

WP5 National Report – Italy

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1. Brief Introduction

This report presents the Italian contribution to Work Package 5 (WP5) of the Skills4Justice project. The analysis focuses on the external and internal conditions shaping skills formation, labour mobility and labour market integration, with particular attention to the role of Skills Partnerships and other structured labour mobility initiatives.

The report draws on findings generated within WP2 and WP4. WP2 explored the perspectives of employers, employers' organizations, vocational education and training (VET) providers, higher education institutions, labour market intermediaries and organizations involved in migrant reception and integration. WP4 investigated the experiences of migrant workers and Skills Partnership participants, examining migration pathways, skill formation, employment trajectories and perceptions of social justice.

The Italian context is characterized by a combination of demographic ageing, persistent labour shortages and increasing reliance on migrant labour in several economic sectors. Manufacturing, construction, hospitality, tourism and care services report growing difficulties in recruiting qualified workers, while labour market segmentation, qualification recognition barriers and skill mismatches continue to affect many migrant workers. These dynamics emerged consistently across the WP2 and WP4 findings (Dusi et al., 2026; Nicoli & Vittori, 2026; Nicoli et al., 2025; Vittori et al., 2026; Tütlys et al., 2026a; 2026b). At the policy level, recent developments such as the Decreto Flussi 2026–2028 and the increasing attention devoted to legal migration channels reflect a broader attempt to align labour market needs with migration governance¹.

Against this background, WP5 seeks to identify the conditions, measures and partnership arrangements that facilitate or constrain sustainable and fair labour mobility pathways. The Italian case offers a particularly useful context for analyzing how labour market needs, organizational capacities and institutional arrangements interact in the development of Skills Partnerships and related initiatives.

2. Highlights of the Analysis

2.1 Labour Shortages, Migration and Organizational Pragmatism

Across manufacturing, construction, hospitality, tourism and care services, employers consistently reported difficulties in recruiting qualified workers. Shortages affect both highly specialized occupations, such as CNC operators, mechatronic technicians and automation specialists, and occupations requiring vocational qualifications and practical experience, including construction workers, care workers, cooks and hospitality personnel (Nicoli et al., 2025).

Within this context, migration was frequently framed by employers and intermediary organizations in pragmatic rather than ideological terms. Interviewees often described

¹ <https://www.lavoro.gov.it/priorita/pagine/flussi-2026-2028-pubblicato-il-decreto-da-oltre-497mila-ingressi> accessed 5 June 2026.

migrant recruitment as a response to concrete workforce shortages and organizational sustainability challenges. Labour demand, recruitment difficulties and workforce retention concerns appeared to shape organizational responses more strongly than broader political debates surrounding migration.

Structured recruitment and training arrangements were often perceived as mechanisms capable of addressing both labour shortages and skills mismatches while providing greater predictability for employers and workers alike. This interpretation is consistent with the growing attention devoted by employers, VET providers and intermediary organizations to training-to-work pathways and coordinated recruitment initiatives (Nicoli et al., 2025).

Overall, the Italian case suggests that labour shortages are not simply a contextual condition (a structural need even in the years to come) but an active driver shaping organizational engagement with labour mobility and Skills Partnerships.

2.2 Internal Conditions and Differentiated Migrant Trajectories

A second important finding concerns the role of internal conditions in shaping labour mobility outcomes. While public policies and migration frameworks provide the broader institutional context, organizations differ significantly in their capacity to translate these opportunities into effective labour mobility pathways.

Material conditions emerged as particularly important. Housing availability, transportation and geographical accessibility strongly influenced labour market participation and employment retention. Several interviewees described how employment opportunities were often located far from reception centres, shelters or affordable housing areas, particularly in rural and peripheral areas. In this context, mobility became a critical enabling condition for accessing employment. Evidence from migrant workers, VET providers and intermediary organisations highlighted the difficulties associated with limited public transport and geographical distance between housing, support services and workplaces (Nicoli et al., 2025). Within this broader mobility constraint, driving licence requirements emerged as an unexpected but recurrent barrier: obtaining a licence was often described as costly, time-consuming and particularly challenging for recently arrived migrants due to language barriers, despite being a prerequisite for employment in several sectors and territorial contexts.

The analysis also highlighted the importance of knowledge as an organizational resource. Organizations possessing greater familiarity with migration procedures, recruitment channels, training opportunities and funding mechanisms appeared better positioned to engage in labour mobility initiatives. Knowledge functioned not simply as information but as organizational capacity, expanding the range of actions available to employers, VET providers and intermediary organizations. Labour market intermediaries, NGOs and training providers frequently played a crucial role in connecting migrants, employers and educational opportunities.

At the individual level, the findings revealed important differences between migrant trajectories. **Skills Partnerships are understood here as structured, multi-stakeholder pathways linking skills development and vocational training in countries of origin**

with legal labour mobility, skills recognition and employment opportunities in destination countries (European Commission, 2025; see Section 2.3). Participants involved in these pathways generally experienced more structured transitions into employment, supported by pre-departure training, competence assessment, language preparation and coordinated institutional support.

Findings from WP4 suggest that Skills Partnership participants reported stronger perceptions of skill alignment and more coherent transitions into employment compared to non-participants, supporting the interpretation of Skills Partnerships as structured mechanisms reducing perceived skill mismatch (Vittori et al., 2026; Tütlys et al., 2026a; 2026b).

By contrast, many other migrant workers relied on fragmented support networks, informal information channels and individual strategies to navigate labour market entry and professional development. These differences suggest that Skills Partnerships may contribute not only to labour market matching but also to reducing uncertainty during migration and employment transitions. **By providing more structured access to training, employment and institutional support, these pathways may also facilitate broader social integration in the destination context and reduce migrants' exposure to conditions of marginality and vulnerability, including informal employment and exploitative labour arrangements.** Similar conclusions emerge from the comparison between structured migration corridors and more fragmented migration trajectories documented in WP4 (Vittori et al., 2026).

2.3 Skills Partnerships as Structured Labour Mobility Pathways

The Italian case highlights the existence of different models of Skills Partnerships and structured labour mobility initiatives.

A first model is represented by employer-led initiatives based on close cooperation between vocational training providers and companies. The collaboration involving Don Bosco training centers, CNOS-FAP and Italian manufacturing companies illustrates how vocational training, competence assessment and recruitment can be integrated into a coherent labour mobility pathway. In this model, labour mobility is strongly connected to specific workforce needs and employer engagement (Tütlys et al., 2026a; 2026b).

A second model is represented by broader multi-level governance arrangements involving employers' organizations, training providers, public institutions and international organizations. The THAMM Plus initiative and the collaboration between ANCE, ELIS, Formedil, CESF, the Italian Embassy in Tunis and Tunisian partners provide examples of this approach². These initiatives seek to combine labour market matching, vocational training, legal migration channels and institutional cooperation across countries of origin and destination.

² <https://integrazionemigranti.gov.it/it-it/Altre-info/e/2/o/57/id/143> accessed 5 June 2026.

Although these initiatives differ significantly in governance arrangements and operational structures, they share a common objective: reducing uncertainty in labour mobility processes while improving the alignment between skills formation and labour market demand. In this sense, Skills Partnerships can be understood as institutional mechanisms that mediate the relationship between migration, training and employment. This interpretation is consistent with WP4 findings showing how institutional mediation contributes to more coherent employment trajectories and stronger perceptions of skill utilization.

3. External and Internal Conditions

A External conditions within country (context): factors within an actor's environment that drive decisions in the context of (skilled) migrant labour						
TEMPLATE	Detailed category system including references	Here, you find a detailed description of the theoretical frame				
Code	Category	Findings	Source	Classification		Limitation
A1	Key Driving Factors	Examples	Reference	enablin g	constrainin g	Not applicable (reason)
A1.Economy	<i>Economy and labour market needs: labour shortages, decarbonization, market forces</i>	Persistent labour shortages in key sectors (healthcare, care, technical and digital fields) Structural mismatch between labour demand and available skills Demand for migrant labour driven by demographic ageing and workforce decline Regional economic disparities contributed to uneven labour demand and differentiated opportunities for migrant labour integration	WP2 – COMP_1-COMP_19 (labour shortages)	x x	 x x	
A1.Technology	<i>Technology and impact on education/work: digitalization, technology trends (e.g., in work context), labour migration as solution for professions with poor automation potential</i>	Low level of digitalization in some sectors limits full utilization of skilled migrants Technological transformation and increasing demand for STEM and technical skills intensified dependence on migrant labour in sectors experiencing domestic skills shortages Language remains a barrier despite technological tools (e.g. AI translation not fully effective) Automation does not replace labour in care and service sectors, sustaining demand for migrant workers	WP2 – COMP_16 (theme: digitalization) WP2 – WP4 national reports (macro statistics) WP4 – I_1-I_21 (theme: language skill) (migrant workers – SP non-participants) WP2 – FG_1_VET_2 (theme: automation) FG_4_HE_2 (theme: automation)	 x x	 x x	
A1.Society	<i>Societal changes and needs: demographic change, societal and cultural trends, socio-economic trends</i>	Ageing population increases demand for migrant labour in care sectors Growing anti-immigration narratives and populist discourse affect social acceptance	WP2 – FG_1_VET_2 (theme: ageing) WP4 – I_1-I_21; I_31-I_33 (Migrant workers); I_22-I_30 (Skills Partnership participants) (theme: discrimination) + online survey (ID_1-ID_118) (migrant workers)	x x	 x	



		Social integration challenges linked to language and cultural barriers The main interlocutors in support of migrants, both in reception and in formation, are institutions linked to the religious world and not directly managed by political institutions Limited local social and institutional engagement reduced opportunities for inclusion and settlement of skilled migrant workers	WP4 – I_1–I_21; I_31–I_33 (Migrant workers); I_22–I_30 (Skills Partnership participants) (theme: discrimination) + online survey (ID_1-ID_118) (migrant workers) WP4 I_1-I_33 (migrant workers) WP4 – I_1–I_21; I_31–I_33 (Migrant workers); I_22–I_30 (Skills Partnership participants) (theme: discrimination) + online survey (ID_1-ID_118) (migrant workers)	x x x	x x x	It is ambivalent because in practice the existence and future of migrants ends up depending on the ethical and moral level on Christian "mercy", rather than on the civic and democratic sense of the State.
A1.Migrants	<i>Migration from migrants' perspective: connection between labour migration and digitalization/automation and other trends; experienced livelihood; findings from WP4, how do migrants shape the context</i>	Migrants experience significant skills mismatch and de-skilling Limited access to career guidance and structured support pathways Strong reliance on informal networks for job access	WP2 – FG_4_HE_1 (theme: mismatch) WP2 – FG_1-FG_4 (stakeholders) / WP4 – I_1–I_21; I_31–I_33 (Migrant workers); I_22–I_30 (Skills Partnership participants) WP2 – FG_1-FG_4 (stakeholders) / WP4 – I_1–I_21; I_31–I_33 (Migrant workers); I_22–I_30 (Skills Partnership participants)	x x x	x x x	It is ambivalent because, on the one hand, internal support for migrant communities reveals a sort of bottom-up welfare among migrants oriented towards job placement. At the same time, the fact that migrants have to find grassroots solutions somehow highlights an institutional gap that should instead provide everyone with the same opportunities regardless of the

		Perceived discrimination and lack of equal opportunities in the labour market Migration trajectories were often shaped by expectations of improved employment outcomes that were not always fulfilled	WP2 – FG_1-FG_4 (stakeholders) / WP4 – I_1-I_21; I_31-I_33 (Migrant workers); I_22-I_30 (Skills Partnership participants) WP2 – FG_1-FG_4 (stakeholders) / WP4 – I_1-I_21; I_31-I_33 (Migrant workers); I_22-I_30 (Skills Partnership participants)	x		conditions of departure
A1.Urgency	<i>Environment of actor and urgency of acting: competitiveness, promotion of and further developing businesses, adaptations according to Skilled Labour Strategie (EU Migration Pact), comprehensive analysis of stakeholders/market</i>	Increasing urgency to address labour shortages in key economic sectors Policy focus on attracting migrant labour without sufficient integration strategies Lack of coordinated long-term strategies for skilled migration management Need for innovation in matching skills supply and labour demand Reactive rather than proactive approach to migration governance	WP2 – FG_2; FG_3; WP2 – COMP_1-COMP_16 WP2 – FG_2; FG_3 WP2 – FG_3 stakeholders WP2 – FG_4_HE + WP2 / WP4 national report (desk study) WP2 – FG_2; FG_3; policy discussions	x x x x		
A2	Systems and structures	Examples	Reference	enablin g	constrainin g	Not applicable (reason)
A2.LegalFrame	Legal framework and legitimization: <i>relevant legal acts, norms at national level and perceived related potential/restrictions</i>	Restricted migration policies make it difficult to attract target group	WP2; FG_2; FG_3		x	
A2.Education	Education system: <i>quality, access, accessibility and openness to migrants, linkage to the labour market</i>	Weak alignment between education system and labour market needs Limited access to vocational and lifelong learning opportunities for migrants Fragmented VET system and low attractiveness of technical pathways	WP2; FG_4_HE; FG_1 WP4 – I_1-I_21; I_31-I_33 (Migrant workers); I_22-I_30 (Skills Partnership participants) WP2 – VET_1; FG_1; FG_3; FG_4		x x x	



		Language barriers affecting access to training programmes	WP2 – FG_3; WP4 – I_1-I_21; I_31-I_33 (Migrant workers); I_22-I_30 (Skills Partnership participants)		x	
		Education system does not fully support skills matching for migrant worker	WP2 – FG_4_HE + WP4 (desk study) – I_1-I_33		x	
A2.Recognition	Recognition practices: standards, existing pathways, problems, solutions, practices	Complex and lengthy procedures for recognition of foreign qualifications	WP2; FG_4_HE; WP4; I_1-I_33		x	
		Lack of transparency and standardization in recognition practices	WP2 – FG_4_HE; WP4 – I_1-I_21; I_31-I_33 (Migrant workers); I_22-I_30 (Skills Partnership participants)		x	
		Recognition of qualifications did not automatically translate into access to employment matching migrants' educational profiles	WP2 – FG_4_HE; WP4 – I_1-I_21; I_31-I_33 (Migrant workers); I_22-I_30 (Skills Partnership participants)		x	
		High risk of de-skilling due to non-recognition of qualifications	WP2 – FG_4_HE; WP4 – I_1-I_21; I_31-I_33 (Migrant workers); I_22-I_30 (Skills Partnership participants)		x	
A2.Work	Access and accessibility to work: <i>pathways, practices, evaluation of difficulty to enter labour market caused by structural factors</i>	Difficult access to qualified employment persisted despite high educational attainment, contributing to overqualification and skill underutilization	WP2 – FG_1; FG_2; FG_4; WP4 – I_1-I_21; I_31-I_33 (Migrant workers); I_22-I_30 (Skills Partnership participants)	x	x	
		Reliance on informal networks remained an important pathway to access employment opportunities	WP2 – FGs; WP4 – I_1-I_21; I_31-I_33 (Migrant workers)			
		High incidence of temporary and precarious employment arrangements constrained long-term labour market integration and career progression	WP4 – I_1-I_21; I_31-I_33 (Migrant workers); I_22-I_30 (Skills Partnership participants)		x	
		Limited availability and accessibility of language training opportunities reduced access to employment and participation in upskilling pathways	WP2 FG_3; WP4 – I_1-I_21; I_31-I_33 (Migrant workers); I_22-I_30 (Skills Partnership participants)		x	
		Geographical distribution of workplaces and concentration of employment opportunities outside urban centers constrained accessibility to work, particularly in areas with limited transport connections	WP2 – FG_2; WP4 – I_1-I_21; I_31-I_33 (Migrant workers); I_22-I_30 (Skills Partnership participants)		x	
		Limited public transport availability increased dependence on private mobility and reduced access to employment opportunities	WP4 – I_1-I_21; I_31-I_33 (Migrant workers); I_22-I_30 (Skills Partnership participants)		x	
		Driving license requirements represented a structural condition for labour market access in several sectors and territorial contexts; acquisition costs and preparation demands constituted additional barriers affecting both migrant and local workers	WP4 – I_1-I_21; I_31-I_33 (Migrant workers); I_22-I_30 (Skills Partnership participants)		x	



		Structural segmentation constrained upward mobility and reinforced occupational concentration among skilled migrant workers	WP4 – I_1–I_21; I_31–I_33 (Migrant workers); I_22–I_30 (Skills Partnership participants) and online survey (ID_1-ID_118) (migrant workers)		x	
A2.ExistingSP	Existing skills partnerships: e.g., transnational qualifications and mobility partnerships	Limited number of structured skills partnerships targeting high-skilled migrants Existing initiatives often project-based and not systemically integrated Emerging interest in transnational training-to-work pathways (e.g. Skill Partnerships models)	WP2 – FG_1; WP2_FG_3; WP4 – I_22–I_30 (Skills Partnership participants)	x	x	
			WP2 – FG_1; WP2_FG_3; WP4 – I_22–I_30 (Skills Partnership participants)		x	
			WP2 – FG_1; WP2_FG_3; WP4 – I_22–I_30 (Skills Partnership participants)			
TEMPLATE	Link to template for existing skills partnerships	Please describe all existing skills partnerships in 2-3 sentences. We will later select those to be elaborated and discussed based on the findings of the reanalysis on conditions:	In Italy, existing skills partnerships remain relatively limited and often fragmented, mainly implemented through project-based initiatives rather than integrated national strategies. Notable examples include the Italy–Egypt Skill Partnership, which promotes structured training-to-work pathways, and sectoral initiatives such as those developed by Formedil with Tunisia in the construction sector, aimed at aligning vocational training with labour market needs. Despite these emerging practices, their scalability, coordination among stakeholders and long-term sustainability remain limited.			
A2.Measures	Measures in the environment of an organization: employer incentives, external exams, funding programs, etc.	Public funding programmes supporting training and labour market integration (e.g. ESF+, PNRR) Incentives for youth employment and apprenticeships Regularization programmes addressing labour shortages in specific sectors Limited targeted measures for high-skilled migrant integration	WP2 – FG_2; policy analysis (PNRR, ESF+)	x		
			WP4 – skill partnerships participants (paper-based questionnaires and interviews)	x		
			WP2 – FG_1; FG_3; WP4 – I_22–I_30 (Skills Partnership participants)	x		
			WP2 – FG_4_HE; FG_3		x	
TEMPLATE	Link to template for measures collection	Please describe all relevant measures (max. 10). The measures will later be clustered by type and provided as information for the toolkit.	A range of policy measures supports labour market integration and skills development, including public funding programmes (e.g. ESF+, PNRR), incentives for employment and apprenticeships, and legal migration channels structured through quota systems (Decreto Flussi and Decreto Cutro provisions). Additional measures include regularization programmes, VET initiatives linked to labour market needs, recognition procedures for foreign qualifications, and active labour market policies. While these instruments provide a broad framework, targeted measures specifically addressing high-skilled migrant integration remain limited.			



B Internal conditions of organizations, their identity and agency related to (skilled labour) migration						
B1	Signification (giving meaning)	Examples	Reference	enablin g	constrainin g	Not applicable (reason)
B1.Motivation	<i>Perception, attitude, activities: Attitude towards migrants and migration, preconceptions, prejudices, existing exchange and communication culture, motivation to engage in skills partnerships, readiness to engage, perceived responsibility on migration management, preconceptions about (potential) partners</i>	Stakeholders expressed a pragmatic orientation towards labour migration, considering migrant recruitment a necessary strategy to sustain sectors experiencing persistent labour shortages	WP2 – FG_4; companies across sectors	x		
		Willingness to engage in transnational training and recruitment partnerships reflected an organizational commitment to long-term workforce development rather than short-term labour shortages management	WP2 – FG_3 – Int_9 (Employers' organization representative – Confindustria)	x		
		Organizational commitment to migrant inclusion was associated with the recognition that labour integration requires support beyond employment, including housing, language mediation and social inclusion measures	WP2 – FG_2 – Int_6 (NGO representative); FG_2 – Int_7 (Labour market intermediary representative); FG_3 – Int_8–Int_9 (Employers' organization representatives); WP2 – COMP interviews (Employer representatives); WP4 – I_10; I_11 (Migrant workers); I_22–I_30 (Skills Partnership participants)	x		
		Structured migration pathways were perceived as mechanisms to improve predictability, skills matching and procedural fairness in labour market integration	WP4 – I_22–I_30 (Skills Partnership participants); WP4 – I_1–I_21; I_31–I_33 (Migrant workers); WP2 – FG_2 – VET_3 (VET provider, hospitality and tourism sector)	x		
B1. Legitimation	Legitimation, Norms and rules: <i>quality management, strategic embedding, risk management, responsibility for inclusion, clear vision</i>	Organizational responsibility for migrant inclusion was framed as extending beyond employment relationships and included support for housing, language acquisition and social integration	WP2 – FG_2 – Int_6 (NGO representative); FG_2 – Int_7 (Labour market intermediary representative); FG_3 (Employers' organizations, labour market intermediaries, NGOs and VET providers); WP4 – I_10; I_11 (Migrant workers); I_22–I_30 (Skills Partnership participants)	x		
		Structured recruitment and training pathways were legitimized as mechanisms to reduce uncertainty and improve transparency and fairness in labour market access	WP2 – FG_3 – Int_9 (Employers' organization representative – Confindustria); WP4 – I_22–I_30 (Skills Partnership participants)	x		



B1. Knowledge		Collaboration with VET providers and intermediary organizations was perceived as enhancing transparency and reducing recruitment risks	WP2 – FG_1 – VET_1 (VET provider, construction sector); FG_3 (Employers' organizations, labour market intermediaries, NGOs and VET providers)	x		
		Recognition of migrants' prior experiences and competences remained uneven across organizations, constraining equal access to qualified employment	WP4 I_1-I_33 (migrant workers)		x	
		Administrative complexity and fragmented governance responsibilities constrained organizations' capacity to implement inclusive labour integration pathways	WP2 – FG_2; FG_3 + WP4 I_1-I_33 (migrant workers)		x	
	Knowledge and competence resources: power and authoritative resources (e.g., who makes decisions, degree of independence of an organization), knowledgeability (capacity for action and knowledge), knowledge that guides actions into practice, decision making, know-how, connectivity, qualified staff	Knowledge of legal migration pathways and recruitment procedures increased organizations' capacity to access and integrate migrant labour through more structured pathways	WP2 – FG_3 – Int_9 (Employers' organization representative – Confindustria) (theme: SP presentation)	x		
		Organizational familiarity with VET systems and training providers supported skills matching and facilitated targeted recruitment processes	WP2 – FG_1; FG_3; FG_4; VET/HE stakeholders	x		
		Experience in assessing competences and interpreting educational and professional trajectories supported organizational decision-making and workforce planning	WP2 – FG_3 – Int_9 (Employers' organization representative – Confindustria); WP4 – I_22–I_30 (Skills Partnership participants)	x		
		Knowledge exchange through intermediary organizations and collaborative networks expanded organizations' capacity to address migrants' educational and labour market needs	WP2 – FG_2 – Int_6 (NGO representative); FG_2 – Int_7 (Labour market intermediary representative)	x		
		Organizational awareness of migrants' aspirations, educational backgrounds and lived experiences supported more responsive labour integration practices	WP4 – I_1–I_21; I_31–I_33 (Migrant workers); I_22–I_30 (Skills Partnership participants)	x		
		Limited organizational capacity to recognize and valorize migrants' previous qualifications constrained the effective use of available competences	WP4 – I_1–I_21; I_31–I_33 (Migrant workers); I_22–I_30 (Skills Partnership participants)		x	



B1.Material	<i>Material resources: power related to financial or personnel decisions, availability and extent of allocative resources, (long-term) financing, network and stable relations, cooperation partners, control and ownership of activities/measures, reputation, cost structure</i>	Availability of company-supported accommodation and housing arrangements reduced barriers to labour market participation and strengthened workforce retention strategies	WP4 – I_10; I_11; I_12–I_21; WP4 – I_22–I_30 (Skills Partnership participants)	x		
		Stable cooperation networks between companies, VET providers and intermediary organizations expanded recruitment and integration capacity	WP4 – I_1; I_7–I_11 (Migrant workers receiving support through VET providers, employers and shelters)	x		
		Access to vocational training infrastructures and institutional support strengthened organizational capacity to align training provision with labour market demand.	WP2 – VET_1; FG_1; FG_3	x		
		Collaborative networks among intermediary organizations strengthened organizational capacity to support migrant labour integration through counselling, housing support and recruitment pathways	WP2 – FG_2 – Int_6 (NGO representative); FG_2 – Int_7 (Labour market intermediary representative); FG_3 (Employers' organizations, labour market intermediaries, NGOs and VET providers)	x		
		Fragmented support structures and the project-based nature of many initiatives constrained organizations' capacity to ensure continuity and long-term sustainability of migrant labour integration pathways	WP2 – FG_1 – COMP_1 (Employer representative, construction sector); FG_1 – VET_1 (VET provider, construction sector); FG_3 – Int_9 (Employers' organization representative – Confindustria)		x	
		Structured partnerships between employers and training institutions increased access to qualified labour and facilitated labour market integration	WP2 – FG_1 (Employer and VET representatives); FG_3 – Int_9 (Employers' organization representative – Confindustria); WP4 – I_22–I_30 (Skills Partnership participants)	x		
B1.Reflection	<i>Reflexive monitoring: knowledge management, systematic exchange (transfer from status quo to adaptations and preparation of innovation)</i>	Reflection on practical barriers to labour market access (e.g. driving license requirements, commuting constraints and spatial mismatch between workplaces and housing locations) increased awareness that labour integration requires support beyond employment alone	WP2 – FG_2 + WP4 – interviews on housing and mobility conditions	x		
		Limited organizational reflection on practical access conditions to employment (e.g. driving license requirements and commuting constraints) constrained organizations' capacity to support labour market participation, particularly for migrants living in shelters or peripheral housing contexts	WP2 – FG_2; WP4 – I_1–I_21; I_31–I_33 (Migrant workers); I_22–I_30 (Skills Partnership participants)		x	
B1.Conditions	Conditions: to get access to labour market	Availability of structured entry pathways (e.g. internships, training-to-work schemes and Skills Partnerships) facilitated access to labour market participation	WP2 – FG_1; FG_3 + WP4 – WP4 – I_22–I_30 (Skills Partnership participants)	x		
		Access to legal residence status and employment documentation (in Italian "permesso di soggiorno") functioned as a	WP4 – I_1–I_21; I_31–I_33 (Migrant workers); I_22–I_30 (Skills Partnership participants)	x		



		necessary condition for stable labour market participation				
		Language proficiency represented a key condition for access to qualified/better employment and workplace integration	WP4 – I_1–I_21; I_31–I_33 (Migrant workers)	x		
		Access to housing close to workplaces reduced barriers to labour market participation and supported employment continuity	WP4 – housing-related interviews	x		
		Spatial mismatch between housing locations and workplaces constrained access to employment opportunities, particularly for workers hosted in shelters or peripheral areas	WP2 – FG_2 + WP4 – housing/driving license interviews		x	
		Driving license requirements represented a hidden condition for labour market access in rural and suburban areas and created additional barriers for workers with limited economic and temporal resources	WP2 – FG_2 + WP4 – mobility narratives		x	
		Limited recognition and transferability of previous qualifications constrained access to employment matching workers' educational and professional profiles	WP4 – I_1–I_21; I_31–I_33 (Migrant workers); I_22–I_30 (Skills Partnership participants)		x	
B2	Specific actions and innovation potential	Examples	Reference	enablin g	constrainin g	Not applicable (reason)
B2_Innovation	Change of social action: Internal activities, structures, measures, etc. as a result from adaption processes; how, why, to what extent did organizations adapt structures/processes according to migrants' needs? Which changes do they describe or can be described as innovative (radical or incremental)? Which relations to the former described conditions can be identified?	Development of structured internship-to-employment pathways supported labour market integration and reduced uncertainty in recruitment processes	WP2 – FG_1 (Employer and VET representatives); FG_3 – Int_9 (Employers' organization representative – Confindustria); WP4 – I_1; I_7–I_11 (Migrant workers); I_22–I_30 (Skills Partnership participants)	x		
		Introduction of company-supported accommodation and housing solutions represented an organizational adaptation to reduce barriers to workforce participation and retention	WP4 – interviews on company housing and supported accommodation contexts (I_10-11; I_22-I_30)	x		
		Establishment of transnational recruitment and training pathways expanded organizational capacity to anticipate labour shortages and improve skills matching	WP2 – FG_1 (Employer and VET representatives); FG_3 – Int_9 (Employers' organization representative – Confindustria); WP4 – I_22–I_30 (Skills Partnership participants)	x		
		Collaboration with intermediary organizations and VET providers generated new forms of labour integration support beyond traditional recruitment practices	WP2 – FG_2 – Int_6 (NGO representative); FG_2 – Int_7 (Labour market intermediary representative); FG_3 (Employers' organizations, labour market intermediaries, NGOs and VET providers)	x		

	Adaptation of onboarding and workplace integration practices increased organizational responsiveness to migrants' linguistic and social needs	WP4 – I_1–I_21; I_31–I_33 (Migrant workers); I_22–I_30 (Skills Partnership participants)	x		
	Organizational innovation remained uneven and frequently depended on individual initiatives rather than institutionalized practices	WP2 – FG_2; FG_3; WP4 – I_1–I_21; I_31–I_33 (Migrant workers); I_22–I_30 (Skills Partnership participants)		x	
	Project-based adaptation limited the scalability and long-term sustainability of innovative labour integration practices	WP2 – FG_2; FG_3		x	

Code	Actor category
COMP	Employer representative
FG_1	Employer representatives (construction and care sectors)
FG_2	Employer representatives (hospitality and tourism sectors)
FG_3	Employer organisations, labour market intermediaries, NGOs and VET providers
FG_4_HE	Higher Education representatives
FG_4_VET	VET representatives
WP4 I_1-I_21; I_31-I_33	Migrant workers
WP4 I_22-I_30	Skills Partnership participants
WP5 – Reference Legend (Italy)	
COMP_XX = Employer representative (company questionnaire)	
FG_1 (Lombardy)	
COMP_1 = Employer representative (construction sector)	
VET_1 = VET provider (construction sector)	
VET_2 = VET provider (multi-sector)	
FG_2 (Lazio)	
Int_5 = NGO representative (migrant reception and integration)	
Int_6 = NGO representative	
Int_7 = Labour market intermediary representative	
VET_3 = VET provider (hospitality and tourism sector)	
FG_3 (Italy)	
Int_7bis = Labour market intermediary representative	
Int_8 = Employers' organisation representative (social cooperation)	
Int_9 = Employers' organisation representative (industry/manufacturing)	
Int_10 = Labour market intermediary representative	
Int_11 = NGO representative (migrant reception and integration)	
VET_4 = VET provider (multi-sector)	
VET_5 = VET provider (multi-sector)	
VET_6 = VET provider (multi-sector)	
FG_4 (HE_IT)	
HE_1 = Higher Education representative	
HE_2 = ITS Academy representative	
HE_3 = Higher Education representative	
WP4	
I_1-I_21; I_31-I_33 = Migrant workers	
I_22-I_30 = Skills Partnership participants	

4. The Italian Case in the Context of EU Policy Priorities

The analysis of the Italian case highlights a picture of progressive convergence, at least at the regulatory level, with the evolution of European policies on legal migration and skills development. In particular, the strengthening of migration channels for work purposes through the **Flows Decree** (2026-2028),³ the experimentation of **Skills Partnerships** (in particular those established with Egypt and Tunisia) and the growing involvement of companies in the definition of professional needs reflect the guidelines outlined by the **Pact on Migration and Asylum**⁴, the **European Skills Agenda**⁵ and by **Talent Partnerships**⁶, which promote migration management more oriented towards the enhancement of skills, cooperation with countries of origin and the strengthening of links between training systems and the labour market (European Commission, 2025; 2026a; 2026b; Cedefop, 2023). However, while the regulatory framework shows increasing convergence with European guidelines, its implementation continues to present significant territorial and institutional inhomogeneities.

Alongside these elements of convergence, some structural criticalities emerge. The recognition of qualifications and skills acquired in third countries remains one of the main obstacles to the inclusion of skilled labor (Nicoli et al., 2025). Procedures are often long, fragmented, and not very transparent, thereby favoring *deskilling* and the underuse of skills (Vittori et al., 2026). The interviews also show that, in many cases, the complexity of the procedures discourages migrants themselves from initiating the recognition process, making *de-qualification* not only a consequence of labor market segmentation but also of the accessibility of administrative mechanisms. This situation appears only partially consistent with European recommendations, which, for over a decade, have promoted more accessible, transparent, and person-centered validation systems capable of enhancing formal, non-formal, and informal learning regardless of where it was acquired (Musso, 2024).

Access to language and professional training is also critical. Although the Italian system offers adult education courses through CPIAs and regional vocational training programs, interviews and focus groups show that the actual availability of these opportunities frequently depends on the territory, the continuity of project funding, and the presence of third-sector entities. In addition, the possibility of participating in training courses is closely linked to migrants' ability to reconcile work commitments, family responsibilities, and the travel required to reach training locations (Dusi et al., 2026). The result is a highly heterogeneous offer that risks compromising the European objectives of promoting *upskilling*, *reskilling*, lifelong learning, and full recognition of skills acquired in the countries of origin⁷ (Cedefop, 2026).

The analysis also highlights elements that characterize the Italian context in particular. The first concerns *the role of third-sector entities and, above all, faith-based organizations*, which

³ <https://prefettura.interno.gov.it/it/prefetture/spezia/decreto-flussi-2026-2028> (15/07/2026).

⁴ https://home-affairs.ec.europa.eu/policies/migration-and-asylum/pact-migration-and-asylum_en?prefLang=it (15/07/2026).

⁵ https://employment-social-affairs.ec.europa.eu/policies-and-activities/skills-and-qualifications/european-skills-agenda_en (15/07/2026).

⁶ https://home-affairs.ec.europa.eu/policies/migration-and-asylum/legal-migration-and-resettlement/talent-partnerships_en (15/07/2026).

⁷ <https://www.cedefop.europa.eu/en/projects/validation-non-formal-and-informal-learning> (15/07/2026).

carry out functions of guidance, linguistic mediation, training, and accompaniment to job placement (Nicoli & Vittori, 2026). Rather than replacing the public system, these organizations act as a connecting function between migration policies, vocational training, employment services, and social accompaniment, helping to bridge the discontinuities between these areas of intervention (Nicoli et al., 2025). Although it represents a fundamental resource for many migrants, this configuration determines a strong territorial heterogeneity, making access to services depend on the organizational capacity of individual local contexts rather than on essential levels uniformly guaranteed throughout the country.

A second distinctive element concerns the weight given to *certain material conditions*, rarely considered in European and national policies dedicated to integration. The interviews show that possession of a driving license, availability of accommodation, accessibility of public transport, and distance between the workplace and the place of training have a decisive impact on the possibility of accessing and remaining in the labor market (Dusi et al., 2026). These factors, apparently marginal compared to traditional migration and training policy tools, instead represent authentic **enabling conditions** that concretely influence the effectiveness of measures dedicated to skills development and employment inclusion. The results, therefore, suggest that the success of skills policies depends not only on the provision of training pathways or recognition mechanisms for qualifications, but also on the ability of systems to remove material barriers that concretely limit migrants' participation.

Overall, the Italian case suggests that the main challenge is not introducing new policy instruments but strengthening the integration of existing ones. More than a regulatory deficiency, there is, in fact, a governance challenge in transforming formally available tools into truly accessible opportunities for people with profoundly different migratory trajectories, resources, and needs. In this perspective, **Skills Partnerships**, such as those analyzed in WP2 and WP4, could represent an interesting institutional experiment to strengthen the link between training, legal migration, and the labor market. Their potential, however, remains limited by the predominantly experimental nature of the initiatives – sometimes driven by the exclusive initiative of private entities such as companies and/or training institutions – and by the difficulty of integrating these experiences into ordinary policies for the recognition of skills, vocational training, and employment inclusion of migrant workers (European Commission, 2025; Cedefop, 2023).

5. Conclusion

The Italian case demonstrates that labour mobility is shaped by the interaction between structural labour market conditions, organizational capacities and institutional arrangements. Labour shortages provide a powerful incentive for organizations to engage in migrant recruitment and training initiatives, while the effectiveness of these initiatives depends on a broader set of enabling conditions extending beyond labour market demand alone. Material resources, organizational knowledge, institutional coordination and migrants' everyday living conditions all contribute to shaping access to training, employment and opportunities for skills recognition.

The findings also suggest that moving beyond purely policy-oriented analyses is essential for understanding how labour mobility actually unfolds. While Italy has progressively aligned

its regulatory framework with recent European initiatives promoting legal migration, skills development and transnational cooperation, the implementation of these policies remains uneven across territories and organizational contexts. The analysis highlights that the effectiveness of labour migration policies depends not only on the existence of formal measures but also on the capacity of local actors to translate these measures into accessible and coherent pathways for migrant workers.

Particular attention should therefore be paid to the role of organizational mediation. Employers, VET providers, labour market intermediaries, NGOs and faith-based organizations do not simply implement migration policies; they actively shape migrants' opportunities to access training, employment and recognition of prior competences. Likewise, material conditions—including housing availability, mobility, language learning opportunities and driving license requirements—emerge as fundamental enabling conditions that remain only marginally addressed within existing policy frameworks.

The comparison between Skills Partnership participants and migrants following more fragmented trajectories further suggests that structured institutional support may reduce uncertainty throughout migration and labour market transitions. Rather than being understood as isolated projects, Skills Partnerships appear as governance arrangements capable of connecting vocational education and training, labour market needs, migration governance and social inclusion. Their potential, however, depends on their ability to become embedded within broader territorial ecosystems rather than remaining project-based initiatives.

Overall, the Italian case indicates that successful labour mobility cannot be explained solely through migration policies or labour market demand. Instead, it emerges from the interaction between governance arrangements, organizational capacities and migrants' own agency. These findings provide a basis for the comparative analysis developed within WP5, which will further examine how different institutional contexts shape the relationship between skills development, labour mobility and social justice across Europe (Nicoli & Vittori, 2026; Vittori et al., 2026).

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Annex 1 – Measures

Measure	Labour migration quota system (Decreto Flussi) and complementary provisions under Decreto Cutro	
Country	IT	
Short (general) description	The Italian labour migration system regulates the entry of non-EU workers through multiannual quota mechanisms (Decreto Flussi), linked to labour market needs and employer demand. Recent reforms under Decreto Cutro and the 2026–2028 planning framework expanded legal entry channels, strengthened pre-departure training opportunities and increased authorized inflows to address labour shortages. Despite these adaptations, the system remains predominantly employer-driven and continues to face challenges in aligning skills supply with labour market demand	
Legal basis	- Testo Unico sull'Immigrazione (Legislative Decree 286/1998) - Annual Decreto Flussi - Decreto-Legge 20/2023 converted into Law No. 50/2023 (Decreto Cutro)	
Preconditions (f. e. qualifications, age, gender, language skills)	Applicants generally require a valid job offer from an Italian employer within quota limits or through eligible complementary entry channels. Administrative procedures include work authorization and residence permit issuance	
Open to citizens from	Non-EU countries (within quotas defined annually)	
Involved stakeholders and their roles	Employers submit requests for foreign workers; public authorities (Ministry of Interior, Ministry of Labour) define quotas and manage procedures; intermediaries (e.g. employment agencies, sectoral organizations) may support matching and recruitment	
Quality standards set/controlled by whom	Procedures are regulated at national level, although implementation may vary depending on administrative capacity and sectoral practices	
Learning venues and alternation (if applicable)	Not applicable (measure focused on labour market entry rather than training)	
Duration	Quota planning is defined through annual implementation within multiannual planning frameworks; administrative procedures for entry and work authorization may take several months	
Assessment (if applicable) (how/who)	Administrative verification of eligibility and compliance with labour and migration regulations	
Funding	No direct funding; costs are mainly administrative and borne by employers and/or applicants	
Numbers of beneficiaries (if possible)	The current multiannual planning framework (2026–2028) authorizes 497,550 entries of third-country nationals for work purposes over the three-year period: 164,850 in 2026, 165,850 in 2027 and 166,850 in 2028, covering seasonal and non-seasonal employment as well as self-employment	
SWOT	Strengths: Provides a structured and legal channel for labour migration aligned with labour market needs	Weaknesses: Complex and time-consuming procedures may reduce responsiveness to labour market needs and limit effective skills matching
	Opportunities: Can be used to better target skill shortages and support sectoral needs	Threats: Persistent mismatch between quota allocation and labour market demand may reduce effectiveness, particularly for skilled labour pathways
Estimation of transferability	Medium–high. Similar quota-based migration systems exist internationally, although effectiveness depends on administrative capacity and labour market coordination	

Main sources: <https://www.normattiva.it/uri-res/N2Ls?urn:nir:stato:decreto.legge:2023-03-10;20>

<https://www.lavoro.gov.it/priorita/pagine/flussi-2026-2028-pubblicato-il-decreto-da-oltre-497mila-ingressi>

Measure	Public funding measures supporting skills development and labour market integration (PNRR / ESF+)	
Country	IT	
Short (general) description	Public funding measures under the National Recovery and Resilience Plan (PNRR) and the European Social Fund Plus (ESF+) support vocational training, upskilling and labour market integration. These programmes aim to strengthen skills formation, facilitate employment transitions and address labour shortages, through investments in training and active labour market policies. Although not specifically targeted at migrants, they may support inclusion through accessible training and employment initiatives. While PNRR represents a time-bound recovery and investment framework, ESF+ provides a longer-term funding structure supporting continuity in skills development and labour market inclusion policies	
Legal basis	National Recovery and Resilience Plan (PNRR), funded by NextGenerationEU; European Social Fund Plus (ESF+) regulations (2021–2027 programming period)	
Preconditions (f. e. qualifications, age, gender, language skills)	Eligibility depends on specific calls and programmes. Measures typically target unemployed persons, young people, workers in transition and vulnerable groups, without formal exclusion based on nationality	
Open to citizens from	Open to all residents, including migrants (depending on programme eligibility criteria)	
Involved stakeholders and their roles	National and regional authorities design and implement programmes; training providers (e.g. VET institutions, universities) deliver courses; employers and social partners contribute to skills development and labour market matching; public employment services support access and participation	
Quality standards set/controlled by whom	Quality standards are defined by national and EU frameworks and implemented through regional governance structures, monitoring systems and evaluation mechanisms	
Learning venues and alternation (if applicable)	Training is delivered through a mix of formal education institutions, vocational training centers and workplace-based learning environments, depending on the programme	
Duration	PNRR follows a temporary implementation cycle linked to the NextGenerationEU framework, while ESF+ operates through multiannual programming periods (2021–2027). Specific interventions vary in duration according to programme design	
Assessment (if applicable) (how/who)	Assessment is carried out by training providers and relevant authorities, based on programme-specific criteria and learning outcomes	
Funding	Funded by EU (NextGenerationEU, ESF+) and national resources; participation is typically free of charge for beneficiaries	
Numbers of beneficiaries (if possible)	Large-scale funding frameworks implemented nationally and regionally. Beneficiary numbers vary considerably across programmes and are not directly comparable	
SWOT	Strengths: Provides substantial funding for skills development and labour market integration, supporting structural reforms and innovation	Weaknesses: Fragmentation across programmes and regional implementation may reduce accessibility and create uneven opportunities
	Opportunities: Can strengthen workforce development and improve access to training opportunities for underrepresented groups	Threats: Risk of uneven implementation and insufficient alignment with local labour market needs
Estimation of transferability	High. Comparable funding instruments exist across EU Member States, although effectiveness depends on governance capacity and implementation structures	

Main sources: <https://italiadomani.gov.it/en/home.html> <https://european-social-fund-plus.ec.europa.eu/en>

Measure	Recognition of foreign qualifications and comparability services (CIMEA)	
Country	IT	
Short (general) description	Recognition of foreign qualifications in Italy is supported through procedures for verification and comparability of educational credentials, including services provided by CIMEA. These instruments aim to facilitate access to education and employment by improving transparency in qualification assessment. However, recognition procedures remain complex and do not automatically translate into access to employment matching migrants' qualifications	
Legal basis	- Presidential Decree No. 394/1999 - Lisbon Recognition Convention - National regulations on recognition of foreign qualifications - CIMEA comparability and verification services framework	
Preconditions (f. e. qualifications, age, gender, language skills)	Applicants must provide official documentation of their educational qualifications (e.g. diplomas, transcripts), often requiring translation, legalization or apostille. Requirements may represent a barrier for applicants with incomplete documentation	
Open to citizens from	All countries	
Involved stakeholders and their roles	Applicants request recognition or comparability statements; CIMEA provides evaluation services; universities, professional bodies and public authorities assess recognition for specific purposes (education or regulated professions)	
Quality standards set/controlled by whom	Quality standards are defined by national regulations and international frameworks for qualification recognition, with CIMEA acting as a reference body for evaluation procedures	
Learning venues and alternation (if applicable)	Not applicable	
Duration	Procedures may require several weeks or months, depending on the complexity of the case and documentation	
Assessment (if applicable) (how/who)	Assessment is based on document verification and comparison of qualifications, carried out by CIMEA and relevant institutions	
Funding	Costs are generally borne by applicants (fees for comparability and verification services)	
Numbers of beneficiaries (if possible)	Comparable statistics are not systematically available across recognition pathways; demand remains significant among international students and migrant workers	
SWOT	Strengths: Provides a structured framework for assessing foreign qualifications and supports transparency in recognition processes	Weaknesses: Procedures may remain fragmented, time-consuming and difficult to navigate
	Opportunities: Can improve skills matching and facilitate access to qualified employment	Threats: Risk of persistent de-skilling and occupational mismatch when recognition is not accompanied by labour market integration measures
Estimation of transferability	High. Recognition systems are widespread internationally, although procedures and institutional arrangements vary considerably	

Main sources

<https://www.cimea.it/EN/>

https://www.giustizia.it/giustizia/page/it/come_fare_per_riconoscimento_titoli_conseguiti_in_paesi_extra_co_munitari

Measure	Vocational Education and Training (VET) and Higher Technical Institutes (ITS) system	
Country	IT	
Short (general) description	The Italian Vocational Education and Training (VET) system and Higher Technological Institutes (ITS Academy) provide technical and professional education pathways aimed at strengthening alignment between skills formation and labour market needs. Through a combination of classroom-based and work-based learning, these pathways support transitions into employment and respond to shortages in technical sectors. Recent reforms and investment programmes have increased policy attention towards these pathways, although accessibility and participation remain uneven	
Legal basis	- National legislation on vocational education and training - Law No. 99/2022 (ITS Academy reform) - Regional legislation on VET implementation	
Preconditions (f. e. qualifications, age, gender, language skills)	Access depends on prior educational attainment and programme requirements; language proficiency may function as an implicit access condition	
Open to citizens from	Open to all residents, including migrants (subject to admission requirements)	
Involved stakeholders and their roles	National and regional authorities regulate and fund the system; VET providers and ITS Academy institutions deliver training; employers contribute to curriculum design and offer work-based learning opportunities; social partners support governance and implementation	
Quality standards set/controlled by whom	Quality standards are defined at national and regional levels, with involvement of education authorities and social partners	
Learning venues and alternation (if applicable)	Combination of school-based learning and workplace-based training, particularly within ITS Academy programmes and dual pathways	
Duration	VET pathways generally range from 3 to 5 years; ITS programmes usually last 2 years	
Assessment (if applicable) (how/who)	Assessment is carried out by training providers and examination boards, based on national and regional standards	
Funding	Funded by public resources (national and regional) and supported by EU funds (e.g. ESF+, PNRR); participation is generally free or low-cost	
Numbers of beneficiaries (if possible)	Participation in ITS Academy programmes has increased in recent years following national reforms and dedicated investment measures. More broadly, vocational pathways remain highly relevant in Italy: around 54% of upper secondary students aged 15–19 are enrolled in VET pathways, compared with an OECD average of 37% . However, participation patterns and attractiveness remain uneven across territories and educational tracks	
SWOT	Strengths: Supports skills matching through employer involvement and work-based learning	Weaknesses: Fragmentation across regions and uneven attractiveness limit accessibility and system coherence
	Opportunities: Can strengthen technical workforce development and support transitions into employment	Threats: Persistent language and recognition barriers may limit accessibility for migrant populations
Estimation of transferability	Medium–high. Similar vocational and dual training systems exist internationally, although effectiveness depends on institutional coordination and employer engagement	

Main sources

<https://www.indire.it/progetto/its-istituti-tecnologici-superiori/>

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https://www.aranagenzia.it/wp-content/uploads/2024/12/47f05fb8-en_ocse_countryreport_Italy.pdf

Measure	Reform of technical and vocational education pathways (4+2 model)	
Country	IT	
Short (general) description	The “4+2” reform introduces an experimental restructuring of technical and vocational education pathways in Italy, combining a four-year upper secondary track with a subsequent two-year ITS Academy programme. The reform aims to strengthen school-to-work transitions, reinforce work-based learning and improve alignment between education and labour market needs. As implementation is still ongoing, its effects on accessibility and inclusion remain to be assessed	
Legal basis	- Law No. 121/2024 - Ministerial Decree No. 256/2024 implementing the technological and vocational education pathway	
Preconditions (f. e. qualifications, age, gender, language skills)	Access requires completion of lower secondary education and enrolment in technical or vocational pathways; progression to ITS Academy depends on successful completion of the initial cycle	
Open to citizens from	Open to all students within the Italian education system, including migrant students	
Involved stakeholders and their roles	Ministry of Education defines the reform framework; schools and ITS institutions implement programmes; employers contribute to work-based learning components; regional authorities support coordination and funding	
Quality standards set/controlled by whom	Quality standards are defined at national level and implemented through education and training institutions, with involvement of social partners	
Learning venues and alternation (if applicable)	Combination of school-based learning and work-based training, with stronger integration between upper secondary education and ITS Academy pathways	
Duration	4 years (secondary education) + 2 years (ITS programme)	
Assessment (if applicable) (how/who)	Assessment follows national education standards and includes both academic and vocational evaluation components	
Funding	Publicly funded through national education budgets and supported by EU funds (e.g. PNRR)	
Numbers of beneficiaries (if possible)	Implementation is currently progressive and based on voluntary participation of schools and ITS Academy institutions; consolidated beneficiary data are not yet available	
SWOT	Strengths: Strengthens continuity between education and employment pathways	Weaknesses: Early implementation phase limits evidence on effectiveness
	Opportunities: Can reinforce technical education attractiveness and support workforce development	Threats: Risk of reproducing existing inequalities if access and support mechanisms remain uneven
Estimation of transferability	Medium. Similar integrated and dual-oriented education models exist internationally, although implementation depends on institutional coordination and labour market structures	

Main sources

<https://www.gazzettaufficiale.it/eli/gu/2024/08/22/196/sg/pdf>

<https://www.orizzontescuola.it/riforma-filiera-formativa-tecnologico-professionale-pubblicata-in-gazzetta-ufficiale-in-vigore-dal-6-settembre-cosa-prevede/>

Measure	Training-to-work and transnational skills mobility initiatives	
Country	IT	
Short (general) description	Training-to-work and transnational skills mobility initiatives aim to connect vocational training systems in countries of origin with labour market needs in Italy through structured pathways combining skills development, recruitment and labour insertion. These initiatives typically involve cooperation between training providers, employers and public institutions and seek to facilitate legal migration channels while improving skills matching. Existing examples include employer-driven partnerships (e.g. Italy–Egypt) and multi-level governance initiatives (e.g. THAMM–Tunisia). More recently, these initiatives increasingly interact with broader strategic frameworks for international cooperation and labour mobility promoted under the Piano Mattei.	
Legal basis	- Testo Unico sull'Immigrazione (Legislative Decree 286/1998); - Decreto Flussi framework; - Decreto-Legge 20/2023 converted into Law No. 50/2023 (Decreto Cutro), including provisions supporting pre-departure training and extra-quota channels; - Bilateral agreements and EU approaches to Talent and Skills Partnerships; - THAMM Plus programme framework; - Strategic cooperation initiatives promoted under the Piano Mattei	
Preconditions (f. e. qualifications, age, gender, language skills)	Access depends on programme-specific requirements and may include vocational training participation, employer selection procedures, educational credentials and language preparation. Selection criteria vary according to sectoral and institutional arrangements	
Open to citizens from	Selected partner countries depending on programme design and bilateral arrangements (e.g. Egypt, Tunisia)	
Involved stakeholders and their roles	Public authorities define legal and administrative frameworks; training providers organize vocational preparation and competence assessment; employers identify labour needs and support labour insertion; intermediary organizations facilitate recruitment and mobility processes; international organizations may coordinate implementation and monitoring. In some cases, implementation is increasingly embedded within broader national and international cooperation frameworks	
Quality standards set/controlled by whom	Quality standards are defined within programme governance structures and may involve training institutions, employers, public authorities and international organizations	
Learning venues and alternation (if applicable)	Training activities may take place in countries of origin and/or destination countries and combine classroom-based learning, practical training and workplace integration pathways	
Duration	Duration varies according to programme design and may include pre-departure training phases followed by labour insertion and transition periods.	
Assessment (if applicable) (how/who)	Assessment generally includes competence evaluation, educational profile review and verification of training outcomes before labour market insertion	
Funding	Funding arrangements vary across initiatives and may combine private investment, public resources, EU programmes and international cooperation mechanisms	
Numbers of beneficiaries (if possible)	Currently limited and project-based, ranging from small employer-led cohorts to larger sectoral initiatives (e.g. THAMM targeting approximately 2,000 workers)	
SWOT	Strengths: Strengthens links between training provision and labour market demand while promoting legal migration pathways	Weaknesses: Limited institutionalization and dependence on project-based implementation
	Opportunities: Potential to expand structured labour mobility pathways and strengthen long-term cooperation between training systems, labour markets and international development initiatives.	Threats: Risk of fragmentation and dependence on political priorities and project-based implementation

Estimation of transferability	High. Similar training-to-work and skills mobility initiatives are increasingly promoted internationally, although effectiveness depends on institutional coordination, employer engagement and governance capacity
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Main examples

- Don Bosco – Vescovini (Italy–Egypt)
- THAMM Plus / Formedil (Tunisia)

Context

- Piano Mattei

Main sources:

<https://integrazionemigranti.gov.it/it-it/Altre-info/e/2/o/57/id/143>

<https://www.elis.org/2024/11/05/tunisi-corso-per-lavoratori-settore-edile/>

<https://www.elis.org/2024/11/05/tunisi-corso-per-lavoratori-settore-edile/>

<https://www.ancebrescia.it/2026/ance-progetto-thamm-nuove-opportunita-di-inserimento-di-lavoratori-tunisini/>

https://ance.it/wp-content/uploads/allegati/Agenzie_3_7_24.pdf

<https://www.mur.gov.it/it/piano-mattei-ricerca-e-alta-formazione>

<https://www.governo.it/it/piano-mattei>

Annex 2 – Skill Partnerships

Skills Partnership – Don Bosco VET Centers (Cairo / Alexandria) – SBE–VARVIT / Vescovini Group – CNOS-FAP

Dimension	Description
Political level	Operational and national level, embedded within Italian labour migration policies (including extra-quota channels introduced under Decreto Cutro)
Legal form/ formalization	Private partnership between training institutions and companies; project-based cooperation (no formal intergovernmental agreement)
Legal basis/ laws	Testo Unico sull'Immigrazione; Decreto-Legge 20/2023 ("Decreto Cutro"), including provisions on extra-quota entry channels for individuals with recognized VET qualifications
Governance and actors	Salesian VET centers (Don Bosco Cairo/Alexandria) and CNOS-FAP manage training, recruitment and skills assessment; Italian companies (e.g. Vescovini Group Spa, SBE–VARVIT) contribute to skills evaluation and provide apprenticeships and employment; Confindustria supports the employer perspective; cooperation may involve broader institutional frameworks and migration governance actors. The partnership operates as a training-to-employment pathway with progressive employer involvement in competence assessment and labour insertion. It builds on a long-standing Salesian VET infrastructure connecting training provision, competence certification and labour market linkage. Don Bosco centers operate as intermediary institutions combining training, competence certification and labour market linkage.
Target group (and qualification level)	Young trainees and workers with vocational training in technical professions coming from Egypt; socially vulnerable youth and VET students/graduates
Sector/ occupational field	Manufacturing and industrial sectors (e.g. mechanical and technical professions)
Geographical focus/ countries	Egypt (formation and training) – Northern Italy (training and employment)
Type of instruments	Vocational training in country of origin; skills assessment and portfolio evaluation; apprenticeship pathways in Italian companies; pre- and post-arrival support; direct recruitment mechanisms linked to labour demand.
Financing	Primarily company-driven, with possible support from training institutions; largely private funding
Costs	Costs mainly concern training, mobility, visa procedures and initial accommodation; costs are primarily borne by employers and participating organizations according to partnership arrangements
Principles of fairness	Structured training and recruitment pathways aim to reduce irregular migration and provide legal entry opportunities; alignment with training standards helps ensure transparency and fairness in recruitment processes
Attractiveness and retention	Employment opportunities combined with a traineeship-to-employment pathway increase attractiveness; provision of housing and initial support (as indicated in recruitment communication) strengthens short-term retention, while long-term retention depends on employment conditions
Home Track	Currently limited, but with emerging potential for circular and developmental effects, as interviews (I_22-I_30) highlighted the company's interest in establishing production activities in Egypt, potentially contributing to local employment generation and skills transfer. Potential developmental effects may emerge not only through labour mobility but also through strengthening local VET ecosystems and future industrial cooperation initiatives in Egypt.
Duration	Approx. 12 months (traineeship phase), explicitly oriented towards potential long-term employment
Relevance for WP5 analytical framework	Illustrates how labour shortages can be translated into structured transnational recruitment and training pathways through employer–VET cooperation.

Main Source: <https://donboscocairo.org/it/opportunita-di-lavoro/>

<https://donboscocairo.org/strengthening-egyptian-italian-cooperation-in-technical-education-ministers-visit-to-don-bosco-institute/>

<https://donboscocairo.org/the-italian-salesian-institute-continues-its-strategic-partnership-with-the-ministry-of-labor-to-empower-youth-and-deliver-internationally-recognized-certifications/>

<https://missionnewswire.org/egypt-youth-gain-specialized-skills-at-italian-industrial-technical-academy/>

<https://www.facebook.com/DonBoscoCai/posts/listituto-salesiano-don-bosco-%C3%A8-lieto-di-condividere-con-voi-latmosfera-della-ce/973513621488709/>

**Per ex allievi della scuola
Don Bosco - Egitto, che
attualmente vivono in Italia**


**SALESIANI DON BOSCO
EL SAHEL - CAIRO**
دون بوسكو الساحل - القاهرة

Si segnala che, una grande Azienda Italiana Internazionale (VESCOVINI GROUP), operante da più di 60 anni, ha bisogno di figure professionali:

- In MONFALCONE (GO), vicino a Trieste. In questo caso si offre il vitto e l'alloggio per i primi 12 mesi.
- SAN GIULIANO MILANESE (MI).

Le figure professionali richieste :

- Stampaggio a freddo
- Manutentori meccanici e carpentieri
- Rullatura
- Manutentori mecatronici, elettromeccanici

Registrazione :



Skills Partnership – THAMM Plus / Formedil – Tunisia

Dimension	Description
Political level	Bilateral and EU-supported level, involving national governments (Italy and Tunisia) and international organizations within the THAMM Plus framework
Legal form/ formalization	Formalized cooperation agreement between public agencies (Tunisia), sectoral organizations (Italy) and international programmes; embedded in EU-funded project (THAMM Plus)
Legal basis/ laws	Linked to Article 23 of the Italian Consolidated Immigration Act (Testo Unico sull'Immigrazione), enabling pre-departure training pathways connected to labour migration outside ordinary quota mechanisms; Decreto Flussi; EU Talent/Skill Partnerships approach and THAMM Plus programme for labour migration governance
Governance and actors	Multi-level governance structure: Tunisian agencies (ANETI, AFTP) manage selection and training; Italian actors (ANCE, Formedil, Elis) coordinate sectoral training and labour market integration; Italian ministries (Interior, Labour, Foreign Affairs) support migration procedures; the International Organization for Migration (IOM) coordinates the programme; EU and BMZ provide funding. Formedil and CESF contribute to implementation through sector-specific training and labour insertion activities.
Target group (and qualification level)	Workers with vocational training in the construction sector (low- to medium-skilled profiles), with a target of approximately 2,000 participants
Sector/ occupational field	Construction sector (e.g. skilled construction workers, site laborers)
Geographical focus/ countries	Tunisia (selection and training) – Italy (employment), within a broader North Africa–Italy mobility framework (including Morocco)
Type of instruments	Pre-departure selection and training; vocational training aligned with labour demand; institutional support for migration procedures; direct recruitment pathways enabling immediate employment upon arrival. Integrated pre-departure model including technical training, Italian language and culture, occupational safety, labour regulation orientation and employer matching mechanisms.
Financing	Financed by the European Union and co-financed by BMZ through THAMM Plus implementation mechanisms coordinated by IOM and supported by sectoral actors.
Costs	Costs related to training, mobility and administrative procedures are largely covered within the project framework, reducing barriers for participants
Principles of fairness	Promotes regular and transparent recruitment channels, reducing irregular migration risks and supporting compliance with labour and migration standards
Attractiveness and retention	High attractiveness due to direct employment opportunities upon arrival and facilitated administrative procedures; retention supported by sectoral demand and structured entry pathways
Home Track	Limited but present; acquired skills may support employability both in Tunisia and through future labour mobility opportunities, although the primary focus remains labour insertion in Italy
Duration	Programme duration extends over the THAMM Plus implementation cycle (31 months), while individual training and labour insertion pathways vary according to recruitment rounds and sectoral needs.
Relevance for WP5 analytical framework	Illustrates how multi-level governance and institutional coordination support labour mobility and skills matching across countries of origin and destination

Main sources:

<https://www.lavoro.gov.it/immigrazione/attivita-internazionale/progetto-thamm-plus-towards-holistic-approach-migration-governance-labour-mobility-italy-north-africa>

<https://www.elis.org/2024/11/05/tunisi-corso-per-lavoratori-settore-edile/>

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https://ance.it/wp-content/uploads/allegati/Agenzie_3_7_24.pdf

<https://tunisia.iom.int/sites/g/files/tmzbd11056/files/inline-files/thamm-plus-tn-factsheet-eng-1.pdf>

<https://ance.it/2026/03/progetto-thamm-plus-towards-a-holistic-approach-to-labour-migration-governance-and-labour-mobility-in-italy-and-north-africa/>

<https://www.anceaies.it/progetto-thamm-formazione-di-lavoratori-tunisini-prima-dellingresso-in-italia/>

<https://www.facebook.com/watch/?v=461955726943079>

<https://www.agipress.it/edilizia-con-thamm-plus-nuovi-lavoratori-qualificati-tra-italia-e-tunisia/>