

The Challenges and Opportunities of Business Immigration Structures in the Maghreb Region: Algeria, Egypt, Morocco, and Tunisia

**Business
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on
migration

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The Business Advisory Group to the Global Forum on Migration and Development (GFMD), endorsed at the 2015 GFMD Summit in Istanbul, brings the voice of business to the forum and to international debates on migration. Participation in the Business Advisory Group is open to all companies and business associations that share its goal: promote more transparent, effective and humane migration policies, taking into account labour market needs.

The Business Advisory Group, chaired by Austin Fragomen, Chairman at Fragomen is housed at the International Organisation of Employers (IOE), the largest network of the private sector in the world.

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Contents

Introduction	4
Background	4
Elements of a Well-Functioning Business Immigration System	5
Challenges Faced by Governments.....	6
Current Migration Policy Challenges Faced by Businesses.....	8
Conclusions and Recommendations.....	12
Appendix A – Algeria.....	15
Appendix B – Egypt	17
Appendix C – Morocco.....	19
Appendix D – Tunisia.....	22
Appendix E – Available Migration Pathways	24
Appendix F – Available Migration Pathways	25
Bibliography	26

Introduction

With histories and borders connecting it to both Europe and Sub-Saharan Africa, the Maghreb region has historically experienced considerable migration flows. It is composed of countries with diverse historical and colonial experiences, cultural, and economic situations, all of which contribute to shaping differing labor migration policies. Yet employers in the region are faced with a number of common challenges. This paper, which presents the views of the Business Advisory Group to the Global Forum on Migration and Development (GFMD) on labor migration issues in Maghreb countries, addresses those challenges. Its findings and analysis are based on the outcome of a Regional Workshop (“Business and Migration: Strengthening the Dialogue Between the Private Sector and Governments”), held in Tunis, Tunisia in July 2019 with private sector and government representatives from Algeria, Egypt, Morocco and Tunisia; and on research conducted by Fragomen. It recalls the role and importance of labor migration in economic growth and development; draws out some common themes applying to the historical and economic roots of labor migration policy in the Maghreb region; identifies common migration-related issues facing employers, highlighting examples of good practice and persisting challenges drawn from business experience in particular countries; and notes challenges and opportunities for regional cooperation and integration. Finally, it conveys recommendations to governments on ways to better align migration systems with the needs of migrants and employers without compromising national interests. The paper is accompanied by technical analysis of relevant business immigration systems of Egypt, Morocco, Tunisia and Algeria.

Background

There is a well-documented reciprocal relationship between migration, economic growth and development. For decades, researchers have been studying the reciprocal relationship between migration and development, and more particularly how “larger global and national development contexts determine local development contexts, which in turn, affect peoples’ aspirations and opportunities to migrate [...] for their own wellbeing and for that of their communities and nations.”ⁱ This category of research, known as Migration & Development (M&D), looks closely at how humans seek to enlarge and turn their ‘capital’ into assets for the society in which they live and work. In the long run, the creation of these ‘capitals’ or ‘capabilities’ – be they, social, financial, human, cultural, intellectual, or economic – affect the ways people migrate from one country to another chasing new opportunities. The pursuit of these ‘capitals’ thus make them “‘capable’ of shaping their own destiny” in more developed areas of the world.ⁱⁱ Yet, while development is intrinsically dependent on the mobility of human beings as well as their decision to migrate, it is also reliant on the willingness of policy-makers to enhance migrants’ capabilities and strengthen avenues for legal migration.ⁱⁱⁱ Well managed migration not only is a necessary and positive economic and social force, but it is also a vehicle for fulfilling personal aspirations, for balancing labour supply and demand, for sparking innovation, and for transferring and spreading skills. Increasingly, business models require the movement of personnel, as well as goods and information, across borders.

Of course, the labor market needs and migration policy interests of the private sector vary greatly among companies, industries, countries and regions. But all employers – as well as their employees – benefit from clear, predictable, transparent, and efficient national immigration laws and policies that permit the movement of workers when and where they are needed. Overly complex or cumbersome and sometimes frequently changing systems hinder compliance with

national laws and threaten labor market protections. They also make it difficult for businesses to recruit necessary skills and for migrants to pursue their careers and support their families. In short, competitive and profitable companies require the ability to recruit skills and talent from the largest possible pool and to move personnel around the world. Unduly closing borders to migrants and/or erecting onerous obstacles to the movement of skills and talent are detrimental to business needs and can have devastating consequences, particularly for small companies.

Understandably, policy makers are called upon to balance calls for the facilitation of legal labor migration with other domestic interests, and to respond to developments outside their control. The recent experiences of the Maghreb and Middle East regions well illustrate the impact of a number of factors on current migration policies. These include the national security concerns raised by the pressures created by large numbers of undocumented migrants; and economic concerns, including high unemployment, particularly among youth, demographic patterns, and fears of brain drain as highly skilled workers seek to emigrate. At the other end of the skills spectrum, governments are being called upon to address human rights concerns raised by recruitment of lower skilled workers.

Elements of a Well-Functioning Business Immigration System

The GFMD Business Mechanism's Position Papers and Recommendations^{iv} presented at the Ninth and tenth GFMD Summit included the following principles in relation to well-functioning business immigration systems:

Transparency

Help employers navigate through the mechanics of immigration laws by establishing coherent migration programs that offer more transparency by sharing relevant procedural information to the public and clear guidance on how to obtain short-term and long-term visas in a timely manner.

Flexibility

Strengthen migration pathways with predictable processing times for short-term assignments to allow foreign workers to meet business needs in a timely manner along with new multiple visa categories, such as intra-company transfers, recognizing the acquisition of technical skills. Experience and certification should become eligible criteria to obtain short-term visas and transfer their expertise abroad.

Efficiency

Establish online systems to reduce processing times and give credibility to migration policies, thus facilitating the creation of online systems and electronic submission of application. As opposed to manual systems, online systems enhance the efficiency, transparency, and consistency of migration processes.

Consistency and Predictability

Minimize regulatory changes to allow for multinational corporation to mobilize workers in a timely manner. Consistent application of immigration laws would allow for the reduction of delays in onboarding assignees on both short and long-term projects. This entails the centralization of application processing and the effective implementation of regulatory changes across government departments and missions abroad.

Government Engagement

Engage with the private sector by allowing businesses to be represented in the consultation processes on a regular basis to offer insights on the constraints that prevent the private sector from leveraging the skills available within migrant communities. Improved cooperation within government to reform migration policies and restructure rigid administrations, which means transcending biased conceptualization of migration as a national security challenge.

Challenges Faced by Governments

Security Concerns

Often seen as a bridge between Europe and Africa, the countries of the Maghreb and the Middle East are attractive transit points for Sub-Saharan migrants wishing to cross into Europe. The arrival of thousands of undocumented migrants has presented a myriad of challenges. Pressured on both the European and African fronts, the Maghreb countries have taken preventive measures to thwart illegal migration through intensive border controls and participation in European security programs led by Frontex and the European Border and Coast Guard Agency in the hopes of safeguarding a wide range of strategic interests.^v

The case of Algeria

It was reported that, to protect its security interests, Algeria often deports Malians back to the northern border of Mali despite the fact that “armed militant groups linked to al-Qaeda operate in northern Mali, along with criminal gangs and armed smugglers” occupy this region.ⁱ In 2014, a repatriation agreement was signed with Niger and further reinforced the assumption that migration is predominantly a security issue. There is evidence the agreement, which allows for the deportation of irregular Nigerian nationals back across the southern border was also being used to deport third-country nationals, such as Malians, Gambians, Guineans, Senegalese, and others to Niger.ⁱⁱ

ⁱ Human Rights Watch, “Algeria: Deported Migrants Robbed in Mali Waves of Arbitrary Expulsions”, Accessed October 25, 2019, March 14, 2019.

ⁱⁱ Malka, “Destination Maghreb: Changing Migration Patterns in North Africa,” 14. See footnote 97

In countries already plagued by high unemployment rates and facing rising levels of public discontent over lack of economic opportunity, the presence of irregular migrants strains government services and fuels social protest. Under such circumstances, it is no wonder that migration is often viewed as primarily a national security issue, to which the needs of the economy are subordinated. This invariably affects the way immigration systems function and assess applicants for work authorization permits.

The case of Egypt

In Egypt, nationals of certain countries are categorized into groups whereby these must obtain a pre-approval and prior security clearance by the Ministry of Foreign Affairs before their applications can be processed by the consulate of origin, hence delaying the process (Appendix B). Repetitive terrorist attacks in Egypt have forced the government to adopt a security-driven approach to migration and declare the extension of the state emergency since 2017. As a result of that, many foreign nationals submitting their applications for work are screened extensively by the National Security Authority, which is delaying the immigration process by weeks and impacting companies that are seeking to deploy talent on critical projects, such as the development or maintenance of power stations.

Countries of Transit Becoming Countries of Destination

Despite efforts by Sub-Saharan migrants to cross the Mediterranean Sea, thousands still attempt, and fail, to reach Europe. They thus find themselves trapped in countries that may lack the necessary infrastructure, jobs, and basic social services to support them. Instead of making the long journey back home, many decide to remain in their country of transit. As a result, the Maghreb region is quickly turning into an area of destination for Sub-Saharan migrants who, compelled to stay in the region, must find ways to make a living.

The case of Morocco

While the Spanish enclaves on the Moroccan coast – the Strait of Gibraltar and Ceuta and Melilla – enable economic exchanges and human mobility between Northern Morocco and Spain, the enclaves became famous for attracting hundreds of undocumented African migrants in the early and mid-2010s. Interestingly, for those trapped in transit countries, Morocco is becoming a much more attractive destination than any other Maghreb or Middle Eastern country. With a GDP of \$2860 per capita in 2017, “double or more than that of Senegal (\$1240), Cameroon (\$1370), Côte d’Ivoire (\$1580), and Guinea (\$790), an increasing number of Sub-Saharan migrants who have failed to cross the Moroccan-Spanish border through the Spanish enclaves remain in the Moroccan kingdom not only by default but also by choice.ⁱ The Kingdom is becoming a destination of choice mainly due to its economic status as the hub of the Maghreb - the main economic sectors being services (tourism, information technology and finance), mining, construction and manufacturing.ⁱⁱ Changing migration patterns have serious security and economic implications for Rabat given that undocumented migrants are willing to work for low wages without full knowledge of their rights. Morocco’s immediate reaction to the surge of undocumented migrants was nonetheless positive. In 2016, the government instated regularization programs granting residence permits to those who agreed to work and settle legally in the country, thus allowing regularized migrants to access free public health care system, free education through the public education system, and vocational training programs. The regularization program is a first step towards the harmonization of the Maghreb’s immigration policies but the program will encounter many challenges such as fighting public hostility against Sub-Saharan migrants or finding employment for migrants which will inevitably be an important part of ensuring that “the regularization is a stabilizing rather than destabilizing policy.”ⁱⁱⁱ

ⁱ World Bank (2019), World Bank Open Data, accessed June 22, 2019, <https://data.worldbank.org/>.

ⁱⁱ The information has been extracted from Fragomen’s internal knowledge database.

ⁱⁱⁱ Malka, “Destination Maghreb: Changing Migration Patterns in North Africa”, 17.

Demographic Challenge and Skills Shortages

The economies of the Maghreb region differ considerably. Some, such as Algeria, are heavily reliant on oil and gas; others such as Morocco are much more diversified. Some, like Egypt, rely heavily on state intervention and public sector employment; in others, private enterprise plays a more significant role. But all struggle with high unemployment, and throughout the region youth unemployment is of particular concern. Young people, of course, are tomorrow’s workers, consumers, investors, and taxpaying citizens. Their alienation risks undermining both social and economic stability. Yet across the region, on average as many as a quarter or more of youth are in neither pursuing education, employment nor training. Population growth, which is projected to far outstrip the ability of the region’s economies to create jobs, will only exacerbate this problem. Egypt provides a great example of the demographic conundrum of the region. It is estimated “the average number of new job seekers in the country will increase to 638,000 per year compared to the capacity of the Egyptian economy to create 435,000 jobs annually over the last decade.”^{vi}

Local resistance to labor migration in the face of high unemployment may be understandable, but in responding to such pressure, policymakers must deal with a more complex reality due to another phenomenon common to Maghreb countries – skills gaps and skills mismatch.

The case of Algeria

This problem is especially prevalent in Algeria. The oil and gas sector are the backbone of the Algerian economy accounting for about 35% of the gross domestic product and two-thirds of total exportation. As an OPEC member since 1969, 80% of hydrocarbon production is managed by the local company Sonatrach, an Algerian government-owned company.ⁱ But by “centering on the state as the main agent” – as government spending is the main engine of employment creation – and the oil and gas sectors “as the main lever,” foreign investors are not particularly attracted by the idea of investing in Algeria whose “banking and other institutional reforms are seriously lagging behind.”ⁱⁱ In addition to the absence of a long-term strategy to diversify its economy, the Algerian workforce suffers “from a knowledge gap” or a “skills mismatch” thus keeping its productivity at low levels.ⁱⁱⁱ This adds to the challenge of finding rotating skill mobility for the oil and gas sectors, and that of convincing businesses to hire Algerian nationals. Simply put, enterprises cannot find qualified workers. These gaps persist at all skill levels and plague many sectors of the economy. They constitute a drag on economic development and serve as a disincentive to foreign investment. To the extent that they are or are perceived to be the result of “brain drain,” i.e. the emigration of the most highly skilled in search of greater economic opportunity, they play into anti-migration narratives that color domestic political debates. Here too policymakers are faced with complex and competing demands, as across the region remittances constitute a significant portion of GDP and are crucial to the household incomes of large numbers of citizens.

ⁱ Rossana, “Oil and gas Industry in Algeria Overview,” Trace Software (blog), accessed June 29, 2019.

ⁱⁱ Hakim Darbouche, “Algeria’s Failed Transitions to a Sustainable Polity: Coming to yet Another Crossroads,” (MEDPRO Technical Report No. 8, October 2011), 7-8.

ⁱⁱⁱ Darbouche, “Algeria’s Failed Transitions to a Sustainable Polity: Coming to yet Another Crossroads,” 7.

Current Migration Policy Challenges Faced by Businesses

In the face of these common trends and challenges, migration systems have unfortunately grown to be riddled with restrictive laws and practices and administrative barriers that serve as major impediments to effective integration of migrants in general and constitute significant barriers to the recruitment and labor mobility needs of both domestic enterprise and foreign investors. The unintended but nevertheless real consequences for the region are to deter investment, constrain enterprise growth, slow migration circulation and hamper development on a regional scale. Yet the need for labor migration will not go away – indeed, it will become greater as demographic challenges intensify, and as the well documented skills gap grows. This is not a call for unregulated borders or for minimizing national security concerns. On the contrary, it is a call for more flexible and well-regulated migration systems designed to meet economic needs. Addressing the following common concerns would be an important start.

Quotas

Quotas are rules restricting the number of foreign workers by controlling the ratio of foreign to local hires or introducing limits by nationality or another category. They produce rigidities and distortions in migration systems, preventing them from responding to labor market and employer needs. An example is Egypt, where in many cases work permits will only be granted if at least 90 percent of a company’s employees are Egyptian. In Free Trade Zones, the number of foreign employees must not exceed 25 per cent of the total (Appendix B). Such rules exist in isolation from consideration of whether appropriate skills can be found in the local population,

and they can entail complex, expensive and cumbersome bureaucratic procedures. An example of the latter can be found in Algeria. Prior to sponsoring a foreign worker, a company established in Algeria must apply for a Preliminary Ministerial Agreement (PMA), which determines the ratio of foreign hires against that of local hires for the sponsoring entity. The processing time for the PMA is often between two to three months. Only once the PMA is approved may the company begin a lengthy process of obtaining a work visa.

Treatment of Temporary and Short-Term Personnel

Companies often need to send highly qualified employees on short term assignments. For example, machinery experts may be required for equipment repairs, technical experts for software or other IT issues, or subject matter experts for training sessions. In many cases, the need is likely to be time sensitive. Experience across the region varies. Morocco has no short-term visa category, but business visitors can obtain a “visit visa for business” limit their stay to 30 consecutive days, which encourages confusion with other visa requirements (Appendix C). While the option to apply for a multiple entry visa is available and remains at the discretion of Moroccan authorities, requesting such a visa could be perceived as performing productive work. But even where they are available, rules governing short term visas are often complex and entail lengthy processing times. An example is Algeria’s process for urgent and exceptional short-term work. This is a welcome development, but nevertheless entails numerous procedures. Visas are issued in increments of 15 days, renewable for a maximum of 90 days (Appendix A). The applicant must first obtain a temporary work permit and submit a request in person at an Algerian consulate. Some consulates have been unfamiliar with the process and reluctant to issue a temporary visa, although there is evidence that this situation is changing. After issuance of the temporary visa, the applicant can enter Algeria, but must submit an array of required documents and complete a medical exam. The overall process usually requires 10-20 working days.

Intra-Company Transfer (ICT)

The lack of options to facilitate the intra-company transfers of workers seriously hampers the productivity of companies. In other parts of the world, ICT categories allow for work permits to be issued to individuals who transfer proprietary knowledge of the company in order to bridge specific skills gaps. For example, an engineer with expertise and knowledge of advanced turbines developed by a given company cannot be replaced by an engineer locally. The need to transfer this type of technical knowledge in a timely manner by sending foreign workers on temporary assignments is of paramount importance to also developing the skills of local engineers. With the exception of Morocco with its very limited ‘secondment program’ (refer to Appendix C), sending foreign workers through ICTs is not a common practice in the Maghreb region. While in Egypt there are no separate work authorization pathways for intracompany transfers (Appendix E and F), Tunisian immigration allows for the increased mobility of some labor migrants but industry-specific work authorization categories remain restricted to certain industries, such as the mining and hydrocarbons industry. While it is also true that nationals of certain countries who hold an executive position (i.e. investors, directors etc.) can be exempted from obtaining a work permit, they are still be subject to a formal process and are compelled to request a non-submission of a work permit from the Tunisian government.

Responsible Recruitment

Another key issue faced by businesses is access to professional private employment and recruitment services. Appropriate regulation (and/or the effective application thereof) is necessary to create conditions for the development of professional private employment services that can provide ethical and legal alternatives for jobseekers. In its absence, rogue, unethical and illegal practices and players are able to grow their practices, in particular by levying fees and illegal charges as requirements to access a job. These illegal practices can trap migrant workers in indecent jobs, debt bondage and dangerous working conditions. It also increases the potential for rising informality in the labour market. Fighting these practices involves creating an incentive for ethical behavior. This means both smart regulation for private employment and recruitment services and strengthened enforcement. To improve enforcement, punishment should be proportionate to the impact of an offense and compliant behavior should be rewarded. Efficient technology systems will assist companies seeking to be compliant.

Efficiency of Systems

With the exception of Morocco, which has partially begun to digitize its immigration systems, most countries in the region rely on manual processing. In some cases, the inefficiencies of manual procedures are compounded by the involvement of multiple government agencies, which do not exchange information or otherwise communicate, leading to duplication and delays. And even in Morocco, obtaining a work visa for a technical expert can require dealing with up to three different government departments that each adhere to different rules and procedures.

The immigration system has recently been digitized. Applicants can now download automated version of the documents required to complete their visa applications. Before that, applicants had to obtain their documents either via visa agents or directly at the only visa application center in Rabat. This made the process very difficult for those who operated their businesses far from the capital. The Moroccan government has enlarged its entire migration system by establishing five new visa application centers in Casablanca, Tanger, Fès, and Oujda, Marrakech, and Agadir. In addition to making the system more accessible to companies, the online transformation of the visa application system ensures greater consistency of adjudication and more transparency. The standardization of the process should have positive impacts on businesses in the long run. However, in other countries, with no common database consistency amongst government entities also suffers. In Algeria, for example, required lists of documents for temporary visas and work permits may differ from one consulate to another. Consulates may request additional documents and determine processing times at their own discretion. In Tunisia, applications for business visas cannot be submitted online. Applicants must apply in person at a Tunisian consulate or employ a visa agent to do so.

Lack of Transparency and Predictability

Perhaps more than any other challenge, business users of migration systems require stable regimes, based on defined legal processes. Rules and regulations should be publicly available and subject to change as infrequently as possible. In Tunisia, the immigration system is somewhat consistent and is based on a defined legal process. The majority of work authorization rules are publicly available; however, they tend to change frequently, and the respective notifications of legal changes are often issued late affecting the transparency of the immigration

system. Furthermore, the percentage of work authorizations refused is unknown. All governments should collect and make available relevant data, for example concerning number of visas and work authorizations issued and numbers denied.

Skills Shortages and Skills Gaps

The issues detailed above make it difficult and expensive for enterprises to hire or to transfer skilled workers into their jurisdictions in predictable and cost-effective ways. This has both immediate and longer-term impacts for both companies and for the economy. Algeria, for example, reportedly faces acute shortages of information technology experts, medical personnel and oil and gas workers. Yet, the migration system is so tightly controlled and dominated by security concerns that these dominate the needs of the economy. The government of Morocco has tried to address the issues of skills shortage and skills gap by instituting the National Agency for Promotion of Employment and Skills (ANAPEC) – an online platform on which companies must advertise available roles to Moroccan applicants for 45 days in order to match skills and company needs. Should there be no available skills within the national population, applicants from abroad can be sought out by the company. Yet, the 45-day delay affects the productivity of businesses which must wait until they receive the approval from ANAPEC to initiate the immigration process

Such short- and medium-term economic consequences are accompanied by longer term consequences. Changes in business models and markets, coupled with demographic realities, increasingly require businesses to hire, train and transfer professionals across borders. Surveys consistently find that chief executives regard having the right talent as the most critical factor for their business growth. Thus, business leaders must look decades ahead to align skills availability with innovation and market opportunities. Human resource specialists tasked with meeting enterprise requirements recognize that new solutions will be needed to attract, retain, and deploy key talent globally. Senior decision makers consider not only the social, political, regulatory, infrastructure and market environments, but also the availability of an appropriately trained workforce when they determine where to locate new facilities. This includes the degree to which flexible migration systems exist where requisite skills may not be available locally.

Restricted Regional Cooperation

Although interregional cooperation is growing, it remains restricted overall due to the multitude of treaties and unions that exist amongst Maghrebi (and African) countries. In the Maghreb region, the main trade agreement is embodied by the Arab Maghreb Union (UMA) which is an organization seeking to create a custom union between the members (Libya, Mauritania, Tunisia, Morocco, and Algeria) but it does not include Egypt. The benefits of free trade unions “are significantly anchored in the expected gains from an enlarged market,” but the major constraints to such a union are mainly a lack of compatibility between national policies - especially between Algeria and Morocco which have been disagreeing on the status of Western Sahara – “a loss of continental self-esteem” resulting from the imposition of restrictions on competition among firms.^{vii} All of this hampers progress on the ratification of regional trade agreements or the incremental removal of pressure on competition among businesses in the region.

Conclusions and Recommendations

The attached technical analyses (appendix A to D) demonstrate that the migration systems of Maghreb countries differ in many respects. Yet the foregoing analysis clearly indicates that common factors and common challenges pertain in the region. The ways in which governments respond to their migration challenges of course will respond in turn to domestic social and national security policy constraints. But they also have economic consequences and offer opportunities for solutions that can improve competitiveness, contribute to enterprise productivity and sustainability, and protect human rights. Revisiting policies on skills mobility such as those governing recognition of qualifications, constitutes an opportunity to satisfy labor market needs by integrating qualified migrants into the workforce. Revising legal frameworks on migration to reduce administrative barriers can address the significant financial and other resource burdens that fall most heavily on the small and medium enterprises on which local economies depend. Well thought out and well implemented migration policies can act as an incentive for foreign direct investment. And they can serve to protect the rights of low- and semi-skilled labor recruits.

With these benefits in mind, the Business Advisory Group to the GFMD makes the following recommendations that apply broadly in the region:

Engage with the Private Sector

Business are frequent and, in some cases, heavy users of national migration systems. Their experience with the practical workings of immigration laws, procedures, and policies, as well as knowledge of emerging market and staffing trends, can be a source of important information to governments. Thus, the participation of the private sector is essential to the development of well-designed and well-regulated migration systems. The companies and organizations of the Business Advisory Group stand ready to contribute their experience and expertise with the goal of creating regulatory environments in which labor migration policies support business development – which in turns creates jobs and contributes to economic prosperity.

The Business Mechanism to the GFMD was created with the purpose to support governments to engage with the private sector. It is housed at the International Origination of Employers (IOE), which members in 150 countries can help shape policy discussions at the national level.

Enhance Regional Cooperation

Invest the resources and focus of governments to consolidate the establishment of the African Continental Free Trade Area (AfCFTA) - a model project aimed at combining a single market of up to 55 African countries and fostering intra-regional trade through the implementation of protocols for the freedom of movement. Finance resources may be allocated to new technology designed to manage immigration efficiently and regional cooperation to ensure national security and enhanced productivity of businesses to achieve development outcomes. Implementation of intra-regional frameworks that already exist could accelerate this process even further.

Improve Transparency and Intra-Governmental Coordination

Governments signing on to the recently adopted U.N. Global Compact on Migration (GCM) commit to providing and disseminating “timely, accessible and transparent information on migration-related aspects for and between States, communities and migrants at all stages of migration.” For practical purposes, this commitment entails ensuring that critical information is made publicly available in a timely manner and subject to change as infrequently as possible, as well as improving communication and consistency. The GCM provides examples of critical information, which serve not only to inform the decisions of potential migrants, but also enable businesses to recruit and move necessary personnel in the most timely, efficient and productive manner: laws and policies, visa requirements, application formalities, fees and conversion criteria, employment permit requirements, professional qualification requirements, credential assessment and equivalences, training and study opportunities, and living costs and conditions. Improving intra-governmental communication entails both ensuring consistency in the advice and regulatory actions of government ministries and consulates abroad and reducing where possible the number of government departments required for decision. In this regard, governments might look to analogous efforts undertaken to improve their standing in the World Bank’s Ease of Doing Business Index by reducing the number of entities involved in business registration, approvals, and licenses.

Improve Legal Pathways for Employment

Addressing business concerns over restrictive, cumbersome and counterproductive migration policies and practices by streamlining legal pathways would go some way toward addressing both labor market needs, and the social and economic problems raised by irregular migration. In this regard, governments are encouraged to

- engage in bilateral, regional and multilateral labor mobility agreements;
- review current policies and practices in light of labor market demands and skills gaps;
- establish flexible visa regimes, including provisions for short-term visas for work, Intra Company Transfer visas, and multiple entry visas;
- create smart regulation for private employment and recruitment providers, permanent residence for investors and entrepreneurs, and business visitors visas;
- allow flexible visa status conversion;
- reduce visa processing timeframes; and
- offer accelerated and facilitated visa processing for employers and recruiters with a track record of compliance.

Leverage Technology for Better Management of Migration

Governments emulating the practices initiated by Morocco (that is, the digitization of migration information and creating online processing systems) would undoubtedly help to address a number of business (as well as national security) concerns. For resources constrained governments, the cost of such investments may pose significant constraints – but substantial future savings and other benefits. This is an area in which the private sector is a potential source of technology, best practices and potential partnerships.

Facilitate Skills Mobility

Skills shortages act as impediments to competitiveness, growth and productivity. In countries with restrictive immigration quotas or other onerous administrative barriers, companies may be unable to fill important positions or be forced to incur the cost of cumbersome and time-consuming requirements before they can bring the requisite skills across borders. Governments should therefore invest in solutions that facilitate recognition of skills, competencies and qualifications of migrants across all skills levels. The GCM enumerates a number of actions that can be taken in this regard, including working with relevant industry representatives to develop standards for the recognition of foreign qualifications and non-formally acquired skills; and building global skills partnerships amongst countries of the region.

Adopt and Implement Fair Recruitment Policies and Practices

There exists a widespread consensus among business, governments and NGOs on the principles behind and elements of fair and ethical recruitment systems. These have been elaborated in the Code of Conduct of the World Employment Confederation (WEC), as well as through International Organization on Migration (IOM) and International Labour Organisation's (ILO) Fair Recruitment initiatives, and in the GCM, which devotes a chapter to the subject. Responsible recruitment is also the subject of a variety industry activities. But despite widespread agreement on the "what" and "why" of responsible recruiting, abuses persist. Focus should therefore be on the "how," i.e. on governments, business, unions and NGOs developing and implementing regulation that fosters and supports a business case for fair, accountable and professional recruitment practices. And while preventing abuse is a clear objective, attention must also be paid to ameliorating and redressing the situation of those currently in abusive situations.

Industry-led initiatives can serve as laboratories for best practices in this area. Through a variety of national, regional and international initiatives, quality schemes and certification-systems businesses and private employment services promote professional and ethical private employment services that create a decent alternative to unscrupulous and unethical recruiters. The goal is to create a market demand for ethical recruitment practices – something that cannot be achieved without appropriate and well implemented regulatory frameworks.

Appendix A – Algeria

Algeria	Immigration Snapshot
Snapshot	<ul style="list-style-type: none"> • Work authorization and residence permits for foreign workers allow salaried work in Algeria for up to 2 years. • Dependent family members can be sponsored by a foreign national after the residence permit is issued. • There is no uniform timeline for the deliverance of residence permit card (last step of the immigration process), as in some regions the card can be issued within 3 months, and in some other regions, it is issued after 1 year.
End-to-End Process	<ul style="list-style-type: none"> • The end-to-end process includes government processing times, labor market test requirements, legalization and procurement of supporting documents such as police clearances, academic certificates, medicals, application, preparation, and submission of the application through the various authorities. Hence, lead times provide a more accurate reflection of country immigration process timelines and complexity. • In Algeria, the end-to-end immigration process may last from 3 to 5 months, depending on many factors (labor market testing requirements, holiday season, region, absence of a signatory person within the labour authorities to approve applications). • Foreign workers may enter and start to work in Algeria after the work visa application is approved by the authorities. This stage generally takes 25-45 working days following the completion of the labor market test.
Common and Current Delays	<p>The following situations or issues may lead to processing delays for work permit applications:</p> <ul style="list-style-type: none"> • Lack of standardization of processes among consulates may add delays. • Legalization of original documents may add delays. • The absence of an official (or authorized signatory) in a consulate can delay the processing of applications. • Various government agencies involved in the immigration process (i.e. Ministry of Labor and Ministry of Foreign Affairs) do not communicate and exchange information.
Limitations	<ul style="list-style-type: none"> • Given the size of the country and distance between Algeria’s major cities, creating an online process with immigration centers for each region would require substantial government investment, including hiring and training workers on immigration regulations, standardizing immigration rules, and supporting new logistical costs. • Lack of consistency: <i>Wilayas</i> (provinces) may have differing interpretations of the national law and immigration requirements can accordingly vary depending on the <i>wilaya</i>. • Algerian authorities have ultimate discretion with regards to processing time or requesting additional documents. Therefore, applicants may experience delays due to last-minute requests.
Main Qualification Criteria	<ul style="list-style-type: none"> • The individual must hold a university diploma related to the job. • In the absence of a university diploma, a skills letter documenting at least 10 years of relevant experience. In some cases, both diploma and documentation of experience may be required. • The employer must have a valid business license to operate in Algeria. • The foreign national is required to be directly employed and paid by the sponsoring entity. • Applications risk being rejected for reasons of age, i.e. if the applicant is close to or over 60 years of age. A derogation request can be lodged to allow employees over 60 years old to work. Beginning in mid- 2019, however, age derogation requests have become more difficult to obtain. It usually takes 1 to 2 months to obtain a response from the authorities.
Occupation Specific	<ul style="list-style-type: none"> • Special visa categories exist for medical and diplomatic professions.
Labor Market Test Requirements	<ul style="list-style-type: none"> • PMA (Preliminary Ministerial Agreement) is the name given to a quota system, which determines the ratio of local to foreign hires for a particular company in a particular project. This quota system is used to control the number of foreign hires. • There is no fixed ratio required for the quota system, as it varies depending on the assessment of the labour ministry and the local labour authorities. The main criteria for deciding on the ratio is the level of unemployment in a particular wilaya, the nature of activities to be undertaken in the project, the size and importance of the project and the company requesting the • Prior to sponsoring a foreign worker, a company must do the following: <ul style="list-style-type: none"> • Applying for a PMA often takes 60-90 working days. • Once the PMA is approved, the company can start the long process of obtaining a work visa. • Some <i>wilayas</i> require companies to hire workers from the same <i>wilaya</i>.
Online Applications	<ul style="list-style-type: none"> • Applications must be lodged in person or via post at the consulate abroad. • Algerian authorities use a manual system: all types of immigration applications are based on physical filing of original documents.

Algeria	Immigration Snapshot
	<ul style="list-style-type: none"> • The services of visa agents are commonly used. • Although visa agents may obtain their supporting documents and visa application forms through software, all applications still must be filed and submitted manually.
<p>Process Steps</p>	<ul style="list-style-type: none"> • Pre-Stage: PMA "Block visa". Processing times: 60 to 90 days. • Stage 1: Temporary Work Authorization Application (TWA): upon submitting supporting documents, the ministry of labor grants the TWA to an individual to authorize the submission of an application for a work permit. Processing times: 21 to 30 working days. <ul style="list-style-type: none"> • Stage 2: Work Visa application. Once the work visa is issued, the foreign national is allowed to travel to Algeria and start working while the following stages are being processed in the background. Processing times: 5 to 15 working days. • Stage 3: Work Permit application: the employee must enter Algeria with a work visa and complete a medical test in Algeria. This can be accomplished in 2 days if well-coordinated beforehand. Processing times: 21 to 30 working days. • The employee can leave Algeria in between Step 3 and 4, work visa validity permitting. • Stage 4: Residence Permit application. The employee must appear at the police station for the filing and collection of residence permit in order to provide fingerprints. Processing times: 1 to 7 working days. <ul style="list-style-type: none"> • Stage 5: Residence Permit Receipt renewal application: the residence permit receipt must be renewed every 3 months waiting for the final residence card to be issued. Processing times: 1 to 2 working days • The residence permit and card are the final documents granting residence rights to foreigners: they should have a validity of 2 years.
<p>Accompanying Family Members</p>	<p>A foreign national may sponsor the following dependent family members:</p> <ul style="list-style-type: none"> • Legal spouses and/or children under 18. • If the applicant is the spouse of an Algerian citizen s/he should submit a copy of the valid consulate registration card of his/her spouse and a copy of the marriage certificate issued by the register office, or a copy of the Algerian family book. • If the applicant is not a spouse of an Algerian citizen, s/he must provide an original and a copy of the marriage certificate and a proof of residency by the sponsor duly certified by the local authorities (town hall) in Algeria including the name of and relationship to the family member inviting the applicant and their address during the visit to Algeria.
<p>Red Flags for Dependents</p>	<ul style="list-style-type: none"> • Spouses on family visa are entitled to hold a residence card but they are not entitled to work unless they themselves obtain a job offer to their own work permit. • The same process and document requirements apply to the spouse's work permit application as the principal's work permit application. If the principal is an Algerian national, then the work permit application for the resident spouse is simpler with less documentation requirements (no diploma or work experience requirements).
<p>Red Flags</p>	<ul style="list-style-type: none"> • Applications submitted by individuals approaching or over the age of 60 may be rejected by the authorities. However, visa agents can lodge an 'age derogation' form to support the applicant's request.

Appendix B – Egypt

Egypt	Immigration Snapshot
Snapshot	<ul style="list-style-type: none"> • The work permit ("Tasreeh Amal") is issued with a validity of twelve months but the approval is granted in two six-month increments. Upon obtaining the work permit, foreign nationals are required to apply for a residence permit ("Iqama Muketa Al Ghair Al Seyahat") that allows for a legal residency in Egypt. The residence permit is generally granted with a validity of one year, with a possibility of renewal (it is issued in two six-month increments). • Both the work and residence permit processes require a local sponsor (employer) in Egypt. • Employer will need to satisfy a localization requirement in a ratio of 9:1 (9 Egyptian employees to 1 foreign employee), with exceptions in Free Zones. • Contractual relationship between the employer and employee in a form of an agreement is required. • Foreign national employees should work for, and at the premises of, the sponsoring entity only. • Dependent family members can be sponsored by a foreign national who obtains a work permit.
End-to-End Process	<ul style="list-style-type: none"> • The end-to-end process includes government processing times, legalization and procurement of supporting documents such as police clearances, academic certificates, medicals, security checks, application, preparation, and submission of the application through the various authorities. Hence, lead times provide a more accurate reflection of country immigration process timelines and complexity. • Generally, the end-to-end process lasts approximately from 2 to 4 months depending on many factors (legalization of original documents and/or additional security scrutiny by the Egyptian government). • Foreign workers may enter and start to work in approximately 35 to 45 working days from when the Work Permit "Tasreeh Amal" process is initiated.
Common and Current Delays & Expedited Processing	<ul style="list-style-type: none"> • There are no expedited processing options for Work Permit "Tasreeh Amal" applications. • The following situations or issues may lead to processing delays for Work Permit applications: document legalization (list of required documents varies for each consular post); discretionary powers of immigration officers who may request for additional documents to be provided by the applicant or employer.
Main Qualification Criteria	<ul style="list-style-type: none"> • The foreign national is required to hold a particular qualification and/or have a specified period of relevant work experience. The foreign national must evidence a minimum of 3 years of experience in a position similar to the proposed role in Egypt. This is to be supported by a legalized experience letter. • Foreign nationals are not subject to a minimum salary requirement. • Foreign nationals are not subject to an age restriction. • Foreign nationals are not subject to other requirements with regards to their position or role.
Labour Market Testing	<ul style="list-style-type: none"> • Employers are not subject to labor market testing requirements prior to being able to employ foreign nationals under the work permit category but they must respect the quota instated by the government unless established in a free zone area. • The sponsoring entity is required to undergo a formal approval process (according to the quota system) before being able to employ a foreign national worker under the work permit category. The sponsoring entity must meet the applicable nationalization requirements, and it must have valid corporate and corporate immigration documents. • Quotas are imposed by the government restricts the number of foreigners an employer can hire, therefore giving preference to Egyptian workers. As such, an employer will need to satisfy certain localization requirements in a ratio of 9 Egyptian employees to 1 foreign employee unless the company is established in any of the free zones. In this case, the company can employ foreign employees whose number does not exceed 25% of the employees in a company.
Online Submission	<ul style="list-style-type: none"> • Work Permit "Tasreeh Amal" applications cannot be made electronically - they must be made manually with the Egyptian consulates abroad.
Process Steps	<ul style="list-style-type: none"> • Submission of "Pre-entry authorization" code for Work Permit application by the sponsoring entity in Egypt. The company obtains a security code from the Ministry of Manpower (MOM) which is sent to the airport of entry. Visa-on-arrival nationals can simply enter on the basis of their passport once the pre-approval receipt has been communicated by the MOM to the airport authority and start the process in Egypt. • For individuals not eligible for a visa-on-arrival, this code is transferred to their consulate through which they will apply for an entry visa. • To obtain the "Pre-entry authorization", applicants must provide a set of personal documents - among those is the certificate of experience which is mandatory for all. Processing times: 15-20 working days. • Once the individuals arrive, they must complete a post-arrival registration at a police station (only for certain nationals).

Egypt	Immigration Snapshot
	<ul style="list-style-type: none"> • Undertaking of a medical test (HIV test) at a government hospital is mandatory for all. After receiving the results, the work application can be submitted, and the applicant obtains a receipt. This receipt allows to apply for the residence permit and start work in Egypt. Processing times: 10-15 working days. • Procurement of the first six-month residence permit after an extensive background check and security screening. The second and final residence permit is issued after an extensive background check and security screening at the 6th month. Processing times: 6-9 months.
Evidence of Work Authorization	<ul style="list-style-type: none"> • Foreign nationals in the work permit category can evidence their status by presenting a work permit receipt during the first six months of the process.
Number of Extensions	<ul style="list-style-type: none"> • A foreign national may extend his or her work permit status in-country. One-year extensions are issued for a maximum duration of up to three years, after which a special authorization to renew the work permit is required.
Stay in Country During Processing	<ul style="list-style-type: none"> • Foreign nationals must remain in Egypt during the processing of their work and residence permits, but at certain points of time in the process, they may be allowed to travel internationally.
Work authorization Allows for Departure/Entry	<ul style="list-style-type: none"> • The Work Permit itself is not a travel authorization and it does not allow for departures from and entries into Egypt, but the residence permit allows for multiple departures and entries to/from Egypt.
Change of Employers	<ul style="list-style-type: none"> • A foreign national cannot change employers in-country without affecting his or her work authorized status.
Change of Status	<ul style="list-style-type: none"> • A foreign national cannot change his immigration status from business visitor to work authorized status in-country.
Accompanying Family Members	<ul style="list-style-type: none"> • The foreign national may include the following dependent family members in their work permit application: <ul style="list-style-type: none"> • Legal, opposite-sex spouses (marriage); children under 18; daughters above 18 (provided they are unmarried); sons above 18 (at the discretion of immigration authorities based on the principal sponsor's justification and provided that the son is not working and continues to live with the family). • Other family members (subject to a discretionary approval of immigration authorities).
Work Authorization for Dependents	<ul style="list-style-type: none"> • Dependents are not granted work authorization based on their dependent status. They must apply for a work permit application of their own once they sign a work contract.
Red Flags for Dependents	<ul style="list-style-type: none"> • Same-sex partners and opposite-sex unmarried partners may not accompany principal assignees as dependents for visa purposes. • There are no other areas of concern that foreign nationals must consider when traveling to this jurisdiction with dependent family members.

Appendix C – Morocco

Morocco	Immigration Snapshot
<p>Snapshot</p>	<p>The Expatriate Status. Under this program, the work permit is granted to foreign nationals on long-term assignments and allows work in the following circumstances where the foreign national:</p> <ul style="list-style-type: none"> • Is sponsored by a local entity; enrolls in a host company payroll; end his or her labor relationship with an employer abroad, which means the foreign worker no longer benefits from the social security system of their country. • The foreign national is subject to the Caisse Nationale de Sécurité Sociale (CNSS) – Morocco’s social security system. • The work permit is typically issued for up to one year, with the possibility of extensions. • A labor market testing is required before employing any foreign national under the Expatriate Status. Companies must conduct a mandatory labor market testing and must wait on average 3 weeks after they have completed it to hire foreign recruits if no Moroccan worker can fill the position advertised online. • Dependent family members can accompany a foreign national under this program; however, they are required to wait until the principal assignee obtains his residence permit pre-approval (a receipt, confirming that residence permit application was filed while a security check is processed in the background). <p>The Secondment Process. Under this program, foreign nationals are sent on short-term assignments and maintain their relationship with the foreign company of origins. This program only applies to countries (16) which have signed bilateral social security conventions with Morocco, thus allowing intra-company transfers for short period of times.</p> <ul style="list-style-type: none"> • The home countries provide social insurance to their workers while working in Morocco. • The labor market testing procedure is not required in this case, as a foreign company is transferring an employee to Morocco in order to transfer expertise of company for a short period of time only. • A certificate of coverage must also be provided by the foreign company to medically insure the foreign employee during the assignment in Morocco. The work permit issued for a limited period time. • The Moroccan entity is liable to pay for the remaining salary of the employee should s/he leave the business before the end date of the contract on bad terms.
<p>End-to-End Process</p>	<ul style="list-style-type: none"> • The end-to-end process includes government processing times, legalization and procurement of supporting documents such as police clearances, academic certificates, medicals, application, preparation, and submission of the application through the various authorities. Hence, lead times provide a more accurate reflection of country immigration process timelines and complexity. • Generally, the end-to-end process lasts approximately from 2 to 4 months depending on many factors (legalization of original documents and/or additional security scrutiny by the Moroccan government). • Upon attesting the original documents and submitting all the documents, foreign nationals are able to start working in Morocco once the work permit approval is issued, which is within 35-40 working days from when the work permit application is approved. Times to certify original documents vary across Moroccan consulates, as the authorities have the right to request additional documents to complete the certification process.
<p>Common and Current Delays</p>	<ul style="list-style-type: none"> • The following situations or issues may lead to processing delays: • There are no expedited processing options for the work permit in the Expatriate Status applications. • Lack of expedited process to obtain the police clearance certificate for security checks. • Lack of uniform process to certify academic credentials and education certificate.
<p>Main Qualification Criteria</p>	<ul style="list-style-type: none"> • To hire a foreign worker under the Expatriate Status application, the employer must complete the National Agency for Promotion of Employment and Skills’ (ANAPEC) application - a mandatory labor market testing. • To qualify for the work permit in the Expatriate Status, the foreign national must work for and at the premises of the sponsoring entity. • The foreign national must be below 60 years of age (retirement age in Morocco); however, discretionary approval can be granted for older applicants. • The foreign national is not required to have a specified level of language skill. • The foreign national is required to hold a particular qualification and/or have a specified period of relevant work experience that is generally aligned with the type of work they are engaged in. • The foreign national must demonstrate that he or she: <ul style="list-style-type: none"> • is a person of good character (a police clearance certificate is required for the residence permit application). • is a person of good health (a medical fitness certificate is required for the residence permit application).
<p>Labour Market Testing</p>	<ul style="list-style-type: none"> • Employers are required to conduct labor market testing prior to being able to employ foreign nationals under the work permit in the Expatriate Status.

Morocco	Immigration Snapshot
	<ul style="list-style-type: none"> • Labour market testing is arranged through ANAPEC, and it is typically more streamlined if the job title falls into a higher, managerial category (higher, managerial-level job titles may be exempt from the labour market testing if the employer has a minimum investment capital of MAD 1 million in Morocco, or if they hire at least 50 employees). • ANAPEC requires that a job vacancy is advertised locally (including the publication in local newspapers: in French and in Arabic) to ensure that no qualified Moroccan candidates can fill the position within the country. If no suitable local candidate has been identified, ANAPEC will issue a pre-approval certificate allowing the employer to file a work permit application with the Ministère du Travail et de l'Insertion Professionnelle (MTIP). • 15 working days
Online Submission	<ul style="list-style-type: none"> • The application form can be accessed electronically, through an online platform called TAECHIR. The company will upload mandatory documents (i.e. certified education certificate, employment contract, social security contract) and obtain the signature of the foreign worker which must be legally authenticated. Following the submission, the work permit application is printed and submitted for approval in one of the main MTIP's branches in Casablanca, Tanger, Fès, and Oujda, Marrakech, Agadir, or Rabat.
Pre-Approval for Sponsors	<ul style="list-style-type: none"> • The sponsoring entity must undergo a formal approval process (ANAPEC) before being able to employ a foreign national worker under the Expatriate Status. The sponsoring entity must have valid corporate and corporate immigration documents and must obtain an ANAPEC pre-approval certificate. The Secondment process does not compel company to complete the ANAPEC process and obtain a pre-approval from the Moroccan government.
Process Steps	<ul style="list-style-type: none"> • The foreign worker certifies all required original documents in the home country. Processing times: 7-9 working days. • Once the ANAPEC application has been completed and no suitable Moroccan national was selected to fill the job, the company obtains an ANAPEC certificate after which the company can initiate the process of the Expatriate Status. Processing times: 15-20 working days. • After the ANAPEC application is approved, the work permit file obtained on TAECHIR's website is submitted to the MTIP until it is approved. Processing Times: 4-6 working days. • The foreign national is then required to appear before to the immigration authorities to obtain a residence permit. Processing times: 5 working days. • The residence permit is submitted with original documents required, such as a tenancy contract and utility registration. A 'Recepisee' is received as a proof of submission. Processing Times: 1 working day. • The residence permit application is approved and a residence permit card of 1 year is issued after an extensive background and security checks by the Moroccan government. Processing times: 2-3 months. • Foreign nationals who require a consular visa for entry, must wait for the work permit to be approved before applying for an entry visa; additionally, if they are inside Morocco on a consular visa, they must exit and apply for a new entry visa once their work permit has been approved, in order to continue their immigration process. • A foreign national who is eligible for a visa-free entry or a visa-on-arrival, is not required to be approved for work before entering Morocco.
Number of Extensions	<ul style="list-style-type: none"> • A foreign national may extend his or her work authorized status; however, the decision remains at the discretion of the Moroccan government.
Accompanying Family Members & Work Authorization for Dependents	<ul style="list-style-type: none"> • The foreign national may include the following dependent family members in this work authorization application: <ul style="list-style-type: none"> • Legal spouses of opposite sex, children under 18, other family members, and domestic workers. • Dependent family members can accompany a foreign national under this program; however, they are required to wait until the principal assignee obtains his residence permit pre-approval (a receipt, confirming that residence permit application was filed while a security check is processed in the background). • Dependents are not granted work authorization based on their dependent status.
Red Flags for Dependents	<ul style="list-style-type: none"> • Foreign nationals commonly face the following problems when travelling with dependent family members: <ul style="list-style-type: none"> • Residence visa application process for dependents may commence only once an initial residence permit pre-approval for principal assignee (also called 'Recepisee') has been obtained (typically within 10-15 days from the application submission). • Dependents may accompany the principal assignee immediately; however, they are required to obtain individual (visitor) visas (unless they are visa-exempt due to their nationality or eligible for a visa-on-arrival): <ul style="list-style-type: none"> • Unmarried partners are not recognized as dependents.

Morocco	Immigration Snapshot
	<ul style="list-style-type: none">• Same-sex partners are not recognized as dependents.• There are no other areas of concern that foreign nationals must consider when traveling to Morocco with dependent family members.• The maximum initial duration of stay in the expatriate status category is five years; however, work authorizations are generally issued for one year.

Appendix D – Tunisia

Tunisia	Immigration Snapshot
Snapshot	<ul style="list-style-type: none"> • The work authorization and residence permit are used by foreign workers in Tunisia and permits salaried work in Tunisia for up to 1 year, and it is generally granted for 1 year. Extensions are available. The main criteria are: • The foreign national must be able to prove the requisite expertise, education or training for the position. • Dependent family members can be sponsored by a foreign national once s/he obtain the work permit.
End-to-End Process	<ul style="list-style-type: none"> • The end-to-end process includes government processing times, legalization and procurement of supporting documents such as police clearances, academic certificates, medicals, application, preparation, and submission of the application through the various authorities. Hence, lead times provide a more accurate reflection of country immigration process timelines and complexity. • The theoretical general estimated processing time for the final Residence Permit may be up to 60-90 days. • The general processing time for a work permit application once all documents are submitted to the local Labor Ministry is up to 10-16 business days.
Common and Current Delays	<ul style="list-style-type: none"> • The following situations or issues may lead to processing delays for work permit applications: • It is crucial to note the final residence permit is a lengthy process. Regarding the delays in practice, it can take 3 to 4 months and sometimes it can unfortunately take longer, i.e. more than six months. Therefore, we cannot give an absolute guarantee on processing time since it is at the discretion of the Ministry of Interior and delays vary from an application to another. • There is no online submission for visa applicants thus leading to delays in the process of applications. • Though there are no quotas or localization requirements, entities looking to sponsor foreign employees in Tunisia are required to ensure that similar positions cannot be filled by Tunisian national employees. • Sponsoring entities are required to advertise jobs locally before sponsoring foreign nationals. Exceptions exist for top-level management and certain companies, including offshore companies (for up to four employees).
Main Qualification Criteria	<ul style="list-style-type: none"> • To qualify for the work permit category, a foreign national is not required to be employed in a certain occupation. • To qualify for the work permit category, the position to be filled by the foreign worker is not required to be located in a specific geographic location. • Foreign nationals employed under the work permit category are permitted to conduct their work activities at a third-party client site provided there is a direct/indirect contractual relationship between sponsoring entity and the client. • The foreign national is required to hold a particular qualification and/or have a specified period of relevant work experience. • Educational degree certificates and/or training qualifications are required in the application process. • There are no foreign language skill requirements. • There are no health/good moral character/marriage or gender requirements. • The foreign national is not subject to other requirements.
Labor Market Test Requirements	<ul style="list-style-type: none"> • Employers are required to conduct labor market testing prior to being able to employ foreign nationals under the work permit case type. • Employers should verify with the Regional Office for Employment that there are no qualified Tunisians for the position offered by the employer. Some categories are exempt from this procedure (in industries, such as, mining and hydrocarbons, in exporting companies for up to four foreign employees, for foreign nationals applying as managers or investors).
Online Applications	<ul style="list-style-type: none"> • There are not online services available for employers or employees to make electronic applications for work permits. • Foreign national enters Tunisia on an entry visa (obtained from a consular post) or visa-on-arrival.
Process Steps	<ul style="list-style-type: none"> • The process generally includes these steps: • The foreign national obtains a work contract template from the Ministry of Labour (if necessary – some individuals such as those working for branch offices, CEOs and general managers, among others, can submit a certificate of non-submission instead). Note that this employment contract may be filed by the employer without the employee's physical presence. An approved employment contract signifies work authorization.

Tunisia	Immigration Snapshot
	<ul style="list-style-type: none"> • The foreign national must register with the nearest police station within one week of receiving employment contract approval. A temporary residence permit (receipt) is issued until the physical residence card is issued. This is valid for three months and must be renewed until the physical card is received. • A physical residence card is issued within 3 to 6 months, upon clearing the government’s security check. The residence card is generally valid for the same duration as the employment contract, one year, and allows the individual to travel in and out of the country freely. Individuals may not leave Tunisia before lodging the residence permit application and receiving the receipt as proof of filing. • Upon re-entering Tunisia, they may be asked to show the receipt until the residence permit is granted. • At the end of the employment contract and before departure, the employee must obtain a tax clearance certificate from the tax authorities.
Number of Extensions	<ul style="list-style-type: none"> • A foreign national will be granted work authorization with a maximum initial validity of one year. The authorization can be renewed if the foreign national and his employer can properly justify the business need for the renewal.
Pre-Approval for Sponsors	<ul style="list-style-type: none"> • The employer must have a valid business license to operate in Tunisia. • The foreign national is required to be directly employed and paid by the sponsoring entity. • A formal employer/employee relationship is required.
Occupation Specific	<ul style="list-style-type: none"> • To qualify for the work authorization category, a foreign national is not required to be employed in a certain occupation. • Foreign nationals employed under the work permit category are permitted to conduct their work activities at a third-party client site provided there is a direct/indirect contractual relationship between sponsoring entity and the client.
Other Dependent Issues	<ul style="list-style-type: none"> • The foreign national may include the following dependent family members in the residence permit application: <ul style="list-style-type: none"> • Legal spouses and/or children under 18 • Dependents are not granted work authorization based on their dependent status. • Dependents, including spouses and children, may be sponsored for a residence card but must obtain their own work authorization if they wish to work.

Appendix E – Available Migration Pathways

	Definition	Available Migration Pathways	
		Algeria	Egypt
Long-Term Work	Visa allowing work and residence for a set period of time.	Available	Available
Short-Term Work	Short-term visa for brief assignments granted to business travelers who wish to work and conduct hands-on work for specific categories of work during a short period of time.	Temporary Work Visa (TWV): designed for urgent and exceptional short-term work of no more than 90 days/year. Applicants request the visa (Annex 13) in increments of 15 days permitting lawful work in Algeria for a duration of up to 15 days per declaration for a maximum duration of 90 days.	No formal category available – although waivers may be applicable in certain limited circumstances.
Business Visa	Short term travel (typically less than 30 days) for the purposes of meetings, internal reviews, fact-finding missions or attending business workshops, conferences and seminars.	Visa-on-arrival travelers can conduct light business activities, such as meetings, seminars, and training. It is recommended the travelers obtain a Mission order stating the purpose of travel.	For those who cannot obtain a Visa on Arrival (VOA) should seek a consular-issued visit visa valid for 30 (extendable within the country twice; that is for a total period of 90 days).
Student Visa	Visa designed for study purpose.	Available	Available
Entrepreneur/Investors Visa	Visa designed for the purpose of opening a business for self-employed individuals.	Not Available	Not Available
Intercompany Transfers (ICT)	Visa designed to facilitate the movement of employees between related companies.	Not Available	Not Available
Spouse Work Rights	Right of dependents to work in the country while under spousal sponsorship.	Not Available	Not Available
Best and the Brightest	Visa for talented individuals, executive, and top research jobs.	Not Available	Not Available
Seasonal Workers Visa	Visa granted to workers who conduct activities restricted to specific periods of the year.	Not Available	Not Available
Change of Employers	Visa procedure defined specifically for foreign workers already in the country.	Not Available. Change of employers is possible but there is no special procedure.	Not Available. Change of employers is possible but there is no special procedure.

Appendix F – Available Migration Pathways

	Definition	Available Migration Pathways	
		Morocco	Tunisia
Long-Term Work	Visa allowing work and residence for a set period of time.	Available	Available
Short-Term Work	Short-term visa for brief assignments granted to business travelers who wish to work and conduct hands-on work for specific categories of work during a short period of time.	Not Available	Not Available as a formal category – although a business visa may be accompanied with a mission order in some limited circumstances as below.
Business Visa	Short term travel (typically less than 30 days) for the purposes of meetings, internal reviews, fact-finding missions or attending business workshops, conferences and seminars.	"Visit Visa for Business": allows foreigners to travel to Morocco for business provided that no legal employment relationship binds the business visitor to the Moroccan entity. Granted for up to 90 days, it is typically issued for a shorter period of time (7 to 21 days). Foreign nationals who are visa exempt for up to 90 days can conduct "light" business activities without securing a consular visa	Single-entry "business visas" for business visits of up to 90 days consecutively or 183 days cumulatively. Permissible business activities: receive training but do not include hands-on work unless a Mission Order specifies urgent repair work and has been approved by the Tunisian authorities. It can be granted for up to 6 months but is generally granted for 3 to 6 months.
Student Visa	Visa designed for study purpose.	Available	Available
Entrepreneur/Investors Visa	Visa designed for the purpose of opening a business for self-employed individuals.	Not Available	Not Available
Intercompany Transfers (ICT)	Visa designed to facilitate the movement of employees between related companies.	Available with the Secondment Process only for nationals from countries with whom Morocco has a bilateral social security agreement.	Not Available
Spouse Work Rights	Right of dependents to work in the country while under spousal sponsorship.	Not Available	Not Available
Best and the Brightest	Visa for talented individuals, executive, and top research jobs.	Not Available	Not Available
Seasonal Workers Visa	Visa granted to workers who conduct activities restricted to specific periods of the year.	Not Available	Not Available
Change of Employers	Visa procedure defined specifically for foreign workers already in the country.	Not Available. Change of employers is possible but there is no special procedure.	Not Available. Change of employers is possible but there is no special procedure.

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ⁱ The study of M&D has considerably evolved over time and was heavily influenced by alternation of optimistic and pessimistic debates. In the 1960s, the importance of remittances and sharing of knowledge to the 'sending' regions, however, in the 1970s the intellectual movement was blamed for exacerbated "global inequalities through the transfer of cheap labour to developed regions." It was only in the 1980s and 1990s that the notion of 'development' was introduced into the study of migration, hence demonstrating that "migration and its consequences are not influenced by economic forces alone" but also by the broader local and global contexts in which migrants are embedded. Nations Development Programme (UNDP), "Joint Migration and Development Initiative Migration for Development: A Bottom-Up Approach," 21.

ⁱⁱ The notion of 'capabilities' was coined by researcher Amartya Sen who defines them as what people "are able to do and in life." See Amartya Sen, *Development as Freedom*, (N.Y: Anchor Books, 1999). Nations Development Programme (UNDP), "Joint Migration and Development Initiative Migration for Development: A Bottom-Up Approach," 22.

ⁱⁱⁱ United Nations Development Programme (UNDP), "Joint Migration and Development Initiative Migration for Development: A Bottom-Up Approach," 23.

^{iv} Global Forum on Migration and Development (GFMD) Business Mechanism, "The Business Case for Migration: The GFMD Business Mechanism's Position Paper and Recommendations for Presentation at the Ninth GFMD Summit," and "Toward a Global Compact on Migration: Perspectives on Labour Migration from the GFMD Business Mechanism".

^v Austin T. Fragomen, Jr., (Global Forum on Migration and Development (GFMD), December 2016), 9

^{vi} Samir Radwan, "Employment and Unemployment in Egypt: Conventional Problems, Unconventional Remedies", (Working Paper No. 70, Egyptian Center for Economic Studies, August 2002), 3.

^{vii} United Nations Economic Commission for Africa, "Assessing Regional Integration in Africa V: Towards an African Continental Free Trade Area," 3.