origin/ heritage. The activities undertaken by the diaspora through some of these initiatives can be linked to the Talent Partnerships and promote skills development, knowledge transfer, employment creation and labour mobility between destination countries and countries of origin/ heritage.

The study finds that the diaspora engages in different roles in supporting labour migration between their countries of origin and destination. First, as entrepreneurs and employment creators in countries of destination, they may offer employment to their fellow nationals. However, this is dependent on local labour laws and employment conditions. Second, diaspora business facilitate trade between their countries of origin and destination and explore investment opportunities in their countries of origin. Third, diaspora organisations and

1 Until 2021, MPF was called the Mobility Partnership Facility.

networks create opportunities for migrants through their role in brokering information and building bridges between migrants and their host communities. Fourth, working together with international organisations, the diaspora promotes the transfer of skills and knowledge to their countries of origin/ heritage through formalised engagements with the government such as secondment programmes or informal engagements. Fifth, the diaspora equally plays an important role in facilitating the integration of new migrants in the host communities.

In order to integrate the diaspora into TPs, the study draws on lessons from past and present initiatives involving diaspora engagement and proposes lessons learned to guide the design of the envisaged TPs. These diaspora engagement initiatives are broadly split into (i) pre-departure support and skills development and (ii) integration support. We note that diaspora contributions to skills development in countries of origin centre on knowledge transfer, entrepreneurship support, academic exchange, and mentorship. These types of activities can be supported in the framework of the TPs to facilitate the involvement of diaspora segments. Skills development involving diasporas is predominantly initiated by diaspora individuals and organisations, as well as governments of countries of origin, international organisations, and governments of countries of residence. Consequently, there are a wide range of stakeholders that can be included in the design of the TPs including the diaspora themselves, to better support their engagement. In addition, the knowledge transfer initiatives identified could only engage diasporas from specific countries of residence – notably those whose governments funded the initiatives. This precludes any achievement of scale by engaging diasporas from across Europe and beyond.

However, “tapping into” diaspora talent for skills development requires long-term resource-intensive networking. The approaches to identifying and involving the diaspora may differ depending on how structured the diaspora networks are and their location in the destination countries. For TPs to mobilise diaspora talents in a scalable manner, it will likely be necessary to build on the diaspora networks already developed by previous EU Member State-funded programmes, or to explore collaborations directly with pan-European or pan-Member State diaspora professional networks or platforms that have already developed these networks. Within identified diaspora networks and organisations, it was observed that, their appetite for volunteering time to support skills development is significant and driven by both a need to “give back” and pursue own interests in accessing new skills, knowledge, networks or opportunities in countries of origin and destination. Diasporas, by engaging with their fellow nationals, may want to explore transnational business ideas and develop their own networks and understanding of their homeland markets. While there is a strong appetite amongst skilled members of the diaspora to volunteer – in addition to strong needs for diaspora expertise in countries of origin – there may be a limited capacity on the part of homeland institutions to identify and gain impact from diaspora talent. Diasporas can play a role in providing information and orientating prospective migrants, but framing and subjectivity are critical. Diaspora members can play an important role in orientating prospective migrants and such forms of engagement can be considered within the framework of TPs. That said, such provision of information needs to be framed appropriately.

The study identified numerous cases of diaspora organisations – especially “hometown”, faith-based, ethnic cultural organisations and networks, but also student, sporting, and professional groups - helping to integrate migrant newcomers into their host societies. Most forms of integration support identified centred on engaging new migrants in social activities, helping them navigate administrative formalities, and helping develop their skills and networks. However, some of these diaspora organisations involved in integration such as cultural, hometown, and faith-based organisations and networks can be informal and lack experience working with development cooperation and governmental actors. Thus, limiting their potential role for engaging with implementing agencies and government authorities in the design of the TPs. To remedy this, beyond introducing TP

migrant participants to such diaspora organisations prior to or upon arrival, any attempts to engage diaspora organisations to deliver integration or skills development support more formally within a TP would likely need to be accompanied by capacity-building activities to enable these organisations to professionalise. Lastly, there is a need to strike a balance between connecting migrants to diaspora organisations and promoting their interaction with their host societies. Several diaspora key informants noted that while linking newly-arrived migrants with diaspora organisations and networks can facilitate integration, encouraging migrants to spend time with their fellow nationals can also reduce the time they spend with people from their host communities.

Government of origin and destination countries and implementing agencies foresee various roles for themselves in the implementation of the TPs. More so, the role which diaspora organisations are assigned by governments and implementing partners will determine their level of involvement in the TPs. For countries with a more organised and structured diaspora engagement like Nigeria and Morocco, there are existing structures which can be built on to further include the diaspora in the TPs. For countries with a less structured diaspora engagement framework like Ethiopia there will have to be initial measures which include identifying the diaspora segments that are feasible to work with and building the capacities of these structures.

The interviewed diaspora organisations foresee their roles in implementing the Talent Partnerships and emphasise that these roles should be linked to their existing activities. More specifically, these roles include:

- Identifying talent in countries of origin;
- Welcoming talent in destination countries;
- Facilitating employment opportunities for TP participants;
- Up skilling talent through various professional and skills development programmes in countries of origin and destination;
- Promoting investments linked to the TPs in countries of origin;
- Supporting the circularity of talent through engagement in skills development and knowledge transfer activities;
- Engaging in policy processes, especially in the design of policy processes.

The study proffers the following general recommendations on how to engage the diaspora in the TPs.

- **Know the diaspora and its capabilities:** at the start of the programming, it is important to identify the diaspora, diaspora organisations (especially highlighting the relevant diaspora segments) and their capabilities. This can be done through mapping exercises, which should also indicate in which aspects training and labour market needs are significant in countries of origin and destination. Depending on the country, existing diaspora mappings could be updated. These mappings could be used to identify the relevant diaspora segments, their capacities, their willingness to engage in the TPs and their interest in designing specific activities. In addition to the diaspora mapping, there should also be a skills and needs audit to match the diaspora expertise with the needs of the countries of origin, highlighting the sectors that are relevant to the TPs and where diaspora expertise can support the planned activities in the countries of origin and destination. Such labour skills surveys in countries of origin should be aimed at identifying the areas where the labour needs in the countries of origin and destination are complementary.
- **Pay attention to existing migration corridors and location of the diaspora:** there can be more done to engage diasporas in TP legal mobility schemes that run along existing migration corridors than when es-

establishing new corridors. For new corridors, there are still options to engage other diasporas. For example, other African or pan-African diaspora groups/networks present in the destination country could support TP participants of a different African nationality. Where there is a relatively small settled diaspora community with the same country of origin/heritage. For existing migration corridors, diaspora networks tend to be clustered in key host cities and within diaspora communities who have a large, concentrated and long-standing presence. This distribution of diaspora networks and capabilities have important implications for how EU TPs could engage them – especially with respect to the in-person integration activities. For instance, in an EU-Nigeria or EU-Morocco TP, which brings Moroccans to Belgium or Nigerians to the Netherlands, there are more ways in which diasporas can be engaged than bringing Ethiopians to Latvia where there are very few members of the diaspora. Moreover, the Moroccan and Nigerian diasporas in Europe are more structured and professionalised (e.g. more umbrella organisations and professional networks) than the dispersed and smaller Ethiopian diaspora, which is largely organised informally.

- **Engage diaspora in design:** including diaspora voices in the design and implementation of their own engagement could generate more ideas and more diaspora-sensitive programming, while also activating diaspora networks in a more institutionalised manner. Diaspora representatives should be included in advisory bodies or project coordination committees and consulted during the design stage. However, the process of selecting diaspora representatives would need to be open and transparent, considering the possibility of diaspora divisions and competition between diaspora organisations.
- **Be aware of diaspora divides:** in countries where there are political conflicts, these conflicts may be equally mirrored in the diaspora community. Therefore, development partners need to be aware of the possible division among the diaspora in order to navigate these potential conflicts (see the point on mapping the diaspora).
- **Support open processes that engage wide range of diaspora communities and segments:** given the types of divisions alluded to in the previous point and the fact that many diaspora communities see competing diaspora organisations, it is critical that processes that engage diasporas within TPs – e.g. membership of any task forces or funding for skills development initiatives – are open and transparent.
- **Facilitate integration with the wider host community:** diaspora organisations can facilitate integration however, it is important to ensure that there is a balance between spending time with fellow nationals and creating linkages in the wider host community. This will help support more balanced integration of the TPs.
- **Seek win-win collaborations through diaspora mobilisation in EU TPs:** diaspora often want to connect with people and stakeholders from their homelands, not only to help, but also to explore transnational business ideas and develop their own networks and understanding of their homeland markets. Diaspora knowledge transfer initiatives identified in this research work along the lines of a volunteering model in which diaspora members give their time in exchange for a stipend/living allowance, or prestige, or access to networks of the organisations who run these programmes. This model can continue but mobilising diaspora is unlikely a way to reduce costs associated with, or scale up, legal migration or skills development in a profitable manner or a sustainable manner without the intervention of international organisations or countries of destination.

- **Offer various types of support to diaspora communities:** support to diaspora communities may include financial and capacity-building support, or funding for events that bring together diaspora communities with specific objectives. Support can be provided to diaspora organisations with the aim of promoting investments in homeland markets, volunteering to support integration in host communities or promote mentorship of TP participants. These support measures should be designed in a manner with easier application and administrative procedures that can be fulfilled by the organisations, taking into consideration their structures and lack of full time dedicated staff. For example, has brought diaspora organisations together through events, which have facilitated their outreach to diaspora experts while also promoting collaboration and structure among diaspora communities.

The study identifies ten main entry points for involving the diaspora in the TPs and provides details for each entry point on how to engage, when to engage and who to engage. These entry points form a 'shopping list' from which governments and international organisations could choose to design the most relevant TPs according to the context in which it will be concluded.

The following entry points are identified:

1. Continuing support of knowledge transfer and skills development by development partners and international organisations.
2. Promote the use of diaspora (individuals and organisations) as resource persons in implementing skills development projects, especially in sectors where they can be linked with existing skills development activities that are undertaken by diaspora organisations.
3. Engage diaspora organisations and networks in promoting the integration of TP participants through providing social/cultural/administrative assistance to TP participants.
4. Fund diaspora mentoring – both targeted at members of the diaspora and at fellow nationals, especially young adults, in countries of origin – with the potential to focus mentoring towards sectors and skills targeted by EU TPs.
5. Promote opportunities for diaspora entrepreneurship through the TPs.
6. Mobilise diaspora associations and individuals to facilitate networking for newly arrived migrants and employers.
7. Support/fund diaspora academic/student collaborations, partnerships, field research, and exchanges through the TPs.
8. Engage diaspora in both the design and implementation of TPs - not just in the implementation.
9. Engage diaspora to facilitate the employment of TP participants.
10. Engage diaspora in providing information to prospective migrants and TP participants virtually through information sessions, or in-person.

# RECOMMENDATIONS

This section describes in general terms the types of implementation modalities that might be adopted by development partners in implementing the TPs. While the recommendations provide some practical examples of how the diaspora can be engaged in the TPs, it does not specify the details on how the programmes or projects should be designed - not least because this would go beyond the scope of research work, but also because it is not known how the TPs will be designed. Furthermore, the format adopted will vary per country based on its flexible approach. The recommendations are based on the analysis in the preceding chapters and draws on insights from the literature and case studies on what common threads and themes emerged from the lessons learnt from diaspora engagement and labour mobility schemes.

We provide a first set of general recommendations which identify the enabling factors or constraining factors to be considered when engaging the diaspora in the talent partnership. This examines the enabling factors that are pertinent to ensuring successful diaspora engagement. Thereafter, we present specific recommendations on key entry points for engaging with the diaspora in the TPs. These proposals form a 'shopping list' from which governments and international organisations could choose from to design the most relevant TPs according to the context in which it will be concluded. The recommendations identify ten main entry points for engaging the diaspora in the TPs and provide further specifics for each entry point on - when to engage, how to engage and who to engage.

## 1. GENERAL RECOMMENDATIONS: ENABLING/CONSTRAINING FACTORS

- **Know the diaspora and its capabilities:** at the start of the programming, it is important to identify the diaspora, diaspora organisations (especially highlighting the relevant diaspora segments) and their capabilities. This can be done through mapping exercises, which should also indicate in which aspects training and labour market needs are significant in countries of origin and destination.<sup>2</sup> Depending on the country, existing diaspora mappings could be updated. These mappings could be used to identify the relevant diaspora segments, their capacities, their willingness to engage in the TPs and their interest in designing specific activities. In addition to the diaspora mapping, there should also be a skills and needs audit to match the diaspora expertise with the needs of the countries of origin, highlighting the sectors that are relevant to the TPs and where diaspora expertise can support the planned activities in the countries of origin and destination. Such labour skills surveys in countries of origin should be aimed at identifying the areas where the labour needs in the countries of origin and destination are complementary.
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<sup>2</sup> For example, at the start of CD4D and in GIZ's diaspora programming, they have mapped diasporas, diaspora organisations and their capabilities.

participants of a different African nationality, where there is a relatively small settled diaspora community with the same country of origin/heritage. For existing migration corridors, diaspora networks tend to be clustered in key host cities and within diaspora communities who have a large, concentrated and long-standing presence. This distribution of diaspora networks and capabilities have important implications for how EU TPs could engage them – especially with respect to the in-person integration activities. For instance, in an EU-Nigeria or EU-Morocco TP, which brings Moroccans to Belgium or Nigerians to the Netherlands, there are more ways in which diasporas can be engaged than bringing Ethiopians to Latvia where there are very few members of the diaspora. Moreover, the Moroccan and Nigerian diasporas in Europe are more structured and professionalised (e.g. more umbrella organisations and professional networks) than the dispersed and smaller Ethiopian diaspora, which is largely organised informally.

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- **Be aware of diaspora divides:** in countries where there are political conflicts, these conflicts may be equally mirrored in the diaspora community. Therefore, development partners need to be aware of the possible division among the diaspora in order to navigate these potential conflicts (see the point on mapping the diaspora).
- **Support open processes that engage wide range of diaspora communities and segments:** given the types of divisions alluded to in the previous point and the fact that many diaspora communities see competing diaspora organisations, it is critical that processes that engage diasporas within TPs – e.g. membership of any task forces or funding for skills development initiatives – are open and transparent.
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- **Offer various types of support to diaspora communities:** support to diaspora communities may include financial and capacity-building support, or funding for events that bring together diaspora communities

with specific objectives.<sup>3</sup> Support can be provided to diaspora organisations with the aim of promoting investments in homeland markets, volunteering to support integration in host communities or promote mentorship of TP participants. These support measures should be designed in a manner with easier application and administrative procedures that can be fulfilled by the organisations, taking into consideration their structures and lack of full time dedicated staff. For example, has brought diaspora organisations together through events, which have facilitated their outreach to diaspora experts while also promoting collaboration and structure among diaspora communities.

## 2. KEY ENTRY POINTS FOR MOBILISING DIASPORA IN THE TALENT PARTNERSHIPS

This section explores the main entry points for promoting diaspora engagement in the TPs.

1. **Continuing support of knowledge transfer and skills development** by development partners and international organisations. By creating and sustaining channels through which the diaspora can contribute to the development of skills and talents in their countries of origin, this also promotes the quality of the domestic workforce. As shown in the analysis above there is the potential to link these knowledge transfer measures with the TPs. Therefore, diaspora knowledge transfer programmes should continue to be funded in the framework of the TPs as they create the basis for the engagement of the diaspora in labour mobility initiatives.

### How to engage:

- Orientate existing diaspora knowledge transfer programmes towards “scalable” initiatives, like curriculum development, e-learning, or Training of Trainers – those which are more likely to be institutionalised after interventions end. In order to do this, diaspora organisations would need to target diaspora with specific pedagogic background and who have certified skills with accredited institutions.
- Orientate existing diaspora knowledge transfer programmes towards skills development institutions, such as vocational training institutions, universities, and start-up hubs. For instance, IOM is looking into linking Nigerian entrepreneurs in Europe (identified through the CD4D’s entrepreneurship strand) with tech hubs in Nigeria and Senegal for trainings.
- Utilise the networks already developed by diaspora stakeholders – such as diaspora knowledge transfer programmes and diaspora umbrella organisations – to link diaspora talent with pre-departure orientation for migrants coming to Europe (ILO 2020). For example, the diaspora (organisations or individuals) can also be connected with migrant resource centres, through the implementing agencies or relevant government authorities running these centres, where they exist (for example in Ethiopia and Nigeria) to provide information to prospective migrants. Implementers of large skills development projects (e.g. SKILL-UP ILO N.d. and the SDC Education Fund 2021 in Ethiopia) could be contacted with a view to giving them access to diaspora talent databases built in the framework of other EU

<sup>3</sup> For example, GIZ PMD supports diaspora organisations in training for organisational management, projects and events with grants of around 44,000 Euros.

and Member State-funded programmes (like CD4D and GIZ-PMD). For countries like Nigeria where a database of diaspora experts (albeit outdated) exists, diaspora experts can be identified using the NIDOE platforms to promote linkages between skills development projects (e.g. SKYE implemented by GIZ ) and the diaspora.

WHEN TO ENGAGE	DIASPORA SEGMENTS TO ENGAGE	OTHER ACTORS TO ENGAGE
PRE-DEPARTURE	Diaspora individuals, professional networks	Government authorities running migrant resource centres, implementing agencies
STAY IN EUROPE	Diaspora individuals, professional networks, student/alumni networks	Implementing agencies, relevant government agencies of destination countries
RETURN	Diaspora individuals, professional networks	Host institutions in countries of origin, universities, vocational training institutions, start-up hubs, relevant authorities in countries of origin, accreditation agencies in countries of origin and destination.

2. **Promote the use of diaspora (individuals and organisations) as resource persons in implementing skills development projects**, especially in sectors where they can be linked with existing skills development activities that are undertaken by diaspora organisations. Implementing agencies should be encouraged to draw on diaspora expertise in their activities to support TVET systems. MoUs may need to be signed and awareness may need to be built about the value-added of diaspora mobilisation. However, hiring of diaspora expertise must also be complementary to the hiring of talent in the local market and the diaspora can be used to train other domestic talent (see the point above on training of trainers). There are some examples that provide insight on how to set up such systems. For example, in Rwanda, IOM has tried to link diaspora experts to fill TVET needs (IOM 2019). The Kosovar/ Albanian diaspora has also tried to build links with vocational training providers (GERMIN N.d).

#### How to engage:

- Make skilling populations in countries of origin a more explicit objective of diaspora knowledge transfer initiatives. Most such programmes reviewed appear to focus on the diaspora experts as the beneficiaries. For the TPs, the focus will be on improving the skills of the present and future workforce of the country of origin, who would then have the skills needed to find work domestically or emigrate if they desire. As an example, diaspora mentorship programmes like Mowgli have log frame indicators which explicitly link mentoring back to economic growth and jobs retention in countries of origin (from EUDiF webinar on diaspora mentorship); diaspora knowledge transfer initiatives could be required to target similar impact.

- Engage diaspora in the provision of soft skills and inter-cultural training to facilitate migrants' integration into the international workplace. Through diaspora professional networks capitalise on diaspora who return temporarily (including for knowledge transfer, volunteering, personal /family visits) and permanently to carry out face -to-face training in countries of origin. Virtual training through online learning platforms can also be explored.

WHEN TO ENGAGE	DISPORA SEGMENTS TO ENGAGE	OTHER ACTORS TO ENGAGE
PRE-DEPARTURE	Diaspora individuals, professional networks	Implementing agencies, relevant authorities in countries of origin, universities, vocational training institutions
STAY IN EUROPE	Diaspora individuals, professional networks	Implementing agencies, relevant government agencies of destination countries
RETURN	Diaspora individuals, professional networks	Host institutions in countries of origin, universities, vocational training institutions, start-up hubs, relevant authorities in countries of origin, accreditation agencies in countries of origin and destination.

**3. Engage diaspora organisations and networks in promoting the integration of TP participants** through providing social/cultural/administrative assistance to TP participants. Diaspora organisations already support the integration of migrants into their host communities. Thus, through their current activities, they are well placed to promote the integration of TP participants. This will include hosting arrival orientation and providing initial training on socio-cultural adjustments that are needed. These arrival orientation and welcome initiatives can be a continuation of the pre-departure orientation provided to TP participants.

**How to engage:**

- Host networking events that encourage migrant TP participants to network with diaspora professionals. Diaspora organisations could promote tourist and cultural outings for TP participants. Example, the Spanish – Moroccan initiative for agricultural workers started in 2004/2005 allows strawberry pickers to benefit from tourist and cultural outings during the weekends.
- Support diaspora organisations to develop welcome packs to be shared with prospective TP participants that cover cultural and social integration, and administrative practicalities. These welcome packs should include the details of diaspora organisations that they can contact upon arrival and throughout their stay in Europe. Diaspora organisations could also create a helpline that TP migrant participants can call when they require assistance.

- Integrate a “buddy initiative” in which prospective TP migrant participants are paired with a “diaspora buddy” who can facilitate their integration and professional/social development during their stay in Europe. This could be later-generation diaspora (engaged through next-gen-focused networks like ADAN in Germany (network focusing on Afro-Europeans)) who are interested in connecting with their country of heritage.

WHEN TO ENGAGE	DISPORA SEGMENTS TO ENGAGE	OTHER ACTORS TO ENGAGE
<b>PRE-DEPARTURE</b>	Diaspora individuals, professional networks, business networks, student/ alumni networks	Implementing agencies, relevant authorities in countries of origin
<b>ARRIVAL</b>	Diaspora individuals, professional networks, business networks, hometown/ cultural/ ethnic organisations, state-led organisations, student/alumni networks, faith-based organisations	Implementing agencies, relevant government agencies of destination countries including municipal agencies, relevant private sector actors
<b>STAY IN EUROPE</b>	Diaspora individuals, professional networks, business networks, hometown, cultural, ethnic organisations, state led organisations, sporting organisations, faith based organisations, next-generation organisations	Implementing agencies, relevant government agencies of destination countries including municipal agencies, relevant private sector actors

- 4. Fund diaspora mentoring** – both targeted at members of the diaspora and at fellow nationals, especially young adults, in countries of origin – with the potential to focus mentoring towards sectors and skills targeted by EU TPs. Mentorship programmes can take time to design and implement, especially given that diaspora individuals may not be in the position to volunteer the time needed to mentor other potential migrants. Therefore, programmes could consider providing financial and capacity-building support to existing mentoring programmes, especially in sectors and for skills targeted by the EU TPs. These mentorship programmes should be available to both newly arrived migrants and those still undergoing training in their countries of origin.

**How to engage:**

- Integrate diaspora mentoring into pre-departure training and orientation, enabling diaspora to prepare TP migrant participants for professional, social and cultural life in Europe. These mentorship programmes could be linked to existing programmes already run by diaspora organisations.<sup>4</sup>

4 Some examples of such diaspora mentoring programmes include Mogwli, Misale, Nigerian Medical Association in Germany, Medical Association of Nigerians Across Great Britain etc.

- Link diaspora mentoring to universities and vocational training centres to counsel them about professional opportunities at home and abroad (see for example ANPA’s mentorship programme that is linked to universities and medical programmes in hospitals, as well as the EPN Network and Misale’s efforts to conclude diaspora mentorship MoUs with several Ethiopian universities). Implementing agencies can support diaspora organisations and professional networks in establishing such programmes.
- Engage diaspora professionals in providing ‘on the job’ mentorship to TP participants to facilitate integration into the European workplace and professional development. This can be done through formal or informal diaspora organisations.
- Promote diaspora mentoring to support TP participants willing to explore entrepreneurship opportunities at home and abroad. For example, IOM MATCH is exploring collaboration with ‘Ondernemers Voor Ondernemers’ (meaning entrepreneurs for entrepreneurs) to match their participants who have an interest in entrepreneurship with diaspora mentors, as well as utilising former CD4D participants as mentors.
- Engage TP migrant participants as mentors for Europeans, Europe-based diasporas (e.g. sharing knowledge and networks with diasporas interested in starting businesses back home), and young people in countries of origin. Participating in mentorship themselves could be a requirement for TP migrant participants who have successfully completed the programme. This could be organised through partnerships between diaspora organisations and implementing agencies.

WHEN TO ENGAGE	DISPORA SEGMENTS TO ENGAGE	OTHER ACTORS TO ENGAGE
<b>PRE-DEPARTURE</b>	Diaspora individuals, professional networks, business networks, student/ alumni networks	Implementing agencies, relevant authorities in countries of origin
<b>ARRIVAL</b>	Diaspora individuals, professional networks, business networks, hometown/ cultural/ ethnic organisations, state-led organisations, student/alumni networks, faith-based organisations	Implementing agencies, relevant government agencies of destination countries including municipal agencies, relevant private sector actors, employers of TP participants
<b>STAY IN EUROPE</b>		
<b>RETURN</b>	Diaspora individuals, professional networks, business networks, student/ alumni networks	Implementing agencies, relevant authorities in countries of origin, relevant private sector actors

- Promote opportunities for diaspora entrepreneurship through the TPs.** The TPs can be used to support diaspora entrepreneurship in specific sectors in order to provide continuity to and strengthen the circularity of their existing migration experience. Transnational businesses established by diaspora entrepreneurs support the economies of both countries of origin and destination.

**How to engage:**

- Facilitate collaboration between the TPs and entrepreneurship programmes on the continent, like the Tony Elumelu Entrepreneurship Programme (TEEP), that connect with the diaspora for mentorship. Such entrepreneurship programmes can also offer perspectives to TP participants who wish to pursue entrepreneurship options after their participation in the TPs. These young people could be supported to come to Europe, and/or the diaspora entrepreneur supported to return temporarily or permanently to the country of origin.
- Link TPs with diaspora entrepreneurship initiatives in Europe involving entrepreneurs and business school students in countries of origin – who can develop their entrepreneurship skills and support diaspora start-ups through developing networks and operations, and providing localised knowledge while based in the country of origin.

WHEN TO ENGAGE	DIASPORA SEGMENTS TO ENGAGE	OTHER ACTORS TO ENGAGE
<b>ARRIVAL</b>	Diaspora individuals, professional networks, business networks, student/ alumni networks	Implementing agencies, relevant authorities in countries of origin, relevant private sector actors.
<b>STAY IN EUROPE</b>	Diaspora individuals, professional networks, business networks, student/ alumni networks	Implementing agencies, relevant authorities in countries of origin and destination, relevant private sector actors.
<b>RETURN</b>	Diaspora individuals, professional networks, business networks, student/ alumni networks	Implementing agencies, relevant authorities in countries of origin, relevant private sector actors.

**6. Mobilise diaspora associations and individuals to facilitate networking for newly arrived migrants and employers.** Knowledge transfer programmes like GIZ-PMD and CD4D underline that identifying diaspora experts/talent is a challenging and resource-intensive process that requires ongoing network building. They require long-term donor commitments to ensure that the accumulation effect of network building pays off. Diaspora focused organisations like AFFORD-UK and ADEPT run a number of projects and support initiatives for members of the diaspora (e.g. diaspora business club and diaspora summits).

**How to engage:**

- To mobilise diaspora in the ways highlighted above, EU TPs will need to draw on networks already built, including working with organisations who have implemented diaspora knowledge transfer and diaspora networks and platforms (like AFFORD-UK, ADEPT, etc.).

- For countries with weak diaspora organisations, it would be essential to have complementary development programmes that support strengthening diaspora organisations and collaboration between diaspora individuals.
- Design and implement an alumni strategy for TP migrant participants, ensuring that they can continue to be engaged in the aforementioned ways – whether they remain in Europe/overseas or return home. For instance, they could be required to develop a post-TP project that supports skills development in their country of origin – such as presenting their learnings from their overseas experience with others. In addition, the TPs could be designed in a way that promotes not only entrepreneurship skills but also provides job matching opportunities in countries of origin if the TP migrant participants choose to return to their home country.
- Support alumni networking within programmes that bring international students to Europe, such as Erasmus+. Such alumni networks can facilitate the identification of diaspora talent for the types of activities described throughout this report.

WHEN TO ENGAGE	DIASPORA SEGMENTS TO ENGAGE	OTHER ACTORS TO ENGAGE
PRE-DEPARTURE, ARRIVAL, STAY IN EUROPE, RETURN	Diaspora individuals, professional networks, business networks, student/ alumni networks	Implementing agencies, relevant authorities in countries of origin, relevant private sector actors

**7. Support/fund diaspora academic/student collaborations, partnerships, field research, and exchanges** through the TPs. These collaborations and partnerships will enable higher education institutions in countries of origin to access international funding and collaboration in research opportunities, as well as fostering broader intellectual exchange. These partnerships can draw from existing experiences in funding joint diaspora-home university projects (see Ethiopia-Dutch example). Such exchanges should also aim at promoting research linked to innovation hubs in countries of origin. Furthermore, academic research programmes like Erasmus+ can be linked to TP focus sectors in order to build the capacity of TP migrants in these areas. Engagement of diaspora academics can draw from other programmes that support academia/research capabilities in partner countries, such as the Academy for African Migration Research (AAMR N.d.).

**How to engage**

- Identify specific sectors and fund diaspora academic research networks within these sectors through joint research grants or fellowships
- Fund academic exchanges and student collaborations in relevant sectors through the TPs
- Fund internships, research fellowships and exchanges that link innovation hubs in countries of origin and destination

WHEN TO ENGAGE	DIASPORA SEGMENTS TO ENGAGE	OTHER ACTORS TO ENGAGE
<b>PRE-DEPARTURE</b>	State-led organisations, professional networks, student/alumni networks.	Host institutions in countries of origin, universities, vocational training institutions, start-up hubs, relevant authorities in countries of origin, accreditation agencies in countries of origin and destination.
<b>ARRIVAL</b>	State-led organisations, professional networks, student/alumni networks.	Host institutions in countries of origin, universities, vocational training institutions, start-up hubs, relevant authorities in countries of origin, accreditation agencies in countries of origin and destination, relevant private sector actors.
<b>STAY IN EUROPE</b>		
<b>RETURN</b>	State-led organisations, professional networks, student/alumni networks.	Host institutions in countries of origin, universities, vocational training institutions, start-up hubs, relevant authorities in countries of origin, accreditation agencies in countries of origin and destination.

**8. Policy engagement Include diaspora as a priority area and engage diaspora in both the design and implementation of TPs** - not just in the implementation. Many interviewees from diaspora organisations alluded to the fact that the diaspora is considered as an afterthought in the design and development of migration policy instruments - especially those linked to labour migration. However, as has been shown above, the diaspora can provide useful insights to both public and private actors in designing these initiatives. Therefore, the diaspora should be included in the development of TPs with the identified pilot countries and at the overall policy framework level. Diaspora engagement should equally be identified as a priority area in the TPs between the EU and partner countries with large diaspora populations.

**How to engage:**

- Assign the diaspora individuals and organisations specific roles in the design process especially in consultation with government and private sector actors and identification of relevant sectors.
- Create project advisory committees/bodies which involve the diaspora in coordinating and monitoring the implementation of the TPs.
- Create 'diaspora advisory boards' to provide diaspora related inputs in programming and involve other diaspora networks/ segments.

WHEN TO ENGAGE	DIASPORA SEGMENTS TO ENGAGE	OTHER ACTORS TO ENGAGE
<b>PRE-DEPARTURE, ARRIVAL, STAY IN EUROPE, RETURN</b>	State-led organisations, professional networks, business networks, home-town/ cultural/ ethnic organisations, student/alumni networks, faith-based organisations.	Relevant government authorities in countries of destination and origin, implementing agencies, other identified relevant actors.

**9. Engage diaspora to facilitate the employment of TP participants.** The diaspora could provide employment for TP participants (see Box 3). This could increase the resources required to run a legal migration scheme, as resources will be required to identify diaspora employers of an appropriate size and sector, and this could lead to dispersed cohorts of TP migrant participants (loss of scale). This is already very difficult for small and medium entrepreneurs. In addition, the diaspora could also facilitate the employment of TP participants through connecting them with existing employment opportunities and supporting businesses to hire TP participants.

**How to engage:**

- Engage diaspora in the provision of training to employers partaking in the TP to build their capacities to integrate their migrant employees into their company
- Engage diaspora in outreach to potential private sector employers to convey the benefits to companies of employing migrants, to address negative perceptions about migrant workers, and to familiarise employers with local labour markets abroad (MPI 2019)
- Support diaspora entrepreneurs to hire and train new staff in their country of origin, or offer virtual work placements and internships. Those staff could stay there, receive training (virtual or in-person) from the diaspora entrepreneur, and work from a distance
- Work with diaspora professionals within large employers – through diaspora professional networks - who may have an interest in bringing young fellow nationals to work for their company within a TP scheme. Diaspora professionals could facilitate the pre-departure preparations and professional development of TP participants during their stay

WHEN TO ENGAGE	DIASPORA SEGMENTS TO ENGAGE	OTHER ACTORS TO ENGAGE
<b>PRE-DEPARTURE</b>	Diaspora individuals, professional networks, business networks, state-led organisations, student/alumni networks.	Implementing agencies, relevant private sector actors, employers of TP participants.

WHEN TO ENGAGE	DIASPORA SEGMENTS TO ENGAGE	OTHER ACTORS TO ENGAGE
<b>ARRIVAL</b>	Diaspora individuals, professional networks, business networks, state-led organisations, student/alumni networks.	Implementing agencies, relevant government authorities in countries of destination, relevant private sector actors, and employers of TP participants.
<b>STAY IN EUROPE</b>	Diaspora individuals, professional networks, business networks, state-led organisations, student/alumni networks.	Implementing agencies, relevant government authorities in countries of destination, relevant private sector actors, and employers of TP participants.

**10. Engage diaspora in providing information to prospective migrants and TP participants** virtually through information sessions, or in-person. There is a big potential for virtual exchange given technological and attitudinal shifts driven by COVID-19. However, limitations to internet connectivity in locations outside the capital cities may pose a challenge to prospective participants outside large cities. Diaspora Organisations like the African German Information Centre (AGIC) provide information to prospective migrants through information sessions funded by GIZ's PMD. These sessions can also provide information on the role of the diaspora in development, thus facilitating their contribution to developing their communities of origin through linking them to ongoing or planned development activities. For example, NIDCOM has started hosting virtual town hall meetings to promote engagement with the diaspora. These virtual platforms can be used to disseminate information about the engagement of the diaspora in the Talent Partnerships and their role in facilitating labour migration.

**How to engage:**

- Engage diaspora organisations in training for TP migrant participants about the role of diaspora in development and the different ways that TP migrant participants can contribute to their communities of origin, as well as to their diaspora communities in Europe.
- Support online platforms that enable diaspora talent and homeland institutions and stakeholders to connect and engage with each other in scalable ways (see GIZ-PMD Tunisia's work with Conscience N.d.). NIDCOM has started hosting virtual town hall meetings to promote engagement with the diaspora. These virtual platforms can be used to disseminate information about the engagement of the diaspora in the Talent Partnerships and their role in facilitating labour migration.

WHEN TO ENGAGE	DIASPORA SEGMENTS TO ENGAGE	OTHER ACTORS TO ENGAGE
<b>PRE-DEPARTURE</b>	Diaspora individuals, professional networks, business networks, hometown/ cultural/ ethnic organisations, state-led organisations, student/alumni networks, faith-based organisations.	Implementing agencies, relevant government agencies of origin and destination countries.
<b>ARRIVAL</b>	Diaspora individuals, professional networks, business networks, hometown/ cultural/ ethnic organisations, state-led organisations, student/alumni networks, faith-based organisations.	Implementing agencies, relevant government agencies of destination countries including municipal agencies, relevant private sector actors.
<b>STAY IN EUROPE</b>	Diaspora individuals, professional networks, business networks, hometown/ cultural/ ethnic organisations, state-led organisations, student/alumni networks, faith-based organisations.	Implementing agencies, relevant government agencies of origin and destination countries including municipal agencies, relevant private sector actors.
<b>RETURN</b>	Diaspora individuals, professional networks, business networks, hometown/ cultural/ ethnic organisations, state-led organisations, student/alumni networks, faith-based organisations.	Implementing agencies, relevant government agencies of origin and destination countries.

