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# PROMOTING THE SUSTAINABILITY OF LABOUR MIGRATION PARTNERSHIPS IN SENEGAL AND NIGERIA THROUGH CAPACITY BUILDING

Implementation Report



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## Promoting the sustainability of labour migration partnerships in Senegal and Nigeria through capacity building

### IMPLEMENTATION REPORT

#### The MATCH project

The [MATCH project](#) is a 36-month initiative coordinated by IOM and funded by the European Union (EU). The project is implemented in partnership with: Eurochambres (regional); Agoria (Belgium), VDAB (Belgium) Voka West Flanders (Belgium), Unioncamere Piemonte (Italy), and NABC (Netherlands). The project seeks to address labour market shortages and improve the employability and skills of qualified talents from Nigeria and Senegal by enabling recruitments from companies based in Belgium, Luxembourg, the Netherlands, and Italy. In addition to the mobility scheme, MATCH implements complementary activities such as skills development, capacity building and knowledge sharing.

This report presents an overview of the capacity building activities carried out within the framework of the MATCH project for Senegalese and Nigerian stakeholders from the public sector (Public Employment Services and relevant Ministries), as well as from the private sector (employers' organisations, sector federations and tech hubs), with the ultimate objective of facilitating the rollout of future labour mobility schemes benefitting countries of origin and destination alike. The report first presents some background information, both on the methodology and on the implementation of the capacity building scheme. The report also features a table outlining the full list of capacity building activities implemented in both Senegal and Nigeria. For each activity listed, the table provides a short description and specifies the learning objectives, the country of implementation, the target audience, and the date. The detailed agenda and the complete list of participants of each capacity building activity are included in the corresponding annex (one per activity).

#### Capacity building in the framework of MATCH: background information

In the early phases of the MATCH project, a capacity building scheme methodology was developed based on the identification of key stakeholders and a needs assessment in both Senegal and Nigeria. The capacity building scheme outlined an indicative workplan both Nigeria and Senegal. The methodology included guidelines for the monitoring and evaluation of the activities.

#### Capacity building needs identified in Senegal and in Nigeria

The results of the needs assessment show strong commonalities among public stakeholders in Senegal and Nigeria. The following structural needs were identified:

- Strengthen the expertise of recruiters and counsellors from the Public Employment Services (PES) concerning the sourcing of talents (review of CVs, screening of candidates, preparation of candidates/jobseekers for interviews, etc.).
- Strengthen data management systems including the establishment of clear labour market indicators and data allowing public employment agencies and relevant ministries to develop comprehensive employment strategies and prospective analysis of their respective labour market trends.
- Improve the background knowledge of the counsellors in the PES concerning the domestic legal framework applied to migrant workers in the destination countries.
- Improve knowledge of international standards concerning the ethical recruitment and the protection of migrant workers.

In addition, a dedicated training on data management and file processing, as well as a training on the methodology for the development of pre-departure orientation tools for job placements abroad (i.e. outside of Nigeria) were requested by the Nigerian authorities (Federal Ministry of Labour and Employment.).

For the private sector, the needs assessment identified the following capacity building needs:

- Methodology and tools to develop prospective analysis of the labour market trends with a view to promote the development of future labour migration partnerships (exchange of best practice).
- Methodology for domestic entrepreneurs to develop sustainable business activities and thereby to improve alignment with the SDGs.
- Peer-to-peer exchanges between employer's organizations and chambers of commerce as well as between professionals in source countries and EU companies.
- Training on entrepreneurship skills, human resources and project management.
- Mentoring and coaching activities for entrepreneurs (Senegal).

### Objectives of the capacity building scheme

The capacity building scheme developed and implemented in the framework of the MATCH project had both short-term and long-term objectives. In the short term, the objective of the capacity building activities for entities from the public sector was to a) to provide them with a better understanding of their labour markets, b) better match labour supply with demand, and c) explore labour opportunities for their nationals. On the other hand, short-term objectives for activities directed at the private sector aimed to a) improve business sustainability, b) foster peer-to-peer exchange and c) stimulate the transfer of technical know-how. In the longer term, the capacity building scheme aimed at: a) promoting the sustainability of labour migration partnerships in Senegal and Nigeria, b) facilitating the rollout of future labour mobility schemes benefitting countries of origin and destination alike, as well as migrant workers, and c) promoting a local private sector ecosystem that allows for the return and reintegration of circular labour migrants.

### Operationalization of the capacity building scheme: overview of activities implemented

Whilst the initial project proposal envisaged to stimulate the exchange between stakeholders through capacity building missions, the operational modalities of the project were adjusted due to the outbreak of the COVID-19 pandemic. In compliance with the sanitary measures, in-person activities were turned into on-line activities. Moreover, some capacity building activities had to be redesigned in order to adapt to evolving needs and circumstances and some other were not implemented due to a lack of availability from the relevant stakeholders. Eventually, a total of 14 capacity building activities took place, seven (7) of which in Senegal and the remaining seven (7) in Nigeria. It is important to note that two (2) of these trainings (one in each country) targeted at the same time public and private sector, expanding the reach and strengthening the impact in terms of capacity building.

The final list of beneficiaries of the implemented capacity building scheme does not fully correspond to the landscape of key stakeholders identified during the design phase. More specifically, a limited number of stakeholders from the private sector withdrew from or decided not to actively participate in the capacity building scheme, while other stakeholders showed interest and were able to benefit from the training activities. Stakeholders that eventually withdrew include: the Nigeria Employers' Consultative Association and the Lagos Chamber of Commerce and Industry in Nigeria, and the Conseil National du Patronat in Senegal. The main reason for withdrawal mentioned by the concerned stakeholders related to time and agenda constraints. On the other hand, the 14 capacity building activities that were eventually implemented in the framework of the MATCH project reached an additional number of organizations and stakeholders not yet identified during the needs assessment phase. In accordance with these changes, the final list of beneficiaries of the MATCH capacity building scheme was the following:

		Senegal	Nigeria
<b>Public sector</b>		<ul style="list-style-type: none"> <li>National Agency for the Promotion of Youth Employment (ANPEJ)</li> <li>Direction of Employment (within the Ministry of Employment)</li> <li>Ministry of Labour</li> <li>Ministry of Foreign Affairs</li> <li>Ministry of Youth</li> </ul>	<ul style="list-style-type: none"> <li>Federal Ministry of Labour and Employment (FMLE)</li> <li>International Labour Migration Desk (within the FMLE)</li> <li>Nigerians in Diaspora Commission (NiDCOM)</li> <li>Ministry of Foreign Affairs</li> <li>Federal Ministry of Justice</li> </ul>
<b>Private sector</b>	Employers' organisations / sector federations	<ul style="list-style-type: none"> <li>Confédération Nationale des Employeurs du Sénégal</li> </ul>	N/A
	Tech hubs	<ul style="list-style-type: none"> <li>Sen Mobile</li> <li>GO4STEAM</li> <li>9 Senegalese start-ups / entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>The Nest Innovation Technology Park</li> <li>TechCabal</li> <li>Big Cabal Media</li> <li>Mobile Cooks</li> <li>Nigeria-France Tech Initiative, Mayhaven</li> <li>Bcube</li> <li>Robotech</li> <li>Atom Technology</li> </ul>

A careful monitoring and evaluation of the implementation of the capacity building scheme was equally carried out, and the results of that exercise have been compiled in each activity report and will be included in the final evaluation report of the MATCH project. The table here below provides a full overview of the implemented capacity building activities, while the corresponding annexes include the detailed agenda, report, and signed list of participants of each training.

Number (and related Annex)	Title	Description	Learning objectives	Country	Target audience	Date
1	<b>Methodology for the development of Pre-Departure Orientation (PDO) curriculum for job placement abroad</b>	IOM assisted the institutional development of stakeholders in Nigeria and in Senegal in order to strengthen and develop their capacity to run pre-departure orientation programmes for job placement overseas.	<p>At the end of the training activity, beneficiaries have acquired:</p> <ul style="list-style-type: none"> <li>• A sound knowledge of what PDO is (in the context of labour migration) and of how to develop a PDO curriculum that is reflective of the essential information and guidance that migrants migrating to the 4 European countries need</li> <li>• Familiarity with learning styles of adults and related facilitation methods</li> <li>• Enhanced capacity in delivering effective PDO services</li> <li>• A sound knowledge of how to conduct evaluation of the impact/usefulness of the PDO sessions on the migrants</li> </ul>	Nigeria	International Labour Migration Division (ILMD); National Electronic Labour Exchange (NELEX)	30-31/03/2022
2				Senegal	National Agency for the Promotion of Youth Employment (ANPEJ); Direction of Employment (DOE) at the Ministry of Employment	20/09/2022
3	<b>Knowledge transfer and skills upscaling on files and data processing for the PES</b>	VDAB shared practices and methods used in Flanders (Belgium) concerning the processing of files and data. The training included a comprehensive training on statistical systems to allow better collection and analysis of data. The training also looked more specifically at the analysis of labour shortages and surpluses in order to avoid brain drain of talents. Overall, the training aimed at helping the PES in Nigeria and in Senegal to optimize the collection and use of data to better inform the development of national policies and strategies.	<p>At the end of the capacity building cycle, beneficiaries should have acquired practical knowledge regarding files and data processing. In particular, they have become familiar with key strategies and tools such as:</p> <ul style="list-style-type: none"> <li>• Visualization of statistics and statistical systems used by VDAB (Arvastat system).</li> <li>• Linking up data processing and matching systems to detect labour shortages and surpluses.</li> <li>• Optimization of data collection from multiple stakeholders;</li> </ul>	Nigeria	ILMD, NELEX	24/11/2021
4				Senegal	ANPEJ, DOE	19/11/2021

			<ul style="list-style-type: none"> <li>• Centralization of data in order to increase the number of vacancies on the PES website.</li> <li>• Increase of the connectivity of the different databases: PES database, social security and other databases.</li> <li>• Analysis of information available in the database to inform policy making and prospective analysis.</li> </ul>			
5	Training on ethical recruitment and legal protection of migrants under international conventions	To help stakeholders in Nigeria and Senegal address the risks linked to unethical recruitments, IOM organized dedicated training activities aiming at enhancing knowledge about ethical recruitment standards and at providing relevant public entities with the tools and skills to enforce such standards.	<p>At the end of the training activity, beneficiaries have become familiar with the following standards:</p> <ul style="list-style-type: none"> <li>• The IOM International Recruitment Integrity System (IRIS)</li> <li>• The IOM Montreal Recommendations on Recruitment</li> </ul>	Nigeria	Federal Ministry of Labour & Employment (FMLE); Federal Ministry of Justice; Federal Ministry of Foreign Affairs	18-19/05/2022
6			<p>Overall, the training activity aimed at providing clear, practical guidance to promote effective implementation of international standards, promote policy coherence and good practice. The beneficiaries should also become familiar with networking tools and opportunities to enhance cooperation with counterparts in other countries, such as the IOM Global Policy Network to Promote Ethical recruitment initiative.</p>	Senegal	Ministry of Foreign Affairs, Ministry of Labour, Ministry of Youth, ANPEJ, DOE	07/06/2022

7	<p><b>Methodology to collect statistical data and to develop prospective analysis of the labour market trends</b></p>	<p>This induction training allowed relevant stakeholders to benefit from good practices and methods on statistical data collection based on the methodology developed by Agoria through the “<a href="#">Be The Change</a>” project. The induction training aimed at contributing to the development of sound data collection management and skills forecasting tools in countries of origin.</p> <p>This training was also offered to stakeholders from the private sector.</p>	<p>At the end of the training activity, beneficiaries have acquired:</p> <ul style="list-style-type: none"> <li>• Basic knowledge about the methodology used to collect relevant data</li> <li>• Basic knowledge about the measures available to upscale skills and adjust the labour force to the needs of the employers</li> <li>• The role of labour mobility initiatives to answer the workforce gap</li> </ul>	Nigeria	ILMD, NELEX	21/09/2021
8		<p>This training was also offered to stakeholders from the private sector.</p>	<p>Through strategic brainstorming, the beneficiaries were also introduced to a basic methodology about the steps needed to develop skills forecasting tools in Nigeria and Senegal.</p>	Senegal	<p>Minsitry of Employment, Ministry of Labour, Ministry of Youth, ANPEJ</p>	22/10/2021
9	<p><b>Introduction training to Diaspora Investment, Policy Engagement &amp; Advocacy</b></p>	<p>The training was delivered by the African Foundation for Development (AFFORD) and consisted on an introduction to diaspora investment, policy engagement and advocacy for the Nigerians in Diaspora Comission (NiDCOM). In particular, the training discussed the importance and impact of supporting collective diaspora action, the need for more state-led local investment initiatives, the potential of technology to drive down the cost of remittances, as well as the core principle of trust for diaspora engagement.</p> <p>AFFORD shared their ABC model for diaspora engagement and helped</p>	<p>At the end of the training, participants have:</p> <ul style="list-style-type: none"> <li>• Been provided with an understanding of the basic principles of diaspora direct investment, a deep dive into AFFORD’s ABC model and creative / innovative diaspora finance infrastructure models and how to harness diaspora direct investment.</li> <li>• Been provided with an understanding of how to achieve and maintain influence in the field of international and diaspora-related development, and at a local level.</li> </ul>	Nigeria	<p>Nigerians in Diaspora Commission (NiDCOM)</p>	18-19/08/2021

		NiDCOM to reflect about their role and to identify priority areas of interest for their work.	<ul style="list-style-type: none"> <li>Identified priorities to align with future training and capacity needs.</li> </ul>			
10	Methodology to develop sustainable business activities and to improve compliance with the SDGs	<p>The 2030 Agenda for Sustainable Development, adopted in 2015 by all United Nations Member States, calls for a robust involvement of the private sector in global development efforts. The implementation of responsible business conduct (RBC) standards is essential for the private sector to maximise its contribution to the Sustainable Development Goals (SDGs). In Nigeria and Senegal, employers' organisations and sector federations have embraced the SDGs and are using them as a basis to frame their sustainability policies. Nonetheless, more needs to be done to meaningfully integrate the SDGs in business models and to link targets with core business activities and in the supply chain.</p> <p>This training activity, delivered by Voka, assisted local stakeholders from the private sector in improving and better operationalizing existing strategies and corporate approaches to sustainability.</p>	<p>At the end of the training, beneficiaries have become familiar with the following items:</p> <ul style="list-style-type: none"> <li>Key provisions of the SDGs Charter used by project partners</li> <li>Methodology used by project partners to develop a tailor-made action plan with concrete sets of objectives and indicators related to specific SDGs</li> <li>Methodology used to develop an evaluation scheme to review the implementation of the action plan on a yearly basis</li> </ul> <p>The beneficiaries should have been enabled to improve existing tools in order to assist companies in their network to conduct self-assessment and to prioritize compliance with selected SDGs.</p>	Senegal	Confédération Nationale des Employeurs du Sénégal (CNES), GO4STEAM, Mobile Sénégal	24-25/03/2022
11	Trainings on project management and entrepreneurship skills	Due to the volatile nature of the labour markets in Nigeria and in Senegal and to the rapidly evolving technologies in the ICT sector, tech hubs and SMEs are	At the end of the training, beneficiaries have:	Nigeria	The Nest, Big Cabal Media, Bcube, Atom Technology, TechCabal, Robotech, Mayhaven	7-8/09/2022



12		confronted with a high turnover of staff and structural difficulties in Human Resources (HR) management. In order to help SMEs overcoming their structural weaknesses, the training series offered an overview of project management methodology, descriptions of popular project management methodologies, examples from real companies, and foster exchanges with experts from organizations with a first-hand experience in business management and skills development.	<ul style="list-style-type: none"> <li>• Familiarised with the key responsibilities and core skills of a project manager/entrepreneur</li> <li>• Discovered methodologies to allow upscaling of skills</li> <li>• Familiarised the phases of the project life cycle</li> <li>• Been enabled to plan and launch a project</li> <li>• Learnt how to monitor a project and to manage the risks</li> <li>• Understood the financial and HR management processes.</li> </ul>	Nigeria	The Nest, Big Cabal Media, Mobile Cooks, Nigeria-France Tech Initiative, Mayhaven. Atom Technology,	8-9/12/2022
13			<ul style="list-style-type: none"> <li>• Familiarised the phases of the project life cycle</li> <li>• Been enabled to plan and launch a project</li> <li>• Learnt how to monitor a project and to manage the risks</li> <li>• Understood the financial and HR management processes.</li> </ul>	Senegal	Confédération Nationale des Employeurs du Sénégal (CNES), GO4STEAM, Mobile Sénégal	2-3/02/2022
14	<p><b>BoostCamp Sustainable Technology for Africa (SusTech4Africa)</b></p>	<p>As part of the 2021 edition of the SusTech4Africa programme in Senegal, IOM and OVO pre-selected 9 Senegalese entrepreneurs and organised a four-day bootcamp to assist them in developing knowledge of business models and other key entrepreneurship concepts. The bootcamp also allowed the Senegalese entrepreneurs to gain a first experience with assessment tools on sustainability and business feasibility. As a result of the bootcamp, 4 companies were selected by IOM for dedicated mentorship programs.</p>	<p>At the end of the bootcamp, beneficiaries have:</p> <ul style="list-style-type: none"> <li>• Familiarised with key concepts related to entrepreneurship;</li> <li>• Develop a good knowledge and mastery of the business model framework developed by two professors of entrepreneurship at the ICHEC - Brussels Management School.</li> <li>• Develop a good knowledge of assessment tools on sustainability and business feasibility and learnt how to put them in practice;</li> <li>• Familiarised with best practices in the domain of entrepreneurship and mentorship;</li> <li>• Learnt how to prepare a pitch to promote their business.</li> </ul>	Senegal	9 Senegalese start-ups / entrepreneurs	6-9/09/2022

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