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Facilitating Mobility of Lorry and Bus Drivers between Morocco and the European Union: *Operationalizing the EU Talent Partnership*



National Technical Forum Report

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List of abbreviations and acronyms

- AICS: Italian Agency for Development Cooperation
- ANAPEC: National Agency for Employment Promotion and Skills
- CPC: Certificate of Professional Competence
- DG HOME: Directorate General for Migration and Home Affairs
- DG MOVE: Directorate General for Mobility and Transport
- DG MENA: Directorate General for Middle East and North Africa
- DSA: Daily Subsistence Allowance
- EC: European Commission
- ENABEL: Belgian Development Agency
- ETF: European Training Foundation
- EU: European Union
- FAI: Italian Road Transport Association
- FIMO: Initial Mandatory Training
- FTL: Transport and Logistics Federation
- GIZ: German Agency for International Cooperation
- HQ: Headquarters
- IFTL: Institute for Transport and Logistics Training
- ILO: International Labour Organization
- IMT: Institute for Mobility and Transport
- IRU: International Road Transport Union
- LBD: Lorry and Bus Driver
- MoU: Memorandum of Understanding
- MS: Member State
- MIEPEEC: Ministry of Economic Inclusion Small Business Employment and Skills
- NTF: National Technical Forum
- OFII: French Office for Immigration and Integration
- OFPPT: Office for Vocational Training and Employment Promotion
- OPSYS: EU Operational System
- PES: Public Employment Services
- ROM: Results Oriented Monitoring
- SEPE: Spanish Public Employment Service
- THAMM Plus: Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa Plus

I. Introduction: Objectives and context of the forum

The National Technical Forum (NTF) on the mobility of Lorry and Bus Drivers (LBDs) between Morocco and the European Union was conceived as a strategic initiative to operationalise the goals of the **EU Talent Partnerships**, and specifically to advance the work of the **THAMM Plus project** (Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa).

The Forum was not an isolated event. Rather, it formed part of a broader and increasingly urgent effort to address global labour market imbalances, enhance legal and safe migration pathways, and strengthen cooperation between Europe and its Southern Mediterranean partners. At the heart of this effort lies a pressing paradox: while many sectors in Europe are facing severe and growing labour shortages, in sectors such as logistics and transport, skilled and motivated workers in partner countries often remain unemployed or underemployed due to regulatory, legal, and institutional barriers to international mobility. Europe is indeed facing a critical shortage of heavy vehicle drivers due to an aging workforce and demanding working conditions. However, the recognition of this profession is complex, as it is highly regulated, with strict standards for training, certification, and road safety.

The intention to form **EU Talent Partnerships** was announced in 2021 as part of the European Commission's New Pact on Migration and Asylum as comprehensive frameworks for structured cooperation between the European Union and third countries in the field of legal migration. The Talent Partnerships aim to achieve a triple-win outcome: addressing labour shortages in the EU, supporting economic development and employment in partner countries, and ensuring that mobility occurs in a safe, regulated, and skills-based manner.

In this context, Morocco has emerged as one of the priority countries for piloting Talent Partnerships. Morocco's demographic profile, with a large youth population, its growing vocational training infrastructure, and its existing experience with labour mobility and migration governance make it an ideal partner for structured mobility schemes. The Moroccan government has demonstrated clear political will for cooperation in this area. The Talent Partnership with Morocco was launched with the first round-table in April 2023. In addition to Morocco and the EU, it involves France, Germany, Italy, Portugal, Spain and Sweden as participating EU Member States (as well as Belgium and The Netherlands as observers).

The **THAMM Plus programme**, co-funded by the European Union and implemented by the ILO, IOM and GIZ, provides, together with other projects, an operational tool for turning the strategic vision of Talent Partnerships into practical pilot initiatives. THAMM Plus builds on the original THAMM programme but deepens its scope and ambition, aiming to support national institutions, training systems, and employers in designing and testing skills-based mobility pathways in key sectors. The project fosters bilateral and multilateral cooperation, technical dialogue, and

institutional capacity-building while placing the rights of workers and the interests of employers at the centre of its approach.

During the second Talent Partnership roundtable in October 2024, five sectors were agreed as priority for technical actions, and lorry and bus drivers were identified as one of these five highly relevant domains for action. The European Commission and Member States have highlighted the acute shortage of drivers across Europe, projected to reach 500,000 by 2029. At the same time, institutions in Morocco report thousands of certified drivers with limited domestic employment opportunities, despite the existence of training programmes largely aligned with European standards.

The decision to focus the National Technical Forum (NTF) on the professional mobility of LBDs was the result of an evidence-based prioritisation of a sector where needs and opportunities converge, and where a functional pilot scheme could serve as a replicable model for other professions and regions. Moreover, the transport sector offers clear certification standards such as the Certificate of Professional Competence (CPC) and *Formation Initiale Minimale Obligatoire* (FIMO) that can be harmonised or made compatible across countries, making it particularly suitable for structured mobility design.

The NTF was built on a participatory, multi-stakeholder methodology. It brought together a wide range of actors such as public authorities, vocational training institutions, employers, trade unions, international organisations, and EU Member States representatives in a structured sequence of events. These included two diagnostic webinars (in January 22 and February 11, 2025), a two-day face-to-face design workshop in Rabat (February 25–26), and a final technical validation webinar (March 20). Each phase built upon the outputs of the previous one, and collectively they created the necessary momentum, ownership, and alignment to generate a shared mobility scheme.

The Forum's overarching goal was to design a practical, operational model for labour mobility that could be tested in the short term and scaled in the future. This included identifying key legal and institutional bottlenecks, building consensus around recognition and certification mechanisms, co-developing training and placement pathways, and defining an action plan for implementation. The result of this work is an eight-step mobility scheme that accounts for the legal, social, and operational realities of both Morocco and EU host countries.

This report outlines the process, outcomes, and proposed action plan developed by the various stakeholders who actively participated in the National Technical Forum. It presents a concrete roadmap—discussed and jointly identified in a participatory manner by the participants throughout all phases of the Forum (including three webinars and one in-person workshop)—to advance fair, ethical, and skills-based migration between Morocco and Europe. This roadmap is grounded in a review of the legislative framework relevant to specific professional sectors.

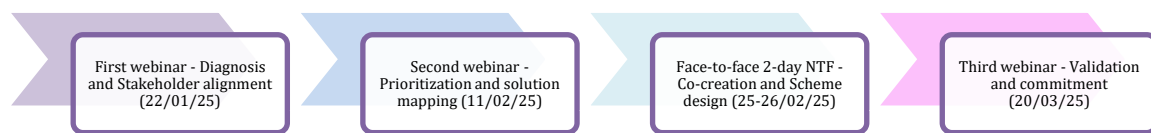
It is important to clarify that this document is not a project proposal. Rather, it consolidates the key findings and recommendations emerging from the Forum discussions. It is now up to the

relevant Moroccan and European stakeholders to determine whether the proposed actions and model steps should be validated, adapted, scaled down, or expanded. Nonetheless, implementing the proposed actions will require concrete follow-up both at European (EC and Member States) and Moroccan level—such as addressing potential risks, allocating adequate budgets, and establishing appropriate (formal or informal) governance mechanisms.

Structure of the Forum and Key Results of its Phases

The National Technical Forum (NTF) was implemented using a structured, phased methodology to ensure progressive development of the migration scheme. This approach fostered ownership among stakeholders, ensured evidence-based decision-making, and allowed for the design of a realistic and politically supported migration model. Each phase built incrementally upon the outcomes of the previous stage, promoting both continuity and consensus.

The Forum was structured into four main stages, described below:



First Webinar: Diagnosis and stakeholder alignment

Held on 22 January 2025, the first webinar convened over 70 participants including representatives from Moroccan institutions such as MIEPEEC and ANAPEC, as well as social partners, the EU Delegation to Morocco, the European Commission HQ in Brussels (DG MENA, DG MOVE and DG HOME), training institutions such as OFPPT, the sectoral employers' organizations of European countries (CONFEBUS Spain, FAI Italy), the most representative sectoral international employers' organization (IRU), European public employment services and EU Member States public actors (German Federal Ministry for Digital and Transport; OFII France and France Travail; FOREM, Actiris, Government and Social Inspection of Flanders from Belgium; Sviluppo Lavoro Italia and AICS from Italy; Institute for Mobility and Transport, Portugal) and Embassies in Morocco (Germany, Portugal) and the European Training Foundation.

The primary objective of the webinar was to diagnose the most pressing barriers to professional mobility for Moroccan lorry and bus drivers. The session revealed a shared sense of urgency and commitment among participants, as well as a common understanding of the complexity of legal and operational hurdles.

Several critical themes emerged from the discussions: e.g. the fragmentation in the recognition of certain qualifications across EU Member States, particularly driving licenses. On the other hand, for the Certificate of Professional Competence (CPC), the legislation is harmonized in Member States to the extent that at least the exam (or training and exam) needs to take place at the EU Member States territory. Inadequate recruitment mechanisms, and the importance of language, soft and digital skills for integration complete the picture. The webinar also highlighted attempts to implement migration models in other countries, such as the THAMM-OFII programme in Tunisia or other experiences mentioned by IRU, providing useful comparative insights.

Second Webinar: Prioritisation and Solution Mapping

During the Second Webinar, held on 11 February 2025, the Forum moved from diagnosis to prioritisation. To structure the discussion and focus the design phase on the most pressing barriers, participants were invited to engage in a real-time digital exercise to rank the six challenges identified during the first session. Using an interactive polling tool, each participant was asked to vote anonymously on the three challenges they believed had the greatest impact on the feasibility and effectiveness of a future mobility scheme. This method allowed for broad, democratic participation while avoiding positional biases.

The results were then shared live during the session, revealing a clear convergence around three top issues: the non-recognition of Moroccan CPC qualifications in the EU, the lack of structured recruitment mechanisms linking Moroccan candidates to EU employers, and the training and skills gap between Moroccan drivers and EU market requirements. These priorities shaped the working group discussions and directly informed the scheme's final structure.

Speakers from the European Training Foundation and employer associations provided concrete suggestions for aligning Moroccan and EU standards. European participants to the second webinar included key stakeholders from Spain (Embassy to Morocco, SEPE, CONFEBUS), Portugal (Embassy to Morocco, IMT), Italy (Sviluppo Lavoro Italia, FAI), Belgium (ENABEL, Actiris, FOREM), Germany (GIZ), France (OFII, International Mobility), as well as representatives from DG HOME, DG MENA and DG MOVE). The Tunisian pilot study on sectoral needs from the THAMM-OFII Program and its regular migration model that will be tested in the upcoming months were presented and informed the debate. This session laid the groundwork for the deeper co-design work that followed.

Face-to-Face Workshop: Co-Creation and Scheme Design

From 25–26 February 2025, stakeholders gathered in Rabat for a hands-on workshop focused on designing the proposed mobility scheme. After an initial deep dive on the challenges and

constraints, participants were divided into four thematic groups: pre-departure and selection, vocational training, certification procedures, and post-arrival integration. Each group worked collaboratively on a shared canvas to map process steps, stakeholders, risk mitigation measures, and sequencing.

This workshop resulted in the articulation of an 8-step migration model tailored to the needs of the transport sector and grounded in legal, institutional, and operational realities. The scheme accounted for the diversity of destination countries, distinguishing between test-only countries (e.g., Belgium) and those requiring full CPC training in the host state (e.g. France, Italy).

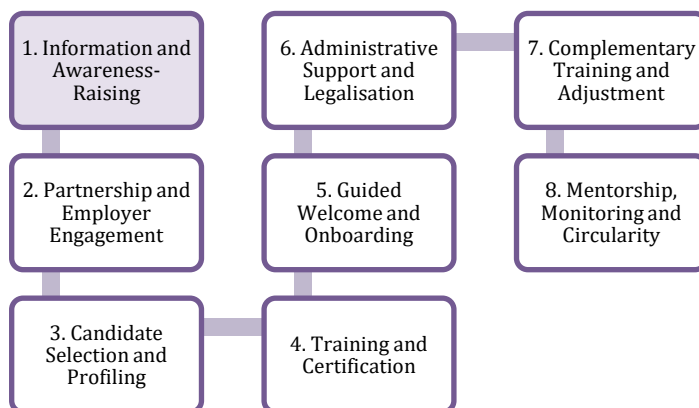
Final Webinar: Validation and Feasibility

The final webinar, held on 20 March 2025, brought together all participants to validate the scheme and key actions to be implemented. It also assessed the possible readiness of participating countries (Morocco, France, Spain, Portugal, and Italy) to pilot a bus/lorry driver mobility initiative. Stakeholders discussed risks, timelines, governance structures, and sustainability mechanisms.

Feedback was largely positive, with several Member States expressing strong interest in becoming early adopters.

II. The Mobility Scheme: Structure and Implementation Model

The Mobility Scheme designed under the National Technical Forum provides a structured and operational response to the challenge of facilitating regular, safe, and demand-driven migration of Moroccan Lorry and Bus Drivers to the European Union. It is composed of eight coordinated steps, each corresponding to a key phase in the mobility cycle—from initial outreach to long-term



integration and reintegration. The model accounts for the diversity of legal and operational frameworks across EU Member States and is adaptable to different levels of readiness and policy environments.

The steps/actions described below represent a hypothetical/ideal mobility scheme. However, not all these steps/actions may

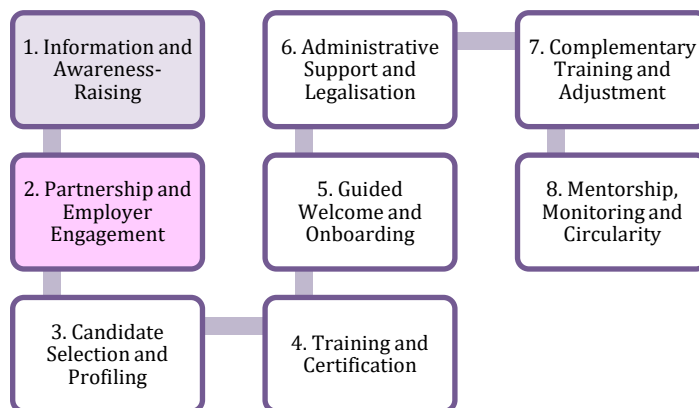
be required in all situations. In addition, a number of these actions may not be possible to implement due to a lack of resources among stakeholders – e.g. SMEs who represent a large part of the employer pool in the European transport sector.

➤ Step 1: Information and Awareness-Raising

The first step of the scheme is the mobilisation of Moroccan candidates through a wide-reaching, inclusive, and well-coordinated information campaign. Communication tools are adapted to regional and socio-economic contexts to ensure accessibility for all eligible individuals. Public and private employment agencies at local level, vocational training institutions, and community-based stakeholders from the civil society as well as from the private sector are engaged to inform prospective candidates about the opportunity, the selection criteria, the rights and responsibilities involved, and the overall process.

This phase places strong emphasis on managing expectations. Information is delivered through a variety of formats, depending on the financial resources allocated— possible options: digital campaigns, printed brochures, community meetings, and info-sessions in training centres. Testimonials from returned migrants and potential employers are included to bring authenticity and clarity. The objective is not only to reach candidates, but to ensure they understand what the mobility opportunity entails, reducing dropout rates and improving commitment.

➤ Step 2: Partnership and Employer Engagement



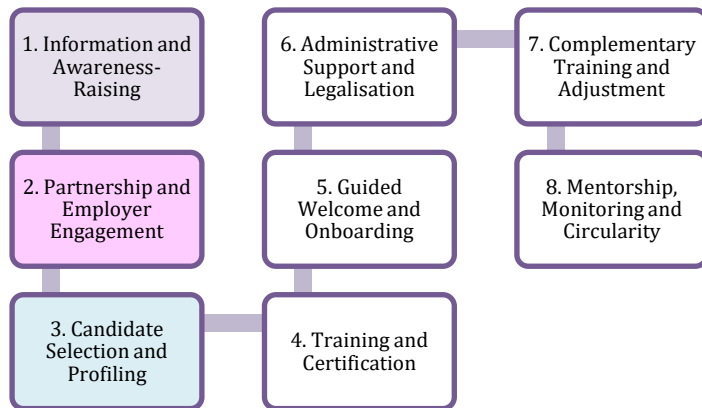
The success of the scheme hinges on close cooperation between public institutions and the private sector, particularly European employers and their associations. This step ensures that the model is aligned with actual labour market demand. European employers are involved early in the process to identify required profiles, shape

recruitment standards, and where necessary, co-develop training content tailored to their operational contexts.

To build trust and facilitate this collaboration, the scheme clarifies responsibilities around candidate matching, training expectations, placement conditions, and cost-sharing arrangements. Employer participation is further encouraged through regular coordination meetings, joint

missions to Moroccan training centres, and structured feedback loops during and after pilot implementation.

➤ Step 3: Candidate Selection and Profiling



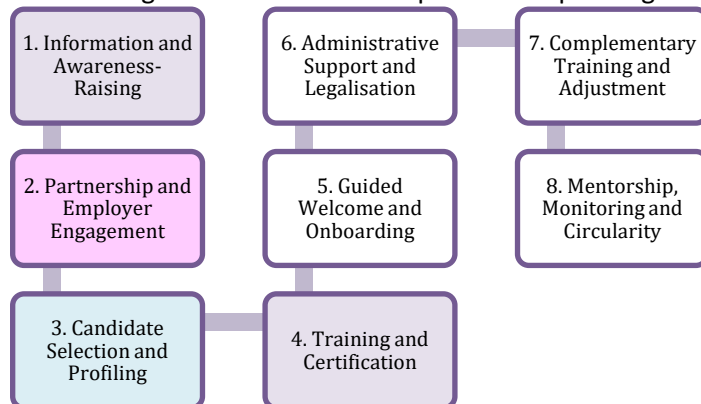
agencies, aligned with employer criteria.

Following outreach and partnership development, the candidate selection process begins. This step ensures that only those with the necessary technical competencies and motivation are enrolled in the programme. It includes a multi-stage screening system coordinated by Moroccan employment and training

Candidates are evaluated on technical experience (e.g., existing CPC qualifications), driving history, language proficiency, and behavioural competencies. In addition to current ANAPEC practices, sector- and occupation-specific psychometric and situational assessments are introduced to assess adaptability and cultural readiness. Gender equity and geographic inclusion are considered to diversify the participant base. Final selection includes interviews and written evaluations and may involve employer participation either directly or through remote tools.

➤ Step 4A/4B: Training and Certification

The training and certification step varies depending on the destination country's regulatory



framework. The European Union's Directive 2003/59/EC, which regulates the qualification and training of professional drivers, sets out minimum requirements for the acquisition of the CPC. As specified in the Minimum Qualification and Training Requirements Annex of the EU directive, the training related to

this initial qualification is of a duration of 280 hours. Accelerated initial qualification of 140 hours are also allowed and are implemented in several countries.

An additional legal and operational consideration that intersects with both training and employability is the recognition of Moroccan driving licenses in EU countries. While the Certificate of Professional Competence (CPC) is the primary regulatory requirement for working as a professional driver in the EU, the ability to drive legally also depends on whether the host Member State recognizes Moroccan driving licenses. Currently, this recognition varies widely: some Member States allow for the exchange of Moroccan licenses without retesting, while others require a full retesting process or do not recognize them at all. This lack of harmonization adds a further layer of complexity to mobility planning and has a direct impact on the time, cost, and feasibility of recruitment. As part of the scheme's implementation, bilateral negotiations and legal assessments are carried out to secure or streamline license recognition pathways in pilot countries.

As different options are laid out in the Directive, Member States have some flexibility in how they transpose the directive into national law. As a result, two distinct categories of countries have emerged in practice. So-called **“test-only”** countries—such as Belgium—allow candidates who have acquired equivalent training elsewhere to simply sit for the CPC examination, without repeating the entire training cycle. Conversely, **“full CPC countries”**—such as France and Italy—require all candidates to undergo the entire approved CPC training programme on their territory, regardless of prior qualifications. This legal divergence has direct implications for the design of the mobility scheme. It necessitates two tailored pathways for training and certification (4A and 4B), depending on the regulatory position of the destination country and its openness to recognise third-country training under specified quality conditions. In both cases, specific linguistic training is foreseen for those candidates who are not proficient in the language in which the training and/or the testing will be performed.

In summary, the model features two pathways:

➔ **Pathway 4A – CPC Testing in the EU (e.g., Belgium)**

Candidates complete comprehensive vocational training (FIMO++) in Morocco. This includes modules on EU safety protocols, digital tachograph use, eco-driving, and vehicle maintenance. Pre-departure courses also cover cultural orientation and job-specific terminology. Once trained, candidates travel to the host country to take the CPC exam and begin work immediately upon passing.

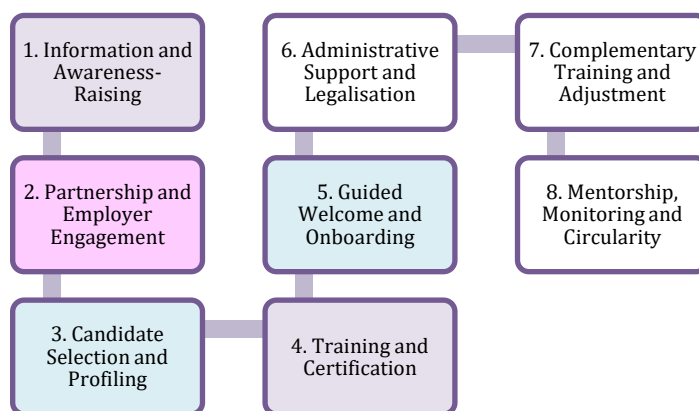
➔ **Pathway 4B – Full CPC Training in the EU (e.g., France, Italy)**

Where full in-country training is required, candidates undergo preparatory language, safety, and soft skills modules in Morocco before travelling. Upon arrival, they enrol in certified training institutions in the EU to complete the CPC programme. The training is directly linked to a work contract with two possible (and already tested, although at a small scale) options: i) candidates

are hired by companies to deliver non-driving tasks while taking the time to recognize their licenses, performing the training and the testing (work visa); ii) candidates enter the EU Member State with a training visa to perform the training and testing and transform it to a work visa after successful completion of training and certification and official hiring by the sponsoring company.

In both pathways, attention is paid to quality assurance, trainer preparation, and curriculum alignment with EU standards. Mechanisms are included to ensure certification is transparent, credible, and mutually recognised by relevant authorities.

➤ Step 5: Guided Welcome and Onboarding

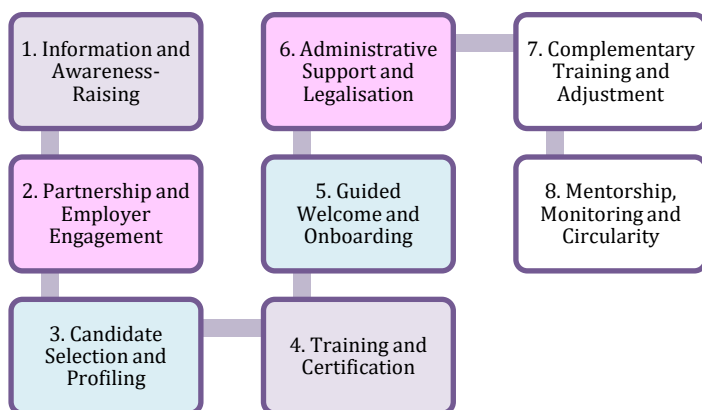


Upon arrival in the host country, candidates are welcomed through a structured reception protocol that ensures a dignified, informed, and supportive transition. This includes airport or station reception, transportation to initial accommodation, and the provision of welcome kits with essential information—legal rights, emergency contacts, city

navigation, and workplace expectations.

In this phase, each migrant is paired with a trained mentor from the partner company—either an experienced driver or a support officer—who accompanies them through the first weeks of adjustment. In collaboration with sectoral employers’ associations in the EU Member States, orientation sessions cover labour rights, local customs, use of transport infrastructure, and cultural norms. The onboarding process is designed to mitigate culture shock, promote social integration, and build confidence from the outset.

➤ Step 6: Administrative Support and Legalisation

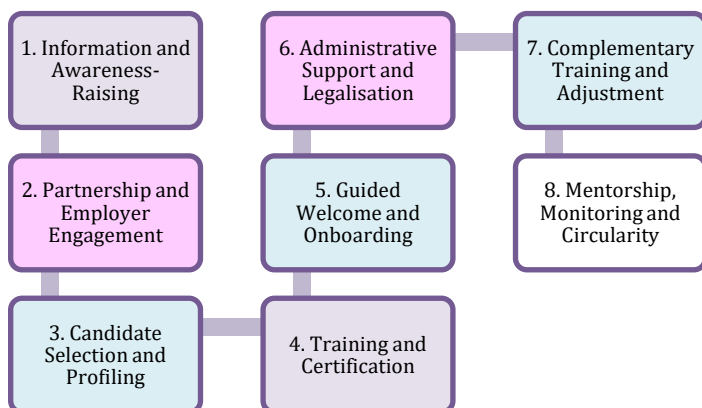


A smooth and expedited administrative process is essential to the success of the scheme. In this step, candidates are supported by partner companies and Public Employment Services in the Member States in completing all required legal and social formalities, including the acquisition of residence permits, registration with local health and social security systems, tax

identification, and banking setup.

Partner companies and Public Employment Services accompany candidates through these processes, ensuring full compliance and preventing delays, while Moroccan consular services provide supplementary guidance. Clear guidance materials are made available in multiple languages, and digital tools may be used to track progress and share status updates across institutions.

➤ Step 7: Complementary Training and Adjustment

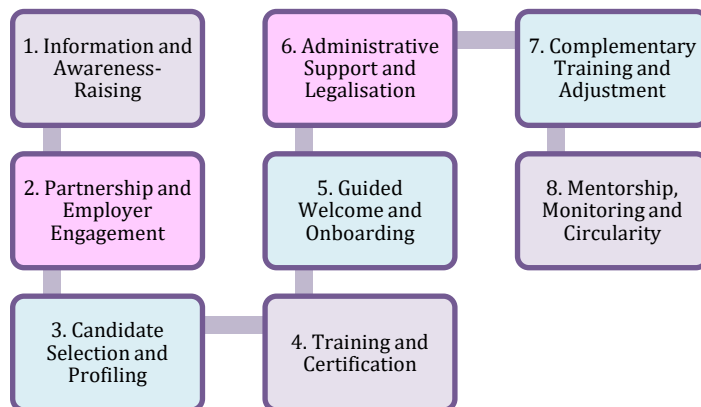


Even after candidates begin working, the programme ensures ongoing development and adjustment support. This includes additional training on traffic laws, specialised vehicle operations, customer interaction, and digital reporting tools. In cases where the regulatory framework or job conditions change, refresher courses or upskilling modules are

deployed, as foreseen by the EU directive and, in different modalities, in EU Member States' regulatory frameworks.

➤ Step 8: Mentorship, Monitoring and Circularity

The final step of the scheme ensures sustainability, continuous improvement, and the option of



circular or long-term migration. Candidates are included in regular monitoring cycles—at 3, 6, and 12 months—to assess job satisfaction, legal compliance, and integration progress. Mentors and managers provide structured feedback, while digital systems track key performance indicators across the cohort.

Opportunities for career advancement, contract renewal, or return to Morocco are mapped out as part of the candidate journey. Returnees are supported by Moroccan authorities and sectoral employers' associations in reintegrating into the Moroccan labour market, often with enhanced experience and qualifications. Alternatively, drivers may access follow-up placements in the same or another EU country. This closing loop allows the scheme to function not only as a one-way channel but as a circular mobility framework.

III. Action Plan: From Design to Implementation

The successful rollout of the mobility scheme requires a phased approach, progressing from foundational preparation to pilot execution and eventual scale-up. While the model's eight steps provide a functional blueprint, implementation will require careful sequencing of actions, cross-border coordination, and continuous adaptation.

This section outlines the key activities to be undertaken in the **short- (0–6 months)**, **medium- (6–24 months)**, and **long-term (2-5 years)** timeframes, organised in alignment with the eight steps of the mobility scheme.

➤ Short-Term Priorities (0–6 months): Setting the Foundations

In the early months, attention focuses on establishing a shared operational framework, mobilising stakeholders, and putting in place the basic tools, protocols, and partnerships needed to launch the first phase of the scheme.

This period begins with **targeted outreach and communication** to raise awareness among potential candidates in Morocco interested in pursuing a career as lorry and bus drivers in Europe. and the communication tools shall inform them about the scheme's structure, expectations, and benefits. National and regional employment services take the lead, supported by vocational training centres and local actors.

- ➔ **(Step 1 – Training):** Align Moroccan training with EU requirements; identify test centers and obtain visa solutions for training/test-related travel.

During the Forum, initial discussions were launched between OFPPT, FTL (Fédération du Transport et de la Logistique) and IRU concerning this specific component. These exchanges are set to continue during the Forum's follow-up phase, with technical facilitation provided by the ILO. It is important to underscore that while implementation is anticipated to commence in the short term, the full operationalization of this measure is expected over the medium term, with long-term prospects for institutional anchoring.

On this training side, the initial focus is on updating and validating curricula—particularly for the FIMO++ content and preparatory modules related to CPC exams.

- ➔ **(Step 2 – Information):** Launch multilingual (French/Arabic) awareness campaigns, create brochures, produce testimonial videos, and host info sessions in priority regions.

Meanwhile, partnerships with European employers are consolidated to ensure that recruitment is demand-driven and aligned with real labour shortages. Employer associations are invited to shape the recruitment profiles, training expectations, and onboarding practices.

- ➔ **(Step 3 – Partnership):** Organise employer roundtables, formalise cooperation via MoUs, and agree on initial placement needs and pilot countries.

To support recruitment, screening tools and selection protocols are designed. These include technical pre-tests to verify the core technical and soft skills of candidates, language evaluations, and motivation interviews. This step will ensure, for the benefit of prospective European partner companies, that candidates to the scheme possess the necessary competencies to successfully i) enter the training and certification programme with minimal risk of failure and ii) transition into the European lorry and bus drivers' market.

- ➔ **(Step 4 – Selection):** Define standardized criteria and train staff on fair selection practices, including gender and regional balance.
- ➔ **(Steps 5–6 – Welcome & Legalisation):** Draft onboarding templates, prepare welcome kits, and map administrative support services in destination countries.

To ensure coherence, a **Joint Implementation Taskforce** should be formed, bringing together Moroccan institutions (MIEPEEC, OFPPT, ANAPEC, FTL) EU counterparts, and

supporting international organisations (IRU). This group serves as the central coordination and oversight mechanism.

Medium-Term Priorities (6–24 months): Piloting and First Deployments

With structures in place, this phase focuses on operational rollout and the deployment of the first pilot cohorts.

Outreach continues and is refined based on early feedback, ensuring broad access and the participation of underrepresented groups.

- ➔ **(Step 1 – Information):** Expand outreach in underserved rural areas; develop Q&A materials to clarify expectations.

Employer collaboration deepens through joint selection missions, candidate briefings, and workplace preparation.

- ➔ **(Step 2 – Partnership):** Invite EU employers to observe training sessions; co-design onboarding processes and feedback loops.

Selection processes are launched at scale, and successful candidates are matched with employer profiles.

- ➔ **(Step 3 – Selection):** Run full selection cycles using validated tools; create candidate databases to support employer matching.

Training begins in earnest, depending on the destination country's model and considering the necessary time to obtain driving licenses (through recognition of the Moroccan one, re-testing or going through the full process). For test-only countries, training is completed in Morocco (FIMO++) and CPC exams are scheduled. For full-training destinations, selected candidates travel on student or work visa (according to the two scenarios explained above) and begin CPC preparation in the EU.

- ➔ **(Step 4A & 4B – Training & Certification):** Launch CPC courses in accredited training institutions (OFPPT, Institut de Formation Transport & Logistique / IFTL, etc.); partner companies and ANAPEC coordinate travel and accommodation and support candidates during examinations and training placement.

Simultaneously, the arrival and welcome systems go live. Partner companies and Public Employment Services oversee housing, health registration, and integration workshops.

- ➔ **(Step 5 – Welcome):** Sectoral employers' associations and Public Employment Services deliver induction sessions on local services, workers' rights, and cultural orientation; assign in-company mentors.

All legal and administrative documentation is facilitated, including residence, work permits, insurance, and banking, with the support of Sectoral employers' associations, Public Employment Services and partner companies.

- ➔ **(Step 6 – Legalisation):** Provide legal assistance and support access to public administration.

During this phase, complementary training continues, and employers begin assessing how candidates are adapting.

- ➔ **(Step 7 – Adjustment):** Deliver targeted refresher sessions on EU safety rules, intercultural communication, and job-specific skills.

Mentorship and feedback systems are initiated to ensure learning and improvement.

- ➔ **(Step 8 – Monitoring):** Launch 3- and 6-month evaluations; collect feedback from both employers and workers.

The Joint Taskforce conducts regular reviews to monitor progress and make adjustments as needed.

➤ Long-Term Priorities (2-5 years): Scaling and Institutionalisation

Once pilots have been executed and lessons learned, the scheme enters its consolidation phase, expanding to additional regions, occupations, and countries.

Outreach mechanisms become embedded in the national employment system. The programme is marketed as a flagship pathway for international mobility.

- ➔ **(Step 1 – Information):** Institutionalise candidate sourcing campaigns; automate registration and screening workflows.

Partnerships with the private sector expand to include more employers and additional countries.

- ➔ **(Step 2 – Partnership):** Sign long-term agreements with employer federations; build a portfolio of placement opportunities.

Selection and matching become part of routine programming for vocational training institutions and employment services.

- ➔ **(Step 3 – Selection):** Expand candidate pools; improve the digitalisation of matching systems.

CPC equivalence discussions are initiated to formalise mutual recognition between Morocco and pilot host countries.

- ➔ **(Step 4 – Training):** Negotiate bilateral recognition; expand CPC-certified training centres; train Moroccan instructors.

Welcome systems are standardised across local authorities and host companies.

- ➔ **(Step 5 – Welcome):** Develop community-based support hubs; create best practice guidelines for employers.

On the basis of the experience and the growing number of drivers entering the scheme, legalisation procedures are streamlined and digitised in partnership with public agencies.

- ➔ **(Step 6 – Legalisation):** Pilot one-stop-shops for drivers' administrative onboarding in EU Member States.

Complementary training modules evolve into structured, certified learning paths (e.g. logistics, fleet management).

- ➔ **(Step 7 – Adjustment):** Offer e-learning platforms; recognise upskilling through micro-certifications.
- ➔ **(Step 8 – Circularity):** Define re-entry pathways, mentorship roles for returnees, and mobility ladders within companies.

IV. Legal and Regulatory Challenges: Addressing Structural Barriers to Mobility

While the technical and operational dimensions of the mobility scheme will be structured and piloted – and potentially scaled – its long-term viability hinges on a set of deeper legal and regulatory reforms—**both within the European Union and in Morocco. Without adjustments to the current legal frameworks governing professional driver certification and cross-border training recognition**, the scheme risks being constrained by institutional rigidity and legal incompatibility.

On the **European side**, the primary regulatory bottleneck lies within **Directive 2003/59/EC**, which governs the initial qualification and periodic training of professional drivers in the EU.

The directive, while well-intentioned in setting common safety standards, currently **limits the ability of third-country nationals to obtain the Certificate of Professional Competence (CPC)** unless they train and certify on EU soil.

This creates an administrative and financial burden for employers and candidates alike and reduces the flexibility of Member States to hire trained drivers.

To overcome this, **two levels of legal intervention are required**:

➔ **European Level – Reform of the Directive**

Advocacy at national and European levels must be launched to amend the directive or its implementing guidelines, enabling **training and certification in third countries**, for instance through accredited institutions under EU oversight.

Such a reform would maintain safety and quality standards while providing a legal basis for structured mobility pathways.

➔ **National Level – Transposition Flexibility**

At the national level, individual Member States can work within the existing framework to allow for **more flexible transposition**. Possible options include pilot actions to be carried out within existing frameworks (short-, medium-term) and/or new legislative processes (long-term).

This includes recognizing components of training completed abroad, facilitating hybrid models (e.g. training in Morocco, exam in the EU – countries shifting from “Full CPC Training” to “Test-only” models). Within “Test-only” options, Member States could **designate third-country centres as “associated providers”** under strict quality assurance protocols before candidates’ travel to Europe for CPC testing.

This layered approach allows for incremental progress—starting with some countries which can transpose as test only, so they are ‘pilot-friendly’ transposition flexibility and building towards long-term EU-level reform.

On the **Moroccan side**, legal and regulatory adaptation will be equally critical. While Morocco already has an established CPC framework through institutions like the OFPPT, **full alignment with EU standards** remains a medium-term objective. Key priorities include:

- **Curriculum harmonization and alignment of hours of training** with the EU Directive and practices on driver training, including precise alignment on safety, environmental, and digital competence standards.
- **Certification protocols and quality assurance** systems that mirror those used in Europe, including regular audits, instructor certification, and assessment validation.
- **Legal recognition** of CPC certifications issued through binational schemes (co-certification) with European training providers, enabling Moroccan-trained drivers to present credentials that are intelligible and credible within the EU system, thus preparing candidates to be more successful in CPC testing.

The **International Road Transport Union (IRU)**, as a key global authority on professional standards in road transport, can play a pivotal role in **supporting the alignment of Moroccan training and legal systems with EU requirements**. This is due particularly to its technical expertise, advocacy, and potential involvement in **pilot accreditation exercises** currently being explored to recognize non-EU training centres under EU-compatible quality assurance frameworks.

This process will also require a **formal regulatory mapping exercise**, based on the initial studies of IRU. The mapping will allow the identification of discrepancies and develop an action plan for convergence. It may also involve new legislation or ministerial decrees to authorise binational training models and joint certification protocols.

These legal and regulatory reforms are not simply technical adjustments—they are **strategic enablers of ethical, mutually beneficial migration**. Without them, the scheme risks relying on temporary exemptions or ad hoc arrangements that limit scalability and institutional trust. With them, it becomes a **credible, durable model** that can be replicated across sectors and borders.

As such, a parallel **legal workstream must be launched alongside the operational roll-out of the scheme**, with dedicated working groups at the European and Moroccan levels, and strong coordination between Moroccan ministries and sectoral social partners, and relevant EU Member States’ public and private actors, with the support of the EU Delegation and DG MOVE.

The success of this scheme will not only depend on matching supply and demand—but on **lifting the legal challenges that currently obstruct mobility from becoming a tool for development**.

V. Strategic Relevance and the Way Forward

The mobility scheme developed through the National Technical Forum represents a possible pathway to advance in Euro-Moroccan cooperation on labour migration. Its strategic relevance lies not only in addressing immediate sectoral labour shortages—particularly in the European transport industry—but also in its capacity to demonstrate how **skills-based migration can be structured, equitable, and developmentally beneficial** for both origin and destination countries. As a **concrete output of the broader Talent Partnership framework**, the scheme offers an example of theory translating into coordinated action on the ground.

What sets this process apart is the **scale and depth of institutional engagement** it has required. The scheme is the product of sustained collaboration among diverse actors: ministries of labour, employment, and vocational training in Morocco; regional and national vocational training centres such as OFPPT; public employment services; European employer federations; local and international transport associations; training certification bodies; social partners; and international organisations, including the ILO and the EU Delegation and the European

Commission. The multi-stakeholder approach has not only created broad ownership but has also ensured that the scheme is grounded in institutional realities and policy coherence.

For Morocco, **this initiative aligns with ongoing efforts** to modernise vocational training, strengthen institutional mechanisms for labour market insertion, and enhance its role as a partner in regional migration governance. For the EU and its Member States, it presents a **pragmatic response to long-standing structural labour shortages in critical sectors**, while demonstrating the viability of regulated mobility channels as an alternative to irregular migration. It also reinforces key principles of the New Pact on Migration and Asylum—mutual benefit, legal pathways, and capacity-building in partner countries.

However, the pathway from scheme design to operational implementation is not without risks. One of the principal risks lies in **coordination fatigue or political turnover** on either side of the partnership, which could delay or derail the pilot. Likewise, the **legal and administrative complexity** involved in synchronising training, certification, and residence/work permits across multiple jurisdictions poses a real implementation challenge. The risk of dropouts—particularly if language or cultural barriers are underestimated—must also be taken seriously, as must the risk of mismatched expectations between candidates and employers.

Another risk relates to **scalability and sustainability**. A pilot involving a few dozen drivers can be carefully managed, but scaling the scheme to hundreds or thousands will require stronger institutional infrastructure, digital coordination tools, and predictable funding models. Without long-term resourcing and political commitment, the scheme could struggle to outgrow its pilot phase. Additionally, in countries where the public narrative around migration is politically sensitive, there may be resistance to increasing mobility from outside the EU, even when it is clearly demand-driven.

To address these risks, several **critical assumptions** must hold true. First, sustained political and financial support from both the Moroccan and EU sides will be necessary throughout the pilot and into the scaling phase. Second, coordination mechanisms—both at the technical and diplomatic levels—must be institutionalised, not left to ad hoc arrangements. Third, employers must remain actively involved, not only as recipients of labour but as co-creators of the scheme, contributing to its credibility and long-term viability. Fourth, mobility must be embedded within broader vocational training and employment strategies in Morocco, ensuring that the scheme complements, rather than competes with, national employment goals.

The Forum has created a **shared roadmap and momentum**—but translating that into functioning mobility corridors will require **ongoing investment in capacity-building, monitoring, and cross-border coordination**. The ILO and other international partners have a critical role to play in supporting this transition phase, ensuring that the lessons from this pilot can inform national policies, bilateral agreements, and potentially EU-wide models.

In this sense, the mobility scheme is more than a response to a sectoral challenge—it is a **test case** for the future of fair, ethical, structured, and mutually beneficial labour mobility between North Africa and Europe. If implemented with care and commitment, it could become a flagship initiative not just under the Talent Partnership framework, but in the broader landscape of global migration governance.

VI. Conclusion

The National Technical Forum has delivered far more than a theoretical exercise in labour mobility design—it has produced a **viable and structured model**, built through genuine multi-level dialogue, that offers immediate relevance to the Talent Partnerships framework and long-term promise for regional migration governance. The co-designed mobility scheme is not only technically sound and operationally grounded; it reflects shared priorities, institutional trust, and a willingness to think and act across borders.

Throughout the process, actors from both Morocco and the European Union demonstrated a **remarkable degree of alignment**—on the urgency of the challenge, the need for concrete solutions, and the value of doing things differently. The Forum’s participatory methodology proved essential. It allowed stakeholders to move beyond abstract policy discussions and into the design of a real-world scheme shaped by the practical knowledge of vocational training institutions, public employment services, employers, and social partners.

The resulting eight-step model is comprehensive and adaptable. It accounts for the diversity of legal systems across EU Member States and is structured **to enable flexibility** while maintaining a clear sequence and logic. The scheme speaks to real labour market needs—particularly in the transport and logistics sectors—and to the aspirations of Moroccan workers trained and ready to contribute to European economies under fair and regulated conditions.

But perhaps **the most significant achievement of the Forum lies in the way it has transformed a shared challenge into a shared commitment**. The mobility scheme is the fruit of a joint multi-stakeholder process and is ready for further discussion and validation to be implemented. This positions it not only for piloting but for possible replication and expansion. It sets a precedent for what effective labour mobility cooperation can look like—where all actors are engaged from the start, and where the solution is co-owned rather than imposed.

This report has presented the rationale, process, structure, and action plan of the scheme. What remains is the task of bringing it to life—of **mobilising the political will, technical capacity, and financial support** needed to move from design to implementation. That will require sustained leadership, flexible coordination, and continuous learning. But the foundation laid by the Forum is strong.

If successfully piloted, **the scheme can evolve into a flagship initiative** under the Talent Partnerships, with ripple effects beyond the transport sector. It can inspire similar efforts in fields such as construction, agriculture, and healthcare—sectors that share the same challenge: a mismatch between demand and available, willing talent. More importantly, it can demonstrate that legal, safe, and fair migration is not only possible but practical—when built collaboratively, anchored, and driven by shared purpose.

In this sense, the Forum is not the conclusion of a process, but the opening of a pathway—toward a future where mobility is structured, skills-based, and part of a broader strategy for inclusive development on both sides of the Mediterranean.