



REPORT

Review of the Africa-EU Migration, Mobility, Employment and Higher Education (MME) Partnership's 2nd Action Plan and Charting Proposals for the Future Strategic Policy Document

1. Background and structure of the report

The 2nd Action Plan of the Joint Africa-EU Strategy (JAES) comes to an end at the end of the year 2013 and is expected to be followed by a new strategic policy document. In order to set up a future outlook for this strategic policy document, the implementing consortium of the MME Partnership support project commissioned a review of the 2nd Action Plan of the MME Partnership as part of the JAES. The first phase of this review consisted of desk research and a series of one-on-one interviews with key stakeholders of the MME Partnership, such as officials from the African Union Commission (AUC) and the European Commission (EC), operational actors from relevant organisations, beneficiaries, and experts on migration, mobility and employment. The second step consisted of a two-day focus group meeting which took place in Brussels on 17 and 18 June 2013. 37 participants attended the meeting, including representatives from the AUC and the EC, and various European and African states, as well as representatives from Regional Economic Communities (RECs), international organisations and African civil society organisations (CSOs).

This report highlights the key findings of the MME Partnership Review with the main outcomes of presentations and discussions of the focus group meeting. The report is divided into five parts. The first two sections assess the state of the MME partnership, its evolution and future outlook, as well as the contribution of the Regional Economic Communities (RECs) as key stakeholders driving forward regional integration and mobility in Africa. The next two sections look more closely at the individual elements of the MME, that is, at migration and mobility, as well as employment and higher education, and their inter-relations. Questions are asked with respect to the advantages linked to having grouped them together, and the synergies that have been achieved (or not) in combining these elements in a single partnership constellation. Finally, cross-cutting conceptual and operational recommendations are summarised at the end of the report, along with specific recommendations for each thematic area of the Partnership. The recommendations developed in this report should aid the identification of priorities for the future strategic



policy document. Each section begins with the key points brought to the fore by the desk review and focus group meeting combined.

2. Evolution and future outlook of the MME Partnership

Key points on the evolution of the MME Partnership

- Migration, mobility, employment and higher education should remain essential parts of the JAES, although further emphasis could be put on the mobility dimension, especially in its South-South dimension, in light of its potential contribution to economic development.
- Should it be decided to address migration, employment and higher education separately, linkages should be maintained among them.
- The cross-cutting nature of migration and mobility, employment and higher education should be recognised. More concentration and independence among the different topics should be sought while coordination and complementarities should be strengthened in order to increase synergies.
- International protection, asylum and Internally Displaced Persons (IDPs), as well as intra-regional mobility, are key priority areas and could be given a stronger focus in the future.
- Considering European and African Member States' involvement in the Partnership has not been as high as expected, ways to further involve them should be considered. New stakeholders such as RECs and private sector actors should also be further associated to the Partnership.

The purpose of the JAES is to strengthen relations between the European Union (EU) and Africa, and expand dialogue and cooperation by addressing issues of concern, such as migration, mobility, employment and higher education. Building on a common consensus and fundamental principles, it could bridge the development divide between both continents and enhance political dialogue at all levels. The second JAES Action Plan is coming to an end and the time has come to discuss whether the MME Partnership, as part of the JAES, has really fulfilled its ambitions.

Priorities for the future JAES have been identified during various consultations held between the EC and the AUC. Both Commissions reaffirmed the need to focus on human rights, higher education and employment, as well as to work together, including with the diaspora, to fight Trafficking in Human Beings (THB) and the discrimination of migrants, to support the African



Institute for Remittances (AIR) and facilitate the mobility of academics and students, notably by harmonising the higher education systems. The Africa-EU Summit to be held on 3-4 April 2014 should renew commitments around shared priorities. The common goals identified in the framework of the JAES will be supported by the soon-to-be endorsed Pan-African Programme.

Migration, mobility and employment are high priority issues, as reflected in the EU's Agenda for Change and the Communication on Maximising the Development Impact of Migration. Migration and mobility play a crucial role in development processes, in particular when linked to employment. The added value of the Partnership has been to bring together these three topics and support a new vision of migration which no longer focuses solely on law enforcement.

More attention could be given to South-South mobility as an integral component of regional integration, as well as to mobility between Africa and the EU. The importance given to mobility as a driver of development is reflected in African programmes such as the Nyerere programme, the Pan-African University (PAU) initiative and the initiative on African Higher Education Harmonisation and Tuning. Fostering mobility will raise challenges related notably to information sharing and THB which should also be addressed within this framework.

Higher Education being a cross-cutting issue, it is closely linked to migration and employment, as well as to other social, research and innovation issues which are addressed in other partnerships. A holistic approach to Education under the JAES should be envisaged for the future, while relevant links with mobility could be included within the framework of the dialogue. Considering their impact on mobility and employment, issues such as academic exchange programmes, and recognition of university titles and professional experiences could be prioritised. Other thematic priorities which have not been given sufficient attention in the past are issues related to international protection, asylum and IDPs.

The fragmentation of the different themes of the Partnership and their synchronisation should be addressed in the future. In this regard, the structure of the Partnership could be questioned, notably regarding whether the four areas could continue to be systematically addressed together. More flexibility would allow deepening of the work on a specific area, while linking it when needed to the three others or other areas of the JAES (e.g. security, research and innovation, regional integration).

Although the dialogue has brought clear contributions to the Partnership, it remains evident that there has been limited involvement on the part of the EU and African States. Their role in achieving the goals of the Partnership is crucial, and increasing incentives for them to participate is essential to boost their involvement in the future. In addition, other key stakeholders, such as the RECs and the private sector, could also be involved to a greater



extent in order to increase the outcomes of the initiatives. Civil society actors and media could also be further involved in advocacy activities in order to disseminate information about the initiatives of the Partnership. Strengthening visibility would be a means to spread the word and increase understanding on the cooperation framework, and could ultimately be an incentive for the engagement of stakeholders. In the process of identifying future priorities, the scope of the Partnership should be narrowed to focus on areas that are addressed at regional, cross-regional and continental levels, and thus where continent to continent collaboration would bring a clear added value.

Coordination, not only between the different initiatives but also with other partnerships within the JAES and regional processes, could be strengthened in the future as this could improve complementarity of actions and avoid overlaps. Concrete actions could include establishing an operational management consultative team among implementers of related initiatives. Also, the Joint Experts Group and the Joint Task Force could be consolidated into one body, while ensuring that this oversight group incorporates key institutional stakeholders on both sides. Finally, establishing a light management coordination mechanism among chief executives of related JAES initiatives would help enhance delivery, effectiveness and impact of the Partnership.

3. The contribution of the RECs to the MME Partnership

Key points on strengthening the contribution of the RECs to the MME Partnership

- Free movement and regional mobility being key pillars of regional integration, the RECs could play an important role in promoting and implementing related policies. In particular, further action could be taken in order to demonstrate the economic gains of mobility, and associate private sector actors in policy development processes.
- The role of RECs in strengthening cooperation with regard to border management could be reinforced, notably through capacity building and awareness-raising activities.
- The employment agenda of the RECs could be further linked to the MME initiatives in this area and their role in supporting regional employment schemes could be reinforced.
- RECs could play an important role in supporting regional dialogues, within the framework of which regional priorities would be identified and policy frameworks would be discussed.



The actual and potential contribution of the RECs to the MME Partnership has been previously acknowledged and, for this reason, a stocktaking of migration, mobility, employment and higher education strategies and activities of six African RECs was undertaken by the consortium of the MME support project.

There is a clear tendency within the RECs to move forward with the formulation of overarching migration strategies in order to steer the development and implementation of their policies and projects. Although the Economic Community of West African States (ECOWAS) was the first REC to recognise migration as an explicit policy area, other RECs have focused on migration as an integral component of regional economic integration.

Regional migration dialogues have gained popularity during the past few years. The Intergovernmental Authority on Development (IGAD) has the best established Regional Consultative Processes (RCPs). The East African Community (EAC), the Common Market for Eastern and Southern Africa (COMESA) and the Economic Community of Central African States (ECCAS) hold regular Chief of Immigration meetings, and efforts to rejuvenate the Migration Dialogue for West Africa are under way. The crucial role of regional dialogue in identifying priorities and promoting policy frameworks has been highlighted. Dialogue should be supported by data and statistics as well as by awareness-raising and capacity building activities in order to facilitate the implementation of legal instruments.

Although free movement is a priority for many RECs, implementing free movement agreements and protocols remains a major challenge. ECOWAS and EAC are the most advanced in this regard and are implementing their free movement frameworks. The Southern African Development Community (SADC) and COMESA have developed free movement agreements but are facing numerous challenges with regard to their endorsement. In the case of ECCAS, the agreement has been endorsed but security and economic concerns hamper its implementation. The importance of migration for regional integration, and the need for all RECs to play an active role in promoting and implementing the related policies, have been stressed. In order to address the challenges faced in implementing these policies, the economic gains of free movement could be highlighted and means to collaborate with the private sector in advancing mobility could be discussed.

All RECs aspire to strengthen border management and cooperation, notably through setting up One-Stop Border Posts (OSBPs). Most OSBPs have been set up in East Africa and aid trade facilitation. However, numerous challenges are still faced at border crossing points, calling for capacity building and awareness-raising activities, as well as further resource allocation to this particular area.

International protection is a topic which could be strengthened in most RECs. Regional policies on asylum and refugees are being considered by SADC and EAC, and deemed a top



priority by ECOWAS, which recently adopted a Humanitarian Policy and Action Plan focusing on preparing for emergency situations involving refugees and IDPs.

Anti-trafficking initiatives in the RECs are rising. The REC instruments which can be used in the transnational prosecution of traffickers include the IGAD 2009 Mutual Legal Assistance and Extradition Agreement, the SADC 2002 Protocol on Extradition and the SADC 2002 Protocol on Mutual Legal Assistance in Criminal Matters. These all exist although they have not been used extensively yet. In addition, the AU Commission Initiative against Trafficking in Human Beings (AU.COMMIT) was launched with all RECs except for COMESA.

The important role which RECs can play in addressing issues related to employment, such as the mismatch between the demand of the labour market and available skills, has been highlighted. SADC has placed employment at the centre of poverty reduction strategies and is thus most advanced in this regard. ECOWAS, EAC, IGAD and COMESA have addressed employment issues through regional cooperation and policy development, but much remains to be done in this respect. Decent work, social protection, social dialogue, job creation and productivity, and youth employment are priority areas for the RECs. Social protection is being addressed through the social dialogue structures established in RECs such as SADC and EAC.

Higher education is a nascent area for most RECs. SADC's commitment to this area is demonstrated by its Strategic Framework for Higher Education and Training, and the other RECs have undertaken education-related activities and developed regional programmes focusing on this topic. Frameworks for harmonisation and recognition of academic and professional qualifications, in order to facilitate regional mobility, are being developed in various RECs. Mutual Recognition Agreements to enable labour mobility were launched by various professional bodies in the EAC, and a Common Market Protocol Annex on Mutual Recognition of Academic and Professional Qualifications is being negotiated. SADC is working on the development of a Regional Qualifications Framework, which is an important mechanism to enhance the harmonisation and recognition of qualifications across the region, as well as mobility. The ECOWAS General Convention, on the recognition and equivalence of degrees, diplomas, certificates and other qualifications in Member States, has only provisionally entered into force. Challenges, such as linguistic barriers and the existence of different education systems between Member States inherited from the former colonial powers, affect progress in this area.

Overall, the RECs share a number of challenges that impede progress, notably in the areas of MME, which include the overlapping memberships of RECs; the de facto sovereignty of states in the decision-making structures of the RECs that can block common initiatives; a shortfall in political will to actualise regional decisions; and human and financial resource



constraints at regional and national levels which affect the implementation of strategies and programmes, as well as their monitoring.

Nevertheless, regional economic integration remains high on the agenda and requires cooperation on MME as it offers an opportunity to share experiences and find solutions to the challenges faced by the RECs. Although the implementation of the different Partnership areas is centralised within the AUC, a greater role could be envisaged for the RECs, keeping in mind their legal, political and practical functions in addressing the main MME concerns. They could provide for implementation of some activity areas directly concerning their mandates, including coordination in specific areas of the Partnership. Decentralised implementation usually enhances ownership and sustainability and, in turn, leads to effectiveness in terms of results achieved. In discussing the specific role of the RECs, there is agreement that their role and involvement in different MME areas could be expanded but the importance of maintaining a common agenda at continental level must be stressed.

4. The Migration Initiatives of the 2nd Action Plan

Key points on the future perspectives of the migration initiatives

- The initiatives should be further anchored in the dialogue, notably by ensuring that the key outcomes from the different initiatives feed into the dialogue.
- Synergies between the initiatives could be reinforced by setting up coordination mechanisms and appointing focal points within the different institutions involved.
- Indicators and monitoring mechanisms could be established in order to assess the outcomes of the initiatives and identify priorities for improvement.
- Ensure the complementarity of the different migration dialogues between the EU and Africa, based on their particular added-value, by establishing stronger coordination between the different African actors involved in these different processes.
- In the future, migration initiatives could continue focusing on migration and development-related areas (the African institute of Remittances and the Diaspora Outreach initiative), as well as irregular migration and THB. Moreover, mobility and intra regional migration, as well as international protection, are to be added as priority areas which could be more thoroughly addressed in the future.
- Efforts could be undertaken to involve private sector actors and recognise the potential important role that they could play in driving forward mobility.



The facilitation of the dialogue has allowed for an exchange of experiences, best practices and lessons learnt among the different stakeholders involved in the Partnership, such as government officials, international CSOs and RECs, as well as the identification of common priorities. In this regard, it has been crucial to building synergies between the different components of the Partnership and addressing priority issues which are being tackled in the different initiatives. The dialogue should remain a key, overarching function, with emphasis on building shared and clearer common understandings, striving for shared interpretations of implementation of the conceptual framework, obtaining deliverables and achieving impact. In the future, the dialogue could focus greater attention on addressing key priorities and practical challenges which cut across the MME agenda and its initiatives.

The AIR aims to support the AU Member States, which are senders and receivers of remittances, in developing and implementing concrete strategies and operational instruments to maximise the development impact of remittances. Various actions have been undertaken for the establishment of the Institute and should be continued.

The Human Trafficking Initiative set up an intercontinental dialogue on THB, the AU.COMMIT which has enhanced coordination between the RECs on this particular issue. In addition, campaigns to fight THB were launched in EAC, ECCAS, ECOWAS, IGAD and SADC. This initiative could now focus on identifying concrete approaches to combating THB at national and regional levels, sharing good practices, and coordinating and monitoring cross-regional actions.

The Africa-EU Platform, developed within the framework of the Diaspora Outreach Initiative, facilitates cooperation, coordination and coherence between diaspora organisations. Concrete achievements of the Platform include the identification of over 800 diaspora organisations in Europe, the strengthening of their capacities and the creation of the first diaspora network in Europe. One of the major challenges faced by this initiative is the empowerment and transfer of leadership to the diaspora.

A network of researchers and research centres working on migration-related topics was created within the framework of the Observatory on Migration, and technical outcomes, such as the issuing of tool kits for pilot countries and the design of a common methodology for data collection, have been achieved. The Observatory on Migration also established the National Consultative Committees (NCCs) in order to bring together various stakeholders involved in migration management. The Observatory on Migration could expand its coverage to involve more countries in Africa, and it could ensure contact, networking and dissemination widely across Africa. African actors could be further involved in the decision making process, the selection of countries, and the conduct and dissemination of research.



On the contributions of the initiatives to achieving the goals of the MME Partnership, and the ways by which those can be enhanced in the future, several observations and suggestions came out of the meeting discussions. The thematic areas which have been addressed both in the dialogue and the initiatives, such as THB, have brought about good results. In this regard, the dialogue has shown clear added value by supporting the issues addressed in the other initiatives, and identifying new priorities for action.

Coordination mechanisms between the different initiatives could be further developed and facilitated by the appointment of focal points within the different institutions involved, and the organisation of regular consultations among the management teams of the different initiatives. Establishing indicators and monitoring mechanisms, in order to evaluate the outcomes of the initiatives and improve them, was also set as a clear priority. The research produced by the Migration Observatory or other research centres could be used to inform policy making, and researchers could be consulted by policy makers on a more regular basis. The NCCs set up in pilot countries are a good example of the link between research and policy making. In light of the different dialogue processes currently existing between Africa and the EU, coordination between the different African actors involved in these dialogues is necessary in order to avoid overlap and increase complementarities of the processes.

5. Fostering Employment and Higher Education within the JAES for MME, and the synergies achieved between employment, migration and higher education

Key points on strengthening the role of Employment and Higher Education within the JAES, and increasing synergies between employment, migration and higher education

- Support the development of regional qualification frameworks as a tool to create synergies between mobility, higher education and employment.
- Develop strategies to address youth unemployment, notably by encouraging entrepreneurship, and creating partnerships with the private sector within the various sectorial initiatives of the JAES.
- Promote demand-driven education and training in order to address mismatches in the labour market.
- Encourage the potential monitoring role of the RECs by linking up the future employment priorities to those of the RECs (decent work, job creation, productivity, youth employment and skills development).
- Focus on the promotion of quality through harmonisation, as well as ensuring access to education. The African quality rating mechanism and continental quality



accreditation could be pursued as they contribute to the quality of higher education, as well as to employment and mobility.

- Initiatives on Higher Education could be further linked to the other JAES initiatives on research and innovation.

During the 9th Ordinary Session of the Labour and Social Affairs Commission of the African Union which recently took place in Addis Ababa, increasing intra and inter-regional labour migration was stated as being one of the key challenges facing Africa. In this regard, the International Labour Organization (ILO) has been cooperating with RECs, such as SADC and EAC, as well as several African States, in supporting the development of labour migration management frameworks at national and regional levels. A broader understanding of fundamental employment and regionalised labour market factors driving intra-African mobility remains to be attained.

Beyond the development of frameworks for the management of labour migration lies the much bigger challenge of creating decent jobs in sending countries. In particular, youth employment has been identified as a key priority to achieving economic growth and social progress across the continent. Challenges, such as the demographic pressure caused by the important number of young people entering the labour market, the weak demand for labour, the mismatch between education and labour market requirements, and the deepening inequalities among young workers, remain. These could be overcome by ensuring that employment and decent work are included in economic and development policies, and by promoting education and training which corresponds to the needs of the labour market. Support could also be provided for young entrepreneurs, and new partnerships, notably with the private sector, could be fostered within the various JAES sectorial initiatives (e.g. agriculture, infrastructures).

Higher education is a pillar of the MME Partnership which is addressed by three initiatives of the current MME Action Plan, namely the Nyerere programme, the PAU and the African Higher Education Harmonisation and Tuning Initiatives.

The Nyerere programme aims to produce and retain high level African human resources in key areas which are relevant to the development of Africa in order to foster academic integration by enhancing academic and student mobility within the continent. So far, 66 partners from higher education institutions are involved in this programme, and more are expected to join on the basis of a competitive process which is undertaken by the universities themselves.

The PAU was launched in 2010 as a network of quality African universities. The PAU aims at developing and retaining world-class human resources by stimulating relevant research. It



will also support institutional capacity building to enhance the global competitiveness of African higher education institutions. In order to ensure the Pan-African nature of the initiative, hubs will be created in five regional thematic networks, where each hub will be linked to ten 'satellite campuses', so eventually PAU will include 55 African institutions.

The African Higher Education Harmonisation and Tuning initiative aims to implement the AU Higher Education Harmonisation Strategy through collaborative development of University Curricula using Tuning Methodology and quality enhancement. The Strategy aims at developing continental academic qualifications, and setting minimum African standards for selected subjects, as well as promoting information exchange between universities and establishing a continental observatory for data. The revised Arusha Convention provides the legal framework for harmonisation, and will be discussed by the AU Ministers of Justice in October 2013. Also within this initiative, the African Quality Rating Mechanism (AQRM) aims to enhance quality within African higher education institutions to compare African higher education with agreed standards in order to encourage global competitiveness of African higher education institutions.

The development of a continental framework for quality assurance is now becoming a priority as it is necessary for harmonisation and regional mobility. Furthermore, the continental accrediting mechanism will help to facilitate the recognition of qualifications and to improve quality. The creation of a distinctive African higher education space, to enhance the attractiveness of African higher education and its global competitiveness, has been stated as a priority. Further attention could also be given to skills' development and technical training, which could be closely linked to the needs of the labour market in order to increase youth employment and to attract investment.

The EAC has engaged in the development of a regional qualification framework which will create further synergies between mobility, higher education and employment. This human resource development tool will facilitate the mutual recognition of qualifications between the community Member States and increase regional mobility of graduates as well as their employability.

Beyond the harmonisation of higher education qualifications, there is also a clear need for more general skills recognition and certification as well as for skills development programmes. Concerns raised by the national working force as a result of the opening of national markets to international workers could be addressed by appropriate labour policies.

Beyond the clear positive impacts of the three higher education initiatives for Africa, there is also an important international dimension to the harmonisation and improvement of African higher education systems. The African systems are based on international systems and practices, and tuned to the African context. Academic institutions in Europe and Africa are



already extensively cooperating to share best practices, and support internationalisation of processes. By increasing the international competitiveness of African human capital, other regions of the world will benefit from the skills and qualifications produced, and the quality of African higher education institutions.

6. Overall recommendations for the future strategic policy document

Cross-cutting Conceptual Recommendations

- The synergies between migration, mobility, employment and higher education should continue to be highlighted in the Africa-EU Strategic Partnership. There are numerous linkages between these thematic areas that could be taken into consideration in order to promote a better understanding of the dynamics at stake and, hence, to obtain better results. These linkages need to be clarified, and explicitly explained and understood in order to fully harness their impact.
- The MME dialogue has been a useful vehicle for highlighting the linkages between the MME thematic areas. However, this way of structuring the dialogue has also demonstrated its practical limitations and could therefore be reassessed. The question of the relevance of splitting the current cooperation, gathering migration and mobility, employment and higher education, is to be carefully analysed and envisaged.
- The links between the initiatives and the dialogue could be reinforced, including by using the concrete outputs of the initiatives to inform the dialogue and vice versa. The links between research and data collection initiatives and the dialogue could be reinforced, e.g. by making better use of the research produced by the ACP Observatory on Migration and the MME RECs stocktaking report “MME on the Move” produced by the MME Support Project.
- Dialogue and cooperation could focus on topics where the EU and AU have well-defined responsibilities and mandates, and where Africa-EU cooperation at inter-continental level adds clear value to other levels and channels of cooperation. Cross-regional cooperation (such as the exchange of information, best practices and expertise) can also be facilitated under this process.



Cross-cutting Operational Recommendations

- Cooperation mechanisms on migration, employment and higher education could be flexible enough to adapt to the structures and actors within each thematic area (see notably the current cooperation with universities as part of the higher education dialogue). Still, light coordination mechanisms must be in place within the JAES to ensure cross-fertilisation between the different areas.
- Measurable targets and indicators need to be established for the different initiatives, so that their implementation, outcomes and impacts can be evaluated and measures identified to improve them.
- The various stakeholders that need to be engaged, such as civil society organisations and regional economic communities (RECs), including new stakeholders, such as parliamentarians, media and the private sector, could be clearly identified so as to develop a clear strategy of how to engage them.
- Thematic focal points could be established in the institutions of the identified stakeholders, and their roles, responsibilities and coordination mechanisms defined.
- Existing platforms and networks of the private sector and civil society actors could be linked to the Partnership in order to engage them more in the Partnership.
- The RECs could be consulted with regards to the initiatives in which they would like to play a proactive part. As highlighted in the “MME on the Move” report, the RECs have different areas of expertise and could actively participate in the initiatives which fall within their areas of expertise. Monitoring of the initiatives could be strengthened and the RECs could partly perform this function.

Migration and Mobility Recommendations

- The migration and mobility priorities defined at the inception of the second MME Action Plan remain valid and should be further developed in the future, notably by establishing operational objectives and support mechanisms.
- In addition, intra African mobility, as well as the promotion of asylum and international protection, shall be added as objectives in the future.
- THB remains at the heart of the common cooperation, and concrete initiatives could be established under the next Action Plan.



- Mobility within Africa and between Europe and Africa could be further supported as an enabler for development, economic growth and job creation, including by facilitating remittances and engaging the diaspora.

Employment Recommendations

- Youth employment is a primary concern and needs to be addressed through the development of skills that are needed in the market. Countries with high unemployment also often struggle to fill certain job sectors, which points at the pertinent need to develop demand-driven skills. The private sector and public-private partnerships can help to identify these skills, and shape training to ensure that these skills are obtained.
- Entrepreneurship among young people, as a means to addressing youth unemployment, could be boosted. Awareness could be raised on entrepreneurial opportunities, including within universities where young people are studying.
- Training and internships for young people could be promoted in order for them to obtain the necessary skills and experience to be employed. These could be adapted to the needs of the labour market.
- The employment concerns of the national labour force need to be balanced with the demand for international mobility.
- The current employment initiatives are broad and could be more targeted in order to obtain more concrete outcomes.

Higher Education Recommendations

- There is the need to revisit the Partnership at JAES level with a view to less fragmentation and consolidating the initiatives related to education in a more holistic manner.
- There is a need to focus on skills and the relevance of education to employment needs at the different levels of education.
- Following recommendations from higher education stakeholders, there could be closer links between higher education and research