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UNIÃO AFRICANA

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Addis Ababa, ETHIOPIA

P. O. Box 3243

Telephone: 011-551 7700

Fax: 011-551 7844

Website : [www.au.int](http://www.au.int)

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**FOURTH ORDINARY SESSION OF THE SPECIALISED  
TECHNICAL COMMITTEE ON SOCIAL DEVELOPMENT,  
LABOUR AND EMPLOYMENT (STC-SDLE-4)  
04-08 APRIL 2022  
ADDIS ABABA, ETHIOPIA**

***Theme: “Building forward Better Well Being and Living Standards in Africa”***

**STRATEGIC FRAMEWORK 2020 - 2030  
FOR THE AU/ILO/IOM/UNECA JOINT PROGRAMME ON LABOUR  
MIGRATION GOVERNANCE FOR DEVELOPMENT AND  
INTEGRATION IN AFRICA (JLMP)**

June 2020

## Introduction and Background

This document is the **AU/ILO/IOM/UNECA Joint Programme on Labour Migration Governance for Development and Integration in Africa (JLMP) Strategic Framework 2020 - 2030**. The JLMP is a long-term joint undertaking among the four organizations in coordination with other relevant partners operating in Africa, including development cooperation actors, private sector organizations and civil society representatives. It is the instrument dedicated to the implementation of the 5th Key Priority Area of the Declaration and Plan of Action on Employment, Poverty Eradication and Inclusive Development which was adopted by the Assembly of Heads of States and Governments (AU/Assembly/AU/20(XXIV)/Annex 3, January 2015) in Addis Ababa, Ethiopia.

The purpose of the Strategic Framework is to provide an adjusted response with a 10-year-strategic vision, which allows for clarity and coherence around the progress in the implementation of the first five-year period of the JLMP from 2015 - 2019.

The Strategic Framework, which represents the next ten-year period for the JLMP starting in 2020, is in line with, and supports achievement of the labour migration aspects of several global and continental policy and strategic frameworks. These include the following:

- UN Sustainable Development Goals (particularly goals 8 and 10)
- The Global Compact for Safe, Orderly and Regular Migration (GCM)
- The African Common Position on the UN GCM and its three-year Plan of Action (2020-2022)
- Ouagadougou + 10 Declaration and Plan of Action on Employment, Poverty Eradication and Inclusive Development in Africa
- Agenda 2063 and its First Ten Year Implementation Plan (2014 – 2023)
- AU Migration Policy Framework for Africa (MPFA) and its Plan of Action (2018-2030)
- Protocol to the Treaty establishing the African Economic Community relating to the Free Movement of Persons, Right of Residence and Right of Establishment (2018) and
- The African Continental Free Trade Agreement (AfCFTA), 2018

Many key elements in this Strategic Framework remain the same as the first five-year period of the JLMP. For example, the JLMP implementation strategy continues to focus on intra-African labour migration since over 60 per cent of migrant workers remain on the Continent. This emphasis on intra-African labour migration, however, does not obviate the emerging issues related to protection of migrant workers outside the Continent<sup>1</sup>.

A major emphasis of this Strategic Framework is the focus on results, that is, accountability for results especially for the final beneficiaries of the JLMP – male and female migrant workers and their family members. A migrant worker is defined as a person who is to be engaged, is engaged or has been engaged in a remunerated activity in a State of which he or she is not a national<sup>2</sup>. Refugees and displaced persons, in so far as they are workers employed outside their home country are covered under the category of migrant workers<sup>3</sup>.

Other target groups of the JLMP remain:

- Regional Economic Communities' (RECs) Structures and Commissions

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<sup>1</sup> Of note is the ongoing work by the African Union, Regional Economic Communities and the AU Labour Migration Advisory Committee (LMAC) in promoting the protection of African migrant workers in Arab States, the Americas, Middle East and the European Union regions

<sup>2</sup> International Convention on the Protection of the Rights of All Migrant Workers and Members of their Families (1990): [https://treaties.un.org/doc/Treaties/1990/12/19901218%2008-12%20AM/Ch\\_IV\\_13p.pdf](https://treaties.un.org/doc/Treaties/1990/12/19901218%2008-12%20AM/Ch_IV_13p.pdf)

<sup>3</sup> ILO Instrument on Migrant Worker accessed at <https://www.ilo.org/public/english/standards/relm/ilc/ilc87/r3-1b2.htm#A.%20Definition%20of%20the%20term>.

- National institutions responsible for labour migration (particularly Ministries of Labour and labour market institutions<sup>4</sup>) and institutions responsible for migration management
- Social Partners: Employers and Workers (Trade Union) Organizations
- Concerned Migrant and Civil Society Organisations

The revised/adjusted **AU/ILO/IOM/UNECA** JLMP Strategic Framework 2020-2030 reflects the results of a participatory process, involving the AUC, donor partners, partner agencies, RECs, social partners and other stakeholders. Please see Annex 1 for List of Stakeholders Consulted. The revised JLMP should be considered as an instrument of orientation, coordination and coherence on labour migration governance and development matters at continental, regional, and national levels. This Strategic Framework combines the lessons learnt from the previous phase of implementation of the JLMP with a focus on the identified prioritised challenges from 2015 (which are still relevant to varying degrees) in line with the opportunities presented in a changing context.

## Context and Rationale

Migration in Africa reflects the global trend for international migration but at a much greater proportion. In 2000 there were 15 million migrants in Africa, and this increased to 24.7 million in 2017<sup>5</sup>, an increase of about 65 per cent. The share of migrants as a percentage of the population grew from 1.8 per cent in 2000 to 2 per cent in 2017 over a period of 16 years. The World Bank estimated that 31 million African people were living in countries other than their birthplace, with 77 per cent of the 31 million from Sub Saharan Africa.

In 2017, 4 out of 5 international migrants residing in Eastern, Middle and Western Africa were from the same African region, underscoring intra-regional migration's importance<sup>6</sup>. As a proportion of total international migrants, Africans accounted for 89 per cent in Western/Eastern Africa, 56 per cent in Southern Africa, 50 per cent in Northern Africa and 84 per cent in Central Africa<sup>7</sup>.

Migration to Europe and Gulf Cooperation Council (GCC) States from countries in the East, South, West and North Africa regions, particularly for economic reasons, has risen significantly owing to among other things geographical proximity, post-colonial ties, the promise of higher income and increased poverty and unemployment rates across the continent.<sup>8</sup>

## Overview of the JLMP from 2015 - 2019

The JLMP was designed as a bold and timely new initiative for the continent in 2015 following a broad regional consultation on December 16, 2013 in Addis Ababa among RECs, the African Union, African social partners and international organizations.

The **overall objective** of the JLMP is to *strengthen effective governance and regulation of labour migration and mobility in Africa, under the rule of law and with the involvement of key stakeholders across government, legislatures, business, social partners and migrants, international organizations, NGOs and civil society organizations.*

The JLMP conducts coordinated and simultaneous interventions across **two thematic areas: governance and operational implementation**. The **governance component** addresses the critical need to develop in concert the four

<sup>4</sup> Labour market institutions - Public agencies and institutes responsible for transforming policies, laws, and regulations in mechanisms and services (Ministry of Labour), or directly delivering services and using mechanisms (public employment services, vocational training institutes, etc.) for ensuring an optimum labour market situation or an enabling environment/outcome for migrant workers (e.g. facilitating skills recognition, labour mobility, jobs and skills matching, providing social protection and benefits, equipping workers with the necessary qualifications in demand in the labour market, improving their working conditions, etc.).

<sup>5</sup> United Nations, 2018- Economic Development in Africa, Migration for Structural Transformation- <https://unctad.org/en/Pages/ALDC/Africa/EDAR2018-Key-Statistics.aspx>

<sup>6</sup> <https://unctad.org/en/Pages/ALDC/Africa/EDAR2018-Key-Statistics.aspx>

<sup>7</sup> <https://unctad.org/en/Pages/ALDC/Africa/EDAR2018-Key-Statistics.aspx>

<sup>8</sup> IOM, (2020) World Migration Report, accessed at: [https://publications.iom.int/system/files/pdf/wmr\\_2020.pdf](https://publications.iom.int/system/files/pdf/wmr_2020.pdf)

cardinal pillars of labour migration governance: 1) law based on international standards; 2) establishing viable and coherent policies; 3) strengthening the core institutions; and, 4) engaging tripartite participation and cooperation among the main economic actors at national, regional and international levels.

The **operational implementation component** covers three other key interdependent technical operational areas: 1) decent work and social protection for migrant workers and their families; 2) addressing the key constraint of skills shortages; and, 3) obtaining essential labour migration statistics and knowledge for the governance of labour migration and protection of migrant workers.

#### *Ongoing Donor Projects Supporting JLMP's Implementation*

**Projects totalling over US\$17 million are currently being implemented in support of the JLMP.** These projects support the following main areas of the JLMP: social protection and portability of benefits to migrant workers and their families, enhanced skills portability, improved labour migration governance, improved availability of regular up-to-date migration statistics.

The projects are as follows:

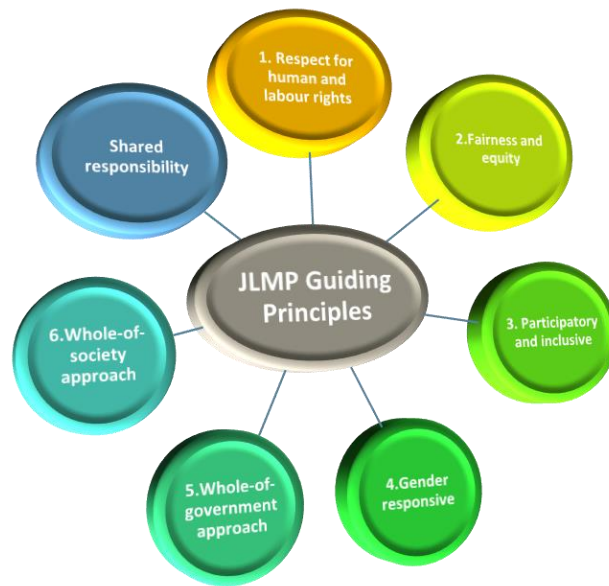
1. Extending access to social protection and portability of benefits to migrant workers and their families in selected RECs in Africa **2017 – 2020** implemented by ILO
2. Priority implementation actions of the AU-ILO-IOM-ECA Joint Programme on Labour Migration Governance for Development and Integration in Africa **2018-2021**
3. SIDA-funded Capacity Development in Statistics **2019-2021** implemented by Statistics Sweden
4. GIZ's Support to the African Union on migration and displacement **2018 – 2020**

## AU/ILO/IOM/UNECA JLMP Strategic Framework 2020 - 2030

### Guiding Principles

The **AU/ILO/IOM/UNECA** JLMP Strategic Framework 2020 - 2030 is undergirded by seven **guiding principles** as follows:

Figure 1: JLMP Guiding Principles



## Objectives of the JLMP Strategic Framework

The **overall objective** of the JLMP programme is “to strengthen the effective governance, and regulation of labour migration and mobility, under the rule of law and with the involvement of key stakeholders across governments, legislatures, social partners, migrants, international organisations, NGOs, diaspora organizations and civil society organisations towards increased equitable, full-employment economic growth and sustainable development of the African Continent.”<sup>9</sup>

There are four specific objectives to support the achievement of the overall objective. These specific objectives are:

- **Strategic Objective 1:** Strengthen effective governance and regulation of labour migration and mobility in Africa.
- **Strategic Objective 2:** Migrant workers in both the formal and informal sectors enjoy safe and secure working environments, access to and portability of social protection, and mutual recognition of skills and qualifications.
- **Strategic Objective 3:** Improve availability and increase utilization of labour migration data and statistics by all for evidenced based decision-making, policy planning, formulation and application.
- **Strategic Objective 4:** Strengthen governance and accountability of the JLMP.

### Strategic Objective 1: Strengthen effective governance and regulation of labour migration and mobility in Africa

Effective governance of migration remains a critical challenge for African states to overcome. Establishing regular, transparent, comprehensive and gender-responsive labour migration policies, legislation and structures at national and regional levels, can result in significant benefits for States of origin and destination and to migrant workers and their family members. This Strategic Objective (SO) will address key issues including insufficient ratification,

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<sup>9</sup> There is a slight change from what was in the JLMP 2015 – 2019. The following has been added: “towards increased equitable, full-employment economic growth and sustainable development of the African Continent”.

domestication and mainstreaming of international labour standards; slow implementation of free circulation regimes where these are defined; insufficient capacity, coordination and policy involvement on migration by labour institutions and a generalized absence of coherent national labour migration policy; insufficient tripartite consultative mechanisms for labour migration advocacy and insufficient ratification, domestication and mainstreaming of international labour standards; and slow implementation of free circulation regimes where these are defined.

This SO will prioritize actions to support ratification and implementation of continental and regionally agreed regimes. The year 2018 saw the establishment of two important treaties – the Protocol to the Treaty Establishing the African Economic Community Relating to Free Movement of Persons, Right of Residence and Right of Establishment and the African Continental Free Trade Area Agreement (AfCFTA). Both hold the potential for free mobility<sup>10</sup> and free trade<sup>11</sup> on the continent to spur economic growth and sustain implementation of the Accelerated Industrialization development in Africa (AIDA). The AUC was responsible for developing guidelines on the labour migration related provisions of the Protocol on Free Movement of Persons in 2019. To date, only four countries have ratified the AU Free Movement of Persons Protocol.

Another priority strategy for the period includes the comprehensive development of regional and national policy frameworks on labour migration and to implement such policies in law and practice, as the basis for better labour migration governance. Evaluation of the effectiveness of the policies already in place will also be pursued.

Initiatives to establish and strengthen tripartite discourse, cooperation, and coordination on labour migration law, policy and practice across Africa at all levels will be critical and will also be implemented.

While all stakeholders lauded the establishment and operationalization of Labour Migration Advisory Committee (LMAC)<sup>12</sup> as a necessary body to represent and advocate on labour migration issues continentally and regionally, most highlighted that there is great need for its strengthening. According to its terms of reference, LMAC is the first of a three-layer comprehensive and integrated consultation mechanism on labour migration/mobility consisting of coordination and consultation structures at national, RECs and continental levels. It was established to promote and protect the rights of migrant workers and members of their families.

There are four Outcomes under Strategic Objective 1 are as follows:

- **Outcome 1.1.:** Increased ratification and domestication of international labour standards on labour migration into national law.
- **Outcome 1.2.:** Increased adoption/implementation of harmonized AU and REC's free circulation regimes and coherent gender sensitive labour migration policies in RECs.
- **Outcome 1.3.:** Increased capacity of labour institutions and social partners to conduct labour migration governance, policy and administration, at continental, regional and continental levels.
- **Outcome 1.4.:** Increased tripartite dialogue/discourse, cooperation, and coordination on labour migration law, **policy** and practice across Africa.

These Outcomes are presented in **Table 1** along with selected priority strategies.

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<sup>10</sup> On 29 January 2018 the Protocol to the Treaty Establishing the African Economic Community Relating to Free Movement of Persons, Right of Residence and Right of Establishment was adopted. Of the 33 signatories, only four Member States have ratified. The protocol on free movement of persons requires 15 ratifications to enter into force.

<sup>11</sup> On 21 March 2018, 44 of the 55 AU MSs signed the African Continental Free Trade Area Agreement (AfCFTA), which aims to create a single continental market for goods and services, with free movement of business persons and investments, and thus paves the way for accelerating the establishment of the African Customs Union.

<sup>12</sup> Established in 2015, LMAC serves as the continental tripartite Committee on labour migration which has contributed significantly to strengthened linkages between AUC, RECs and Member States including social partners. Please note that LMAC is not only tripartite, it includes a broader range of stakeholders. Please refer to the TOR in Annex 4.

**Table 1: SO1 Priority Strategies and Expected Outcomes**

Outcomes	Priority Strategies
<p>Outcome 1.1: Increased ratification and domestication of international standards on labour migration into national law.</p>	<p>Facilitate technical advisory services to support ratification</p> <p>Promote, ratify and domesticate instruments such as ILO C-97, ILO C-143 and the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families (ICRMW); labour standards ILO C-87, C-181 and C-189 as foundations for labour migration policy frameworks</p> <p>Ensure coherence among migration, labour migration, employment and education and training policies</p>
<p>Outcome 1.2 Increased adoption/implementation of harmonized AU and REC's free circulation regimes and coherent gender sensitive labour migration policies in RECs</p>	<p>Ratify and enact free movement regimes at continental, regional and national levels</p> <p>Elaborate or strengthen national and regional gender sensitive labour migration policy frameworks</p> <p>Advance the harmonization of labour and social security codes in RECs and between RECs</p> <p>Undertake dialogue and consultation with RECs' counterparts in other regions including League of Arab States (Arab League), the Arab Labour Organization, the OIC, ASEAN, CARICOM, Council of Europe, the EU, GCC, MERCOSUR, and OAS</p>
<p>Outcome 1.3 Increased capacity of labour institutions and social partners to conduct labour migration governance, policy and administration</p>	<p>Implement the JLMP Capacity Building and Training Strategy</p> <p>Expand roles and activities of labour/employment ministries and agencies to include labour migration governance responsibilities</p> <p>Establish labour migration focal points in labour institutions</p> <p>Enhance capacity of labour institutions and social partners on labour migration management and circulation regimes</p> <p>Expand/strengthen engagement of national social partner organizations on labour migration with diaspora organizations and with sister organizations in regions and countries of destination</p> <p>Increase opportunity for peer learning among labour institutions, including RECs on labour migration governance</p> <p>Enhance coordination and collaboration among institutions responsible for labour migration management such as ministries of labour, education, health, migration, foreign affairs, social affairs, statistics, etc.</p>
<p>Outcome 1.4 Increased tripartite dialogue, cooperation, and coordination on labour migration law, policy and practice across Africa</p>	<p>Convene national tripartite policy and administration mechanisms on labour migration</p> <p>Make appropriate use of National Monitoring Committees in governments to ensure a multisectoral approach and Member States' ownership</p> <p>Establish or strengthen tripartite consultative and coordination forums on labour migration at the continental level and across RECs</p> <p>Strengthen and promote LMAC including provision of adequate structural, financial, administrative and human resources for its proper functioning</p> <p>Establish state-led funding mechanisms to ensure sustainable social dialogues and effective implementation of recommendations from actors</p>

## **Strategic Objective 2: Migrant workers both formal and informal enjoy safe and secure working environments, access to and portability of social protection, and mutual recognition of skills and qualifications**

This Strategic Objective will address the challenges of i) the prevalence of sub-standard, abusive employment relations and conditions of work in both the formal and informal sectors; ii) the absence of social protection and social security for many migrants, especially in the informal sector; and iii) the growing gaps between skills and qualifications needs versus numbers and types produced in Africa.

Available anecdotal and research data show that African migrant workers in both the formal and informal sectors across and beyond the continent face sub-standard, abusive employment relations and conditions of work – this despite formal commitments to international standards made by many African States. Regulation on working conditions, occupational safety and health and employment relations are weak and labour inspection is largely absent. Unions and other mechanisms for collective bargaining often are not available to migrant workers. Reports of labour and other rights abuses of migrant workers, incidences of xenophobic attacks on migrants, and arbitrary expulsions highlight the challenges of realizing decent work.

Several strategies to protect and safeguard the rights and welfare of migrant workers both in formal and informal settings will be pursued to include the following:

- Capacity building support on ethical recruitment in line with commitments made by member states
- Adopt/apply International Labour Standards with respect to places and conditions where migrants are working.
- Enhance the occupational safety and health (OSH) protection for migrants in workplaces.
- Increase capacity for labour inspection where migrants are concentrated.
- Develop/implement national action plans against discrimination and xenophobia in select countries.

Priority strategies for increased access to social protection and social security benefits include but are not limited to:

- Strengthen national and RECs capacities to enact unilateral, bilateral and regional measures to extend social protection coverage and portability of social security entitlements to migrant workers and their families in countries of origin and countries of destination, whether employed in the formal sector or informal sector.
- Establish/strengthen consultations among national social security administrations in selected RECs
- Promote the ratification/Develop mechanisms for effective implementation ILO C-102 (social security) and C-118 (social security portability) conventions, as well as other continental and regional instruments related to social security and social protection (Social Agenda 2063 and draft protocol on the right to social protection, which explicitly includes Migrants and IDPs in Article 7).
- Elaborate social security cooperation frameworks applying to migrants at all levels (continental, regional and national).

Strategies to reduce labour shortages including the promotion of skills mobility partnerships in the framework of which the following steps should be undertaken:

- Establish consultative processes among regional and national educational/training and accreditation entities.
- Commit to the updating and expansion of technical and vocational education and training and for addressing skills – education mismatches.



- Define processes for obtaining harmonized/compatible or mutually recognized occupational qualifications, training and experience in select RECs.
- Adopt RECs and national legislation, policy and administrative measures to implement harmonized qualifications and training standards.
- Pilot assessments of current skills needs and job matching opportunities.
- Pilot forecasting data on trends and future skills and labour needs in select countries.

There are **three Outcomes** under Strategic Objective 2 as follows:

- **Outcome 2.1.:** Increased opportunities for migrants to obtain decent and productive work in conditions of freedom, equity, security and human dignity
- **Outcome 2.2.:** Improved access to social protection and support services to labour migrants and their families
- **Outcome 2.3.:** Increased availability of in-demand skills and competencies with considerations for the mutual recognition of skills and qualifications

These Outcomes are presented in **Table 2** along with selected priority strategies.

**Table 2: SO2 Priority Strategies and Expected Outcomes**

Outcomes	Priority Strategies
Outcome 2.1.: Increased opportunities for migrants to obtain decent and productive work in conditions of freedom, equity, security and human dignity	<ol style="list-style-type: none"> <li>1. Adopt and apply International Labour Standards with respect to places and conditions where migrants are working</li> <li>2. Adopt measures to promote ethical recruitment practices</li> <li>3. Enhance the occupational safety and health (OSH) protection for migrants in workplaces.</li> <li>4. Increase capacity for labour inspection where migrants are concentrated</li> <li>5. Develop/implement national action plans against discrimination and xenophobia in select countries taking cognizance of and learning from existing initiatives being implemented by RECs<sup>13</sup></li> <li>6. Expand/strengthen opportunities for migrant workers to seek redress in cases where their rights have not been respected</li> <li>7. Support migrant workers to transition from the informal to the formal sector including at border crossings and border towns</li> </ol>
Outcome 2.2.: Improved access to social protection and support services to labour migrants and their families	<ol style="list-style-type: none"> <li>1. Enact/strengthen unilateral, bilateral and regional measures to extend social security coverage and portability of social benefits to migrant workers in origin and receiving countries</li> <li>2. Establish and support formal multilateral consultation and cooperation mechanism between social security institutions within RECs and at continental level, applying to migrants in designated RECs as well as migrant workers outside of Africa</li> <li>3. Facilitate domestication (ratification and translation into laws) of ILO C-102 (social security) and C-118 (social security portability) conventions.</li> <li>4. Elaborate social security cooperation frameworks applying to migrants in designated RECs as well as migrant workers outside of Africa</li> <li>5. Support migrant workers especially those in the informal sector to access some forms of protection during and after health emergencies (including epidemics and pandemics such as COVID-19) and natural disasters</li> </ol>

<sup>13</sup> COMESA for example is implementing a project under the 11th EDF from which good practices can be gleaned.

Outcomes	Priority Strategies
Outcome 2.3.: Increased availability of in-demand skills and competencies with considerations for the mutual recognition of skills and qualifications	<ol style="list-style-type: none"> <li>1. Establish consultative processes among regional and national educational/training and accreditation entities</li> <li>2. Commit to the updating and expansion of technical and vocational education and training and for addressing skills – education mismatches<sup>14</sup></li> <li>3. Define processes for obtaining harmonized/compatible or mutually recognized occupational qualifications, training and experience in select RECs<sup>15</sup></li> <li>4. Adopt REC and national legislation, policy, model laws and administrative measures to implement harmonized qualifications and training standards</li> <li>5. Support the development of Labour Market Information Systems and conduct assessments of current and future skills and labour needs skills needs in selected countries/sectors/corridors considering the efforts already made by most Member States under the framework of the WTO Trade in Services negotiations</li> </ol>

### **Strategic Objective 3: Increased utilization of labour migration disaggregated data and statistics by all for evidenced based decision-making, policy planning, formulation and application**

This Strategic Objective seeks to address remaining challenges related to the paucity of disaggregated data on characteristics and conditions of labour migrants, and data required for policy in economic, labour, enterprise development, investment, education, and social protection areas. Sub-elements such as: the non-existence of relevant data to shape effective policy on labour migration and to reinforce labour institution roles in labour migration governance and administration and the inability to obtain valid and reliable data describing labour migration and outcomes have progressed positively since 2015 due to capacity building.

A major constraint however continues to the absence of reliable, accurate and comprehensive data on labour migration, on migrant workers as well as on labour markets. Existing data is primarily ‘movement’ data, at best providing some indication of stocks and flows, while there is little or no data on migrants’ skills and employment profiles, labour market participation, conditions of work, or social protection coverage.

Accurate, reliable and timely data/information contribute to sound decision-making. Strategies to ensure sound processes for collecting, compiling, processing and disseminating sex-disaggregated data are therefore critical for this Strategic Objective. It is also important to ensure that the statistics produced across the continent are harmonised and conform to global and regional statistical standards. Strategies to be pursued include capacity strengthening of data production and research institutions including modernization of their infrastructure/tools, establishing partnerships including with international research institutions, ensuring the regular production and dissemination of statistics and knowledge products on labour migration.

The expected outcomes under this SO are:

- **Outcome 3.1.** Improved capacity to produce and disseminate accurate and disaggregated labour migration data and statistics

<sup>14</sup> Note the existing Continental TVET strategy which provides a comprehensive framework for the design and development of national policies and strategies to address the challenges of education and technical and vocational training to support economic development and the creation of national wealth and contribute to poverty reduction.

<sup>15</sup> This recognizes the ongoing work on the African continental qualifications’ framework.

- **Outcome 3.2.** Increased harmonization of statistics across Africa, following the ICLS Guidelines concerning statistics of international labour migration<sup>16</sup>

These Outcomes are presented in **Table 3** along with selected priority strategies.

**Table 3: SO3 Priority Strategies and Expected Outcomes**

Outcomes	Priority Strategies
<p><b>Outcome 3.1.</b> Improved capacity to produce and disseminate accurate and disaggregated labour migration data and statistics, including administrative data</p>	<ol style="list-style-type: none"> <li>1. Advance the production of high quality, internationally comparable, national, regional and continental labour migration statistics taking account of ongoing projects</li> <li>2. Strengthen capacities on labour migration data collection and analysis of relevant national institutions and RECs</li> <li>3. Strengthen data sharing and coordination mechanisms among national institutions and RECs concerned</li> <li>4. Strengthen capacities to collect, analyse and share administrative data on labour migration</li> <li>5. Develop and implement research/studies/surveys programme on labour migration on specific aspects of labour migration including free circulation protocols and the socio-economic, legal and financial implications of protocols; self-employment and entrepreneurship of migrant workers; regional integration; migrants with special vulnerabilities; protection needs based in gender</li> <li>6. Support selected Member States to develop Integrated Labour Market Information Systems with refined data sourcing mechanisms, customized current and future skills assessment parameters in country of origin and country of destination and dissemination procedures classified by sectoral economic activities</li> </ol>
<p><b>Outcome 3.2.</b> Increased harmonization of labour migration statistics across Africa</p>	<ol style="list-style-type: none"> <li>1. Encourage application of international statistical standards to obtaining disaggregated data on labour migration, in particular the ICLS Guidelines concerning statistics of international labour migration</li> <li>2. Ensure and encourage use of common indicators, concepts, definitions, norms and standards at national, REC and AU level</li> <li>3. Expand exchange of data in and among member states and RECs</li> </ol>

#### **Strategic Objective 4: Strengthen governance and accountability of the JLMP.**

This seed funding pooled by the various development partners to ensure the commencement of the JLMP implementation in the absence of a full funding package of the JLMP has had the unintended consequence of fragmented implementation of the JLMP and lack of clarity on the progress achieved in the JLMP implementation due to the absence of broad JLMP work plan and the lack of a long-term logical framework to benchmark the JLMP implementation through these projects/initiatives. This has led to confusion, particularly in terms of accountability and reporting purposes.

<sup>16</sup> See: [https://www.ilo.org/wcmsp5/groups/public/---dgreports/---stat/documents/meetingdocument/wcms\\_648922.pdf](https://www.ilo.org/wcmsp5/groups/public/---dgreports/---stat/documents/meetingdocument/wcms_648922.pdf)

For accountability and management purposes, projects implementing components of the JLMP have separate governance structures (steering and technical committees) involving the same REC, social partners and AU beneficiaries. As primary beneficiaries, the RECs consistently feature in the governance structures of the various initiatives, sometimes leading to duplications and inefficiency.

While the JLMP implementing partners have continued to collaborate to streamline the project governance structures<sup>17</sup>, beneficiaries and partners have continued to recommend for greater efforts by the JLMP implementing partners to align the governance structures for an effective impact.

The observed trend is a need for more clarity and coherence around the progress in the implementation of the objectives of the JLMP, while considering the link and synergies with and between the ongoing initiatives to better position the JLMP to achieve sustainable results.

Strategic Objective 4 therefore responds to highlighted challenges of less than optimum coordination among the programme stakeholders, the dependence on the governance and management structures of projects supporting the JLMP, and the absence of a monitoring, evaluation and reporting framework for the JLMP. In order to achieve this objective, the AUC and its partners will take steps to strengthen the existing governance and management framework to include the establishment of a well capacitated JLMP Programme Support Unit to act as technical secretariat to the JLMP Programme Steering Committee. Another priority strategy include the operationalization of an M&E Framework including a web-based Management and Information System that will undertake ongoing monitoring and report on programme’s progress and results, conduct independent evaluations at mid-term and after the 10 year-period and systematize the programme’s lessons learnt. Underpinning this Strategic Objective is the need for capacity strengthening (in baseline data collection, results-based reporting, M&E, etc) especially at AUC and RECs level to ensure sustainability of efforts throughout the 10-year period. Strategic Objective 4 will also support the establishment of communication mechanisms to inform different and diverse stakeholders about the programme and its results.

The expected Outcomes for Strategic Objective 4 are:

- **Outcome 4.1.:** Improved institutional capacity to steer, coordinate and implement the JLMP
- **Outcome 4.2.:** Improved monitoring, evaluation, learning and reporting on the JLMP

These Outcomes are presented in **Table 4** along with selected priority strategies.

**Table 4: SO4 Priority Strategies and Expected Outcomes**

Outcomes	Priority Strategies
Outcome 4.1.: Improved institutional capacity to steer, coordinate and implement the JLMP	<ol style="list-style-type: none"> <li><b>1.</b> Strengthen the JLMP Programme Steering Committee to oversees and validate the overall direction and policy of the programme and ensure that activities of all components are in line with AU strategy on migration and REC’s frameworks and common approaches on migration.</li> <li><b>2.</b> Institutionalise the Programme Support Unit at the AUC with appropriate staffing and other resources to provide technical coordination and to effectively guide the implementation of the JLMP.</li> <li><b>3.</b> Strengthen human, technical and material capacity at AUC and REC level to support JLMP implementation and sustainability.</li> <li><b>4.</b> Ensure that effective communication mechanisms on labour migration issues are in place, which will enable timely and coordinated interface at the national,</li> </ol>

<sup>17</sup> The JLMP Priority Project facilitated the first and second meeting of the JLMP Steering Committee in January 2019 to launch the project and in August 2019 to discuss progress update for all JLMP contributory projects.

Outcomes	Priority Strategies
	<p>regional and continental levels as well as within the AUC and its organs/departments</p> <ol style="list-style-type: none"> <li>5. Strengthen LMAC, including to:               <ol style="list-style-type: none"> <li>a. Ensure clear delineation of LMAC’s role within AU policy making structure, including mechanism for the LMAC recommendations to be reported back to the relevant Specialised Technical Committee (STCs) and member States as per LMAC’s TORs.</li> <li>b. Establish a dedicated LMAC secretariat.</li> </ol> </li> </ol>
<p>Outcome 4.2.: Improved monitoring, evaluation, learning and reporting on the JLMP</p>	<ol style="list-style-type: none"> <li>1. Strengthen capacity in monitoring, evaluation and reporting at AUC and RECs levels</li> <li>2. Advance the implementation of a robust M&amp;E Framework including with web-based collection and analysis capabilities</li> <li>3. Produce and disseminate annual results-based progress reports on JLMP’s performance</li> <li>4. Conduct mid-term and final evaluations of JLMP’s progress</li> <li>5. Establish an effective framework for sharing lessons (involving RECs and Member States), learning from each other and provide mentorship on the areas they are advanced compared to the others</li> <li>6. Enhance communication and advocacy strategies on labour migration, JLMP aspiration across decision makers to migrants themselves</li> </ol>

### Cross-cutting considerations

To support the policy outcomes, it is essential for the JLMP to maintain a limited number of cross-cutting issues which should be a permanent feature of all of its areas of work by virtue of their strategic value.

Gender equality and non-discrimination, tripartism and social dialogue have previously been identified as necessary cross-cutting policy issues and will continue to be during the 10-year period of the JLMP Strategic Framework 2030. It is proposed that to these should be added the issue of environmental sustainability (climate change and disaster risk resilience) and health emergencies including epidemics and pandemics (COVID-19). The commitment reaffirmed under the Paris Climate Change Agreement with the increasing incidence of natural disasters and the current COVID-19 pandemic provide the need and the justification for the addition of these cross-cutting areas.