

**ENHANCING EMPLOYMENT OPPORTUNITIES:
A MULTIDIMENSIONAL ANALYSIS OF SKILLED
BASED OVERSEAS MIGRATION FROM
PAKISTAN TO GULF COUNTRIES**



Pakistan Institute of Development Economics

By

Ockash Manzoor

PIDE2021FMPHILECO16

Supervisor

Dr. Shujaat Farooq

MPhil Economics

PIDE School of Economics

Pakistan Institute of Development Economics,

Islamabad

2025

Pakistan Institute of Development Economics, Islamabad
PIDE School of Economics

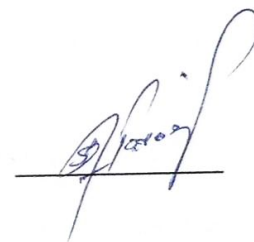
CERTIFICATE

This is to certify that this thesis entitled: “**Enhancing Employment Opportunities: A Multidimensional Analysis of Skilled Based Overseas Migration from Pakistan to Gulf Countries**” submitted by **Ms. Ockash Manzoor** is accepted in its present form by the School of Economics, Pakistan Institute of Development Economics (PIDE), Islamabad as satisfying the requirements for partial fulfillment of the degree in Master of Philosophy in Economics.

Supervisor:

Dr. Shujaat Farooq

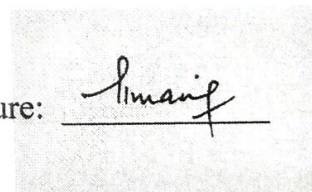
Signature:



External Examiner:

Dr. Ghulam Muhammad Arif

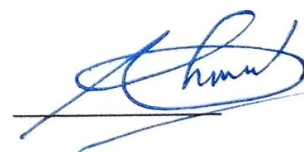
Signature:



Head,

PIDE School of Economics: Dr. Iftikhar Ahmad

Signature:



Abstract

This study investigates the dynamics of skill-based migration from Pakistan to the Gulf Cooperation Council (GCC) region, focusing on the intersection of migration policy, labour market demand, training alignment, recruitment channels, and cost structures. As GCC economies transition toward knowledge-based sectors — such as healthcare, renewable energy, smart infrastructure, and FinTech — Pakistan continues to rely on outdated, supply-driven training systems and informal recruitment channels. This mismatch results in elevated migration costs, limited international recognition of Pakistani qualifications, and persistent inefficiencies in institutional response mechanisms.

The study's findings highlight systemic barriers like unregulated recruitment markets, inadequate bilateral agreements, gender exclusion, and the absence of integrated migration data infrastructure.

Ultimately, the thesis proposes a comprehensive roadmap for ethical and skill-responsive migration governance aligned with international best practices and Pakistan's national development objectives. The proposed reforms emphasize stronger regulatory enforcement, mutual skill recognition frameworks, the development of gender-responsive migration pathways, and a digitized recruitment ecosystem modeled on regional best practices such as India's eMigrate portal.

Keywords: Pakistan migration, GCC labour market, skilled migration, vocational training, recruitment cost, informal migration, migration governance, bilateral agreements

Table of Contents

Chapter 1	2
Introduction	2
1.1 Background	2
1.2 Problem Statement	3
1.3 Research Objectives	4
1.5 Significance of the Study	5
1.6 Scope and Limitations	6
1.7 Organisation of the Study	6
Chapter 2	8
Literature Review	8
2.1 Theoretical Framework	8
2.2 Conceptual Framework	8
2.3 International Frameworks on Ethical Migration	9
2.4 Regional Migration Dynamics	10
2.5 Skill Mismatch and Training Gaps	10
2.6 Cost Burden of Migration	11
2.7 Gender and Inclusion	11
2.8 Research Gaps	11
Chapter 3	12
Research Methodology	12
3.1 Introduction	12
3.2 Research Design	12
3.3 Data Sources and Collection	13
3.4 Key Concepts and Analytical Dimensions	14
3.5 Analytical Tools and Techniques	15
3.6 Ethical Considerations	16
3.7 Limitations of the Methodology	16
Chapter 4	18
An Analysis of Skill Gaps in Emigration of Pakistani Workers to Gulf Region	18
4.1 Introduction	18
4.2 Current economic structure of the Gulf	18
4.3 High-Demand Job Skills in the Gulf's Emerging Sectors	20

4.4 Skill Deficits in Pakistan’s Labor Force	24
4.5 Remittance Efficiency and Skill-Level Disparities: A Missed Development Opportunity	26
4.6 SWOT Analysis of GCC Labour Markets (in the Context of Pakistani Migrant Workers) ...	30
4.7 Adaptation of Pakistani Institutions to Gulf Demands	32
4.7.1 Bureau of Emigration and Overseas Employment (BEOE)	33
4.7.2 Ministry of Overseas Pakistanis and Human Resource Development (MOPHRD)	33
4.7.3 National Vocational and Technical Training Commission (NAVTTTC)	34
4.8 Comparative Context: Pakistan vs. Other Labor-Exporting Countries.....	35
CHAPTER 5.....	39
Assessment of Pakistan’s Migration Policy under International Frameworks.....	39
5.1 Introduction.....	39
5.2 Mapping Pakistan’s Migration Policy Against International Frameworks	40
5.3 Institutional Mapping: Pakistan’s Migration Governance Structure.....	44
5.3.1 Institutional & Bureaucratic Challenges	45
5.4 Emerging Realities in Gulf Migration Policy and Implications for Pakistan.....	46
5.5 Pakistan’s Migration Policy Response	48
5.6 Pakistan's Efforts on Migration-Related SDGs	48
5.7 Comparing Migration Policies of Pakistan and India	50
Chapter 6	53
Conclusion	53
6.1 Policy Recommendations.....	53
6.2 Strategic Recommendations.....	54
6.3 Conclusion	56
References.....	58

List of Figures:

Figure 1: Conceptual Framework.....	9
Figure 2: Human capital, competitiveness and sustainability are high amongst GCC priorities	19
Figure 3: Skill-Based Migration from Pakistan (2010–2025).....	Error! Bookmark not defined.
Figure 4:Remittance per Migrant by Skill Level (2019–2023) of Pakistan.....	27
Figure 5:Skill-Level Migration Share from Pakistan (2010–2024).....	28
Figure 6:Annual Remittance per Migrant (2019–2023)	29
Figure 7:Migration Cost to Gulf (2019–2023).....	29
Figure 8: Skill-Migration Ecosystem – India vs. Pakistan	37

List of Tables:

Table 1:Data Sources and Collection	13
Table 2: Summary of Skill Demands in Gulf Countries (2023-24).....	22
Table 3: Pakistani Migrants & Skill Gaps in GCC.....	23
Table 4: Occupational Migration Trends by Skill Level	23
Table 5: Skills Gap between GCC Demand and Pakistani Supply	25
Table 6: SWOT Analysis of GCC.....	31
Table 7: Institutional Initiatives and Gaps.....	32
Table 8: Global Compact for Safe, Orderly and Regular Migration (GCM)	41
Table 9: ILO Fair Recruitment Initiative (FRI)	42
Table 10: Pakistan’s Policy Alignment with GCM & ILO Principles (2024)	44
Table 11: Institutional Roles in Migration Governance	45

List of Abbreviations

GCC	Gulf Cooperation Council
MOUs	Memoranda of Understanding
ILO	International Labor Organization
UNHCR	United Nations High Commissioner for Refugees
OPF	Overseas Pakistanis Foundation
BE&OE	Bureau of Emigration & Overseas Employment
OEC	Overseas Employment Corporation
NAVTTTC	National Vocational & Technical Training Commission
NARA	National Aliens Registration Authority
NADRA	National Data Registration Authority
NDMA	National Disaster Management Authority

Chapter 1

Introduction

1.1 Background

Labour migration from Pakistan to the Gulf Cooperation Council (GCC) countries has long served as a critical pathway for employment generation and foreign exchange earnings. More than 11 million Pakistani workers went abroad, mainly to the Gulf region, during the last four and half decades, 1970-2024 through the BEOE. At present around 9 million Pakistani are working/living/studying abroad mainly in three regions – the GCC countries, Europe and North America. Labour migration contributes significantly to household incomes and macroeconomic stability through remittances (BE&OE, 2023).

Historically dominated by low-skilled employment in construction, transport, and domestic work, the migration trend is now evolving in response to changing labour market demands in the Gulf. The rise of smart infrastructure, digital platforms, renewable energy initiatives, and healthcare expansion—under frameworks like Saudi Vision 2030 and the UAE’s Smart Government Strategy—has created increasing demand for semi-skilled and skilled foreign workers (ILO, 2022).

Despite these shifts, Pakistan’s labour export model remains outdated and largely supply-driven. The country’s training institutions, including NAVTTC and TEVTA, often operate in silos with limited input from Gulf employers. As a result, vocational graduates are frequently trained in low-demand trades, while high-potential sectors such as FinTech, cyber security, and green energy remain underserved.

Moreover, the high financial cost of migration, informal recruitment practices, and the absence of Mutual Recognition Agreements (MRAs)¹ with host countries have collectively reduced the accessibility and fairness of Pakistan's migration system. While Pakistan is a signatory to global frameworks such as the Global Compact for Migration (GCM) and the ILO's Fair Recruitment Initiative (FRI), their implementation remains weak due to fragmented institutions, lack of enforcement, and minimal investment in migration governance infrastructure.

This study explores the disconnect between GCC labour market trends and Pakistan's institutional readiness. It investigates the cost of migration, alignment of vocational training with host country demand, and policy compliance with global migration governance frameworks—while also offering a strategic roadmap for reform.

1.2 Problem Statement

Despite Pakistan's long-standing labour migration ties with the Gulf, its migration ecosystem suffers from persistent and multi-layered inefficiencies. These include high informal and unregulated recruitment costs, limited international recognition of Pakistani skill certifications, and inadequate data systems for planning and monitoring.

The country's vocational training infrastructure—although expanding in size—remains misaligned with the rapidly changing labour market needs of the GCC. Skill development programs often lack employer engagement, real-time feedback loops, and sector-specific customization. As a result, thousands of workers are trained for trades that have declining demand abroad, while high-

¹ Mutual Recognition Agreements (MRAs) are formal agreements between two or more countries or regions that allow for the recognition of each other's conformity assessments, standards, or certifications. These agreements aim to facilitate international trade by reducing technical barriers, such as duplicate testing or certification processes, for products and services.

potential sectors such as smart logistics, renewable energy, and health technology remain under-supplied.

Furthermore, the absence of gender-responsive migration channels restrict the participation of Pakistani women in overseas employment. Female migration remains negligible due to cultural constraints, legal silence, and the lack of safe, institutionalised recruitment pathways for women.

Although Pakistan is a signatory to ethical migration frameworks like the GCM and ILO-FRI, the implementation of these principles remains weak. Poor coordination among government bodies, minimal enforcement of recruitment caps, and overreliance on informal agents have all contributed to a migration model that is costly, inequitable, and poorly aligned with national development priorities. (ILO, 2021)

This study addresses these gaps by assessing the extent of skill mismatch, institutional inefficiency, and financial burdens in Pakistan's migration regime, particularly in the context of Gulf labour market transformations.

1.3 Research Objectives

1. To assess the alignment between Pakistan's technical/vocational training systems and the evolving sectoral skill demands of Gulf Cooperation Council (GCC) economies.
2. To evaluate the institutional, financial, and policy-level barriers affecting the efficiency, inclusivity, and cost-effectiveness of skill-based labour migration from Pakistan to GCC countries.

1.4 Research Questions

1. What are the key skill demands in the Gulf's emerging sectors, and how well does Pakistan's vocational training system respond to these trends?
2. How has Pakistan's labour migration profile evolved across different skill levels and what patterns emerge in terms of remittance efficiency?
3. What institutional gaps exist in Pakistan's migration governance framework, particularly in training alignment, certification recognition, and labour-market intelligence?
4. How do Pakistan's migration costs and regulatory mechanisms compare with regional peers like India and the Philippines?
5. To what extent does Pakistan comply with international ethical migration frameworks such as the Global Compact for Migration (GCM) and ILO's Fair Recruitment Initiative (FRI)?
6. What structural reforms are necessary to improve skill recognition, cost transparency, and bilateral cooperation with GCC countries?

1.5 Significance of the Study

This study offers a timely and policy-relevant contribution to the discourse on labour migration, particularly in the context of Pakistan's evolving relationship with the Gulf Cooperation Council (GCC) countries. It goes beyond traditional remittance-centered analysis by framing migration as a governance and skills development challenge, requiring systemic institutional reform and international alignment.

The research is significant for two key reasons. First, it provides an in-depth assessment of the skill mismatch between Pakistan's vocational training output and emerging GCC sectoral demands—an area underexplored in existing literature. Second, it evaluates Pakistan's policy compliance with global frameworks such as the Global Compact for Migration (GCM) and the

ILO's Fair Recruitment Initiative (FRI), offering a strategic roadmap for aligning domestic migration governance with international standards.

By doing so, the study not only informs policymakers, researchers, and institutional actors in Pakistan but also contributes to broader discussions on ethical recruitment, skilled migration, and sustainable labour mobility in the Global South.

1.6 Scope and Limitations

This study focuses exclusively on outbound labour migration from Pakistan to six Gulf Cooperation Council (GCC) countries: Saudi Arabia, United Arab Emirates, Qatar, Oman, Kuwait, and Bahrain. It examines skill-based migration patterns, institutional readiness, training alignment, and international compliance frameworks. The research timeframe spans from 2010 to 2024, incorporating both trends and recent policy developments.

The analysis is based on secondary data drawn from government reports, international organization databases (ILO, IOM, World Bank), academic publications, and migration governance documents such as the Emigration Rules (2023), the Global Compact for Migration (2018), and ILO's Fair Recruitment Guidelines. Due to time and logistical constraints, the study does not include primary data collection such as interviews with migrants, recruitment agents, or employers. It also does not examine internal migration or migration to non-GCC destinations.

1.7 Organisation of the Study

This thesis is organized into five chapters:

- **Chapter 1** provides an introduction, research context, and problem framing.
- **Chapter 2** reviews relevant literature and international frameworks, establishing the conceptual basis.

- **Chapter 3** outlines the research methodology, data sources, variables, and econometric models used.
- **Chapter 4 and 5** presents the findings, including cost analysis, institutional benchmarking.
- **Chapter 6** offers conclusions and policy recommendations to align Pakistan’s migration system with GCC demand and global best practices.

The study is limited to secondary data analysis from 2010–2024 and focuses on six GCC countries: Saudi Arabia, UAE, Qatar, Oman, Kuwait, and Bahrain. While skill development programs in Pakistan are discussed, primary data collection (e.g., employer surveys) was not undertaken due to time and logistical constraints.

Chapter 2

Literature Review

2.1 Theoretical Framework

This study is grounded in push-pull migration theory, which explains labour migration as a result of both repelling (push) forces in the country of origin—such as unemployment, poverty, and poor working conditions—and attracting (pull) forces in the destination country, including higher wages, better infrastructure, and demand for specific skills (Todaro, 1976).

In addition, the study draws upon migration transition theory, which posits that as countries develop economically, the patterns and drivers of migration evolve, often becoming more selective and skill-based. This is particularly relevant for middle-income countries like Pakistan, where rising education levels coincide with limited domestic employment opportunities, leading to external migration as a coping mechanism (Skeldon, 2012).

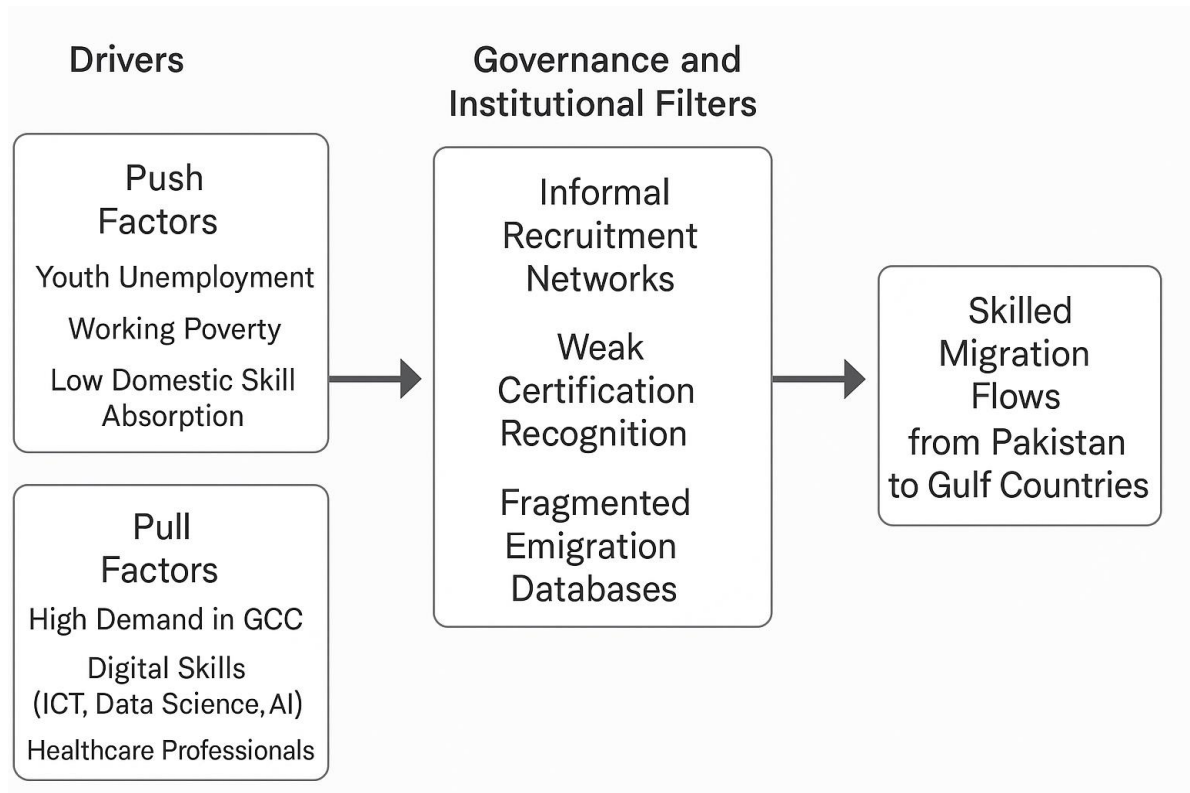
2.2 Conceptual Framework

The study is conceptually anchored in the push-pull theory of migration, complemented by institutional and policy governance models. The framework integrates:

- **Push Factors:** High youth unemployment, working poverty, low skill absorption in Pakistan.
- **Pull Factors:** GCC's demand for digitally skilled and health sector professionals.
- **Barriers:** Informal recruitment, weak certification recognition, fragmented data systems.

A visual conceptual map (presented in Chapter 2, Figure 1) links these drivers with expected migration outcomes and governance responses.

Figure 1: Conceptual Framework



Source: Author's Elaboration

This framework forms the analytical basis for the econometric models in Chapter 4 and guides the synthesis of insights in Chapter 5.

2.3 International Frameworks on Ethical Migration

Global Compact for Migration (GCM)

Pakistan is a signatory to the GCM, a non-binding international agreement adopted in 2018 that outlines 23 objectives for safe, orderly, and regular migration. Among these, key objectives relevant to this study include promoting ethical recruitment (Objective 6), recognizing skills (Objective 18), ensuring transparent procedures (Objective 12), and enhancing data systems

(Objective 1) (UN, 2018). However, Pakistan’s implementation of GCM principles remains limited, particularly in regulating recruitment fees and addressing gender disparities (IOM, 2022).

ILO’s Fair Recruitment Initiative (FRI)

Launched in 2014, the FRI outlines general principles and operational guidelines to promote ethical, transparent recruitment aligned with international labour standards (ILO, 2016). It emphasizes zero-cost recruitment, licensing of agents, and the elimination of abusive practices. While Pakistan’s Emigration Rules (2023) incorporate elements of these principles, enforcement remains weak, and regulatory transparency is lacking (ILO, 2024).

2.4 Regional Migration Dynamics

In South Asia, India, Bangladesh, and the Philippines have made significant strides in regulating recruitment practices. India’s eMigrate portal has reduced informal agent reliance by digitizing processes, enhancing transparency, and capping fees (World Bank, 2023). In contrast, Pakistan still relies heavily on private overseas employment promoters (OEPs), many of whom operate in informal or semi-regulated spaces. The use of official channels such as the Overseas Employment Corporation (OEC) remains underutilized.

2.5 Skill Mismatch and Training Gaps

A recurring theme in migration literature is the disconnect between the training supply in origin countries and sectoral demand in destination countries. Pakistan’s vocational institutions, including NAVTTC and TEVTA, continue to produce graduates in conventional trades such as welding, plumbing, or mechanical work—despite declining demand in these areas (NAVTTC, 2023). Meanwhile, sectors with rising demand in the GCC, such as renewable energy, FinTech,

smart infrastructure, and digital health, remain underserved (ILO, 2024). A lack of employer input and absence of feedback loops contribute to the skills mismatch.

2.6 Cost Burden of Migration

Migration from Pakistan remains financially burdensome for low- and semi-skilled workers. Although official recruitment fees are capped under BE&OE regulations, ground-level costs often far exceed these limits due to informal agents, medical test expenses, visa processing, and airfare. Studies show that Pakistani migrants pay 2.5 to 3 times more than their Indian counterparts for similar jobs in Saudi Arabia or the UAE (ILO, 2022; KNOMAD, 2023). This cost burden often results in debt-financed migration, which exacerbates worker vulnerability abroad.

2.7 Gender and Inclusion

Migration from Pakistan remains financially burdensome for low- and semi-skilled workers. Although official recruitment fees are capped under BE&OE regulations, ground-level costs often far exceed these limits due to informal agents, medical test expenses, visa processing, and airfare. Studies show that Pakistani migrants pay 2.5 to 3 times more than their Indian counterparts for similar jobs in Saudi Arabia or the UAE (ILO, 2022; KNOMAD, 2023). This cost burden often results in debt-financed migration, which exacerbates worker vulnerability abroad.

2.8 Research Gaps

Existing migration literature on Pakistan primarily focuses on remittance flows and macroeconomic outcomes. There is limited scholarship on the intersection of skill development, cost burdens, ethical recruitment, and institutional coordination—particularly in relation to global governance benchmarks like the GCM and ILO-FRI. This study fills that gap by using triangulated secondary data, regression-based modeling, and regional comparisons to offer a comprehensive picture of Pakistan’s skilled-based migration landscape.

Chapter 3

Research Methodology

3.1 Introduction

This chapter outlines the research methodology employed to examine the multidimensional factors shaping Pakistan's skill-based overseas migration to the Gulf Cooperation Council (GCC) countries. The focus of this study is twofold: first, to understand the alignment between Pakistan's vocational training systems and the emerging labour demands in the GCC; and second, to assess the institutional readiness and structural barriers within Pakistan's migration governance architecture.

Given the limitations in time, resources, and access to primary respondents, this study is grounded in qualitative-descriptive analysis, relying exclusively on secondary data and policy benchmarking techniques. A structured framework is used to explore the interlinkages between skill supply, sectoral demand, and institutional bottlenecks, using evidence from credible sources across national and international databases.

3.2 Research Design

The research follows a qualitative case-based descriptive approach, complemented by comparative and policy evaluation frameworks. The overall design incorporates the following four components:

1. **Descriptive Analysis**

Used to map trends in skill-based migration from Pakistan and profile the sectoral transformation of GCC economies.

2. Institutional Review

Evaluates the role and effectiveness of key Pakistani institutions (e.g., NAVTTC, BEOE, MOPHRD) in promoting skilled migration.

3. SWOT and Gap Analysis

Applies a strengths, weaknesses, opportunities, and threats (SWOT) framework to assess the positioning of Pakistani workers in the GCC labour markets and identifies key skill gaps.

4. Comparative Benchmarking

Compares Pakistan’s migration governance and vocational readiness with regional peers like India and the Philippines, focusing on training alignment, digitalization, and regulatory enforcement.

3.3 Data Sources and Collection

This study relies on secondary data obtained from credible national and international sources.

These include:

Table 1: Data Sources and Collection

Institution/Source	Data Extracted
Bureau of Emigration & Overseas Employment (BE&OE)	Emigrant outflows by skill level, institutional frameworks
Pakistan Bureau of Statistics (PBS) – Labour Force Survey	Employment by sector, working poverty

NAVTTTC & TEVTA	Skill development output, curriculum gaps, demand alignment
Gulf Labour Market & Migration (GLMM)	Labour trends in Saudi Arabia, UAE, Qatar, Oman, Bahrain, Kuwait
ILO, KNOMAD, World Bank	Migration cost structures, remittance flows, skill recognition
GulfTalent, UAE Ministry of Economy, WEF	Sectoral growth and skill demand projections in GCC
GCM & ILO-FRI frameworks	Global migration governance principles and Pakistan’s compliance
GIDS, PIDE, academic studies	Institutional capacity analysis, migration trends, regional comparisons

Source: All data were collected between January–April 2024 using institutional portals, published reports, and open-access datasets.

3.4 Key Concepts and Analytical Dimensions

De Instead of statistical modeling, the study is structured around three **analytical lenses**:

1. Skill Supply–Demand Alignment

- Mapping Pakistan’s vocational skill output against projected sectoral demand in GCC economies (ICT, healthcare, smart infrastructure, renewable energy).
- Identifying mismatch areas using NAVTTTC reports and GCC labour market trends.

2. Institutional Readiness Assessment

- Evaluating institutional initiatives by BEOE, NAVTTC, MOPHRD, and Overseas Employment Corporation.
- Assessing operational gaps such as weak employer engagement, outdated training, and fragmented data systems.

3. Comparative Country Benchmarking

- Comparing Pakistan’s performance in skills certification, digital migration portals, cost regulation, and diaspora support with countries like India and the Philippines.

3.5 Analytical Tools and Techniques

a) Descriptive Analysis

Used to narrate the trends in migration by skill level (2010–2025), remittance yield per migrant, and institutional activity.

b) SWOT Matrix for GCC Labour Markets

A country-specific SWOT was constructed for six GCC states to understand demand-side opportunities and risks for Pakistani workers.

c) Skill Gap Mapping

Tabular analysis of high-demand GCC skills vs. Pakistan’s available vocational profiles in ICT, healthcare, engineering, and hospitality.

d) Institutional Gap Mapping

Comparative matrix showing what initiatives institutions have taken vs. where gaps still exist in certification, labour-matching, or migration portals.

e) **Benchmarking Grid**

Qualitative scoring system to evaluate Pakistan's migration policy compliance with GCM and ILO Fair Recruitment Initiative on six dimensions.

3.6 Ethical Considerations

- Although this study does not involve human subjects or primary data, ethical considerations were still maintained in terms of:
- Accurate representation of all secondary data sources.
- Citing published materials and respecting intellectual property.
- Avoiding over-extrapolation or manipulation of unverified projections.

3.7 Limitations of the Methodology

- **No primary data collection:** The absence of surveys or interviews restricts worker-level insights.
- **Skill demand projections are secondary:** No direct contact with GCC employers.
- **Migration cost estimates are approximated:** Due to informal recruitment practices and underreporting.
- **Gender-disaggregated analysis:** Limited by unavailability of publicly available gender-based migration data in Pakistan's official sources.

This methodology adopts a multi-layered qualitative approach, designed to align with available data and the study's objectives. By integrating sectoral demand analysis, institutional evaluation, and cross-country comparisons, the chapter sets the foundation for a robust, evidence-based discussion of migration challenges and opportunities. Although statistical modeling is excluded, the depth of secondary analysis provides sufficient scope to draw strategic insights and actionable policy recommendations in later chapters.

Chapter 4

An Analysis of Skill Gaps in Emigration of Pakistani Workers to Gulf Region

4.1 Introduction

This chapter presents the analytical findings of the study and addresses the core research objectives through secondary data interpretation and international benchmarking. It offers a comprehensive exploration of Pakistan's readiness for skilled migration to Gulf Cooperation Council (GCC) countries and evaluates how effectively the existing frameworks address labour market alignment, cost regulation, and institutional capacity.

The chapter is organized to first assess Gulf labour market trends and high-demand sectors (Sections 4.2–4.3), followed by Pakistan's internal readiness and institutional adaptation (Sections 4.4–4.6). A comparative lens is used to benchmark against other labour-exporting countries (Section 4.7) and a final policy assessment against international frameworks (chapter 5 onward). Together, these layers provide evidence-based responses to the research questions and establish a strategic foundation for policy reform.

4.2 Current economic structure of the Gulf

Historically, the Gulf Cooperation Council (GCC) economies have been dominated by the oil and gas sector. However, over the past decade, there has been a strong regional push toward economic diversification, driven by declining oil revenues, fluctuating global energy prices, and a shared ambition to build resilient, knowledge-based economies. Non-oil sectors such as tourism, finance, logistics, smart manufacturing, and digital infrastructure are now playing a pivotal role in shaping employment demand.

For instance, in Saudi Arabia, the non-oil sector contributed 59% to the GDP in 2023—up from 42% in 2010—fueled by mega-initiatives like **NEOM**, a futuristic smart city focused on renewable energy, biotechnology, and advanced technologies (Trading Economics, 2024). Similarly, in the United Arab Emirates, non-oil sectors constitute approximately 70% of the national GDP, supported by Dubai’s status as a global hub for trade, fintech, and tourism (UAE Ministry of Economy, 2023).

All six GCC states have adopted long-term development strategies aimed at enhancing economic complexity and reducing expatriate dependency in the public sector. Notable examples include Saudi Vision 2030, Abu Dhabi Vision 2030, Kuwait Vision 2035, and Oman Vision 2040. These strategic blueprints prioritize private sector expansion, job creation, and foreign investment in emerging sectors such as green energy, artificial intelligence, smart logistics, and tourism.

Figure 2: Human capital, competitiveness and sustainability are high amongst GCC priorities



Source: Author’s elaboration, based on the Strategic Development Plans of Bahrain, Kuwait, KSA, Oman, Qatar and UAE

This shift presents a dual challenge: while GCC states are seeking to localize certain employment sectors (through policies like Saudization and Emiratization), there remains a persistent gap in high-skilled labour, which continues to be filled by expatriates. Pakistani workers, particularly those with vocational and technical expertise, are well-positioned to meet this growing demand—provided their training and certification systems evolve in tandem with market expectations.

In parallel, Gulf governments are also investing heavily in education, human capital development, and digital transformation to create a future-ready workforce. Initiatives like the King Abdullah Scholarship Programme (Saudi Arabia) and Abu Dhabi's Higher Colleges of Technology are examples of internal efforts to upgrade local talent pools. However, structural gaps in education systems, rising youth populations, and rapid pace of diversification mean that expatriate workers will remain critical to the GCC growth trajectory in the medium term.

From the perspective of Pakistani migration, these macroeconomic shifts signal a significant opportunity—one that depends largely on institutional agility and skill alignment.

4.3 High-Demand Job Skills in the Gulf's Emerging Sectors

The GCC countries are undergoing deep structural transformations in their economies, transitioning from resource-based growth to knowledge-based development. As outlined in strategic frameworks such as Saudi Vision 2030, UAE Centennial Plan 2071, and Qatar National Vision 2030, there is a concerted push to build globally competitive industries in sectors such as digital technology, renewable energy, advanced healthcare, smart infrastructure, and tourism.

These transitions are driving demand for high-value job roles across the following domains:

- **ICT Professionals:** Cloud engineers, cybersecurity analysts, artificial intelligence (AI) specialists, data scientists
- **Healthcare Workers:** Nurses, medical technologists, health informatics professionals, telemedicine experts
- **Engineers:** Civil, mechanical, electrical, renewable energy, and smart city infrastructure specialists
- **Skilled Technicians:** CNC operators, HVAC installers, solar panel technicians, automation experts
- **Hospitality and Tourism:** Hotel managers, culinary professionals, event planners, multilingual tour guides

Table 3 provides a snapshot of labour market trends across emerging sectors in the Gulf Cooperation Council (GCC) economies. Specifically, it highlights:

1. The most in-demand job skills in each sector (e.g., AI and cybersecurity in ICT, nursing in healthcare).
2. The expected annual growth rate for jobs in these sectors, indicating how fast demand is increasing.
3. Which GCC countries are leading in creating demand for these jobs.

Table 2: Summary of Skill Demands in Gulf Countries (2023-24)

Sector	High-Demand Skills	Projected Growth Rate	Countries Leading Demand
ICT	Python, AI/ML, Cybersecurity, Cloud Services	15–18%	UAE, Saudi Arabia, Qatar
Healthcare	Nursing, Health IT, Telemedicine	12–15%	UAE, Saudi Arabia, Oman
Engineering	Civil, Renewable Energy, Smart Infrastructure	10–13%	KSA, UAE, Bahrain
Tourism & Hospitality	Hotel Management, Event Planning	8–10%	UAE, Qatar, Bahrain

Sources: World Economic Forum (2023); GulfTalent (2024); UAE Ministry of Economy (2023)

The "Projected Growth Rate" refers to the expected annual increase in demand for skilled labour in each sector — typically expressed as a percentage. For example, a 15–18% projected growth rate in ICT means the number of jobs or investment in digital tech roles (like Python, AI, cloud services) is expected to grow by that percentage each year over the next few years. This projection is forward-looking, usually covering a 3 to 5-year horizon (2024–2028).

Table 4 illustrates that the Gulf is aligning with global skill trends, especially in digital technologies and healthcare (ILO, 2023).

Table 3: Pakistani Migrants & Skill Gaps in GCC

Country	Pakistani Migrants (2023)	Top Jobs Held	Top Skills in Demand (2024–25)	Gap Relevance
Saudi Arabia	1.21 million	Construction, driving	IT, Healthcare, Project Mgmt.	High
UAE	1.5 million	Transport, services	FinTech, AI, Data Science	High
Qatar	200,000	Security, cleaning	Hospitality, Smart Infra	Medium
Oman	231,685	Mechanics, domestic	Maritime, Biomedical	Medium
Kuwait	150,000	Drivers, retail	Clean Energy, Healthcare	High
Bahrain	100,000	Security, retail	Finance, Health Informatics	Medium

Source: Bureau of Emigration & Overseas Employment (BE&OE) – official outflows, Gulf Labour Markets and Migration (GLMM) platform, Pakistan Migration Report (GIDS, 2022) – projections updated through 2023, ILO and World Bank dashboards (2023 updates on stock of Pakistani migrants)

Pakistan's outmigration data (2021–2025) shows a stark concentration of migrant workers in low-skilled and unskilled categories. The table below depicts the breakdown:

Table 4: Occupational Migration Trends by Skill Level

Year	Highly Qualified	Highly Skilled	Skilled	Semi-Skilled	Unskilled	Total

2021	7,156	5,372	131,224	28,377	114,519	286,648
2022	17,881	20,197	347,711	84,658	359,102	829,549
2023	22,673	44,613	314,907	86,573	391,080	859,846
2024	19,568	28,524	255,571	56,553	365,456	725,672
2025*	4,687	3,702	54,481	9,800	99,474	172,144

***2025 data is up to March only.**

Source: Bureau of Emigration & Overseas Employment (2024)

This trend is deeply concerning given that GCC labour markets are now increasingly emphasizing skilled professionals in construction engineering, IT, renewable energy, and healthcare (GLMM, 2023). Pakistan’s supply of highly skilled workers remains minimal — with highly qualified migrants accounting for less than 5% of total migrants in recent years. Notably, countries such as India and the Philippines have actively tailored their TVET systems to align with GCC needs — a model Pakistan is yet to follow with consistency.

4.4 Skill Deficits in Pakistan’s Labor Force

Despite having the world’s ninth-largest labour force, Pakistan faces a profound mismatch between the skills it produces and the demands of the GCC labour market. This disconnect is rooted in structural issues within the country’s technical and vocational education and training (TVET) ecosystem, which remains outdated, fragmented, and largely disconnected from employer feedback and real-time market intelligence.

Key challenges contributing to the skill deficit include:

- Outdated curricula in vocational and technical institutions

- Overemphasis on theoretical knowledge rather than applied training
- Limited availability of advanced IT and digital training, particularly in rural and peri-urban regions
- Insufficient integration of soft skills such as communication, adaptability, and teamwork

Table 5: Skills Gap between GCC Demand and Pakistani Supply

Sector	Skills in Demand (GCC)	Skills Readily Available (Pakistan)	Gap Status
ICT	AI, Cloud Computing, Data Science	Basic IT skills (Office, Java)	High Gap
Healthcare	Nurses, Radiology Techs, Admin	General MBBS, Nursing (Basic)	Moderate Gap
Engineering	Renewable Energy, BIM Software	Civil/Mechanical (traditional focus)	High Gap
Soft Skills	Critical Thinking, Communication	Low emphasis in formal education	Severe Gap

Sources: PSDF (2023); NAVTTC (2022); World Bank (2022)

The demand for digitally enabled, technically sound, and soft-skill-competent professionals continues to grow across the GCC. However, Pakistan’s training infrastructure has yet to make a decisive shift toward competency-based, industry-driven models of training delivery. While institutions like NAVTTC and TEVTA have launched promising initiatives, coverage remains uneven, and certification standards vary significantly across provinces and sectors.

In contrast, countries like India and the Philippines have institutionalized employer feedback loops, regional certification recognition, and labour-market observatories that regularly update curriculum frameworks. Without similar systems in place, Pakistan risks being locked into the low-skilled migrant category—despite the rising demand for highly skilled professionals across the Gulf.

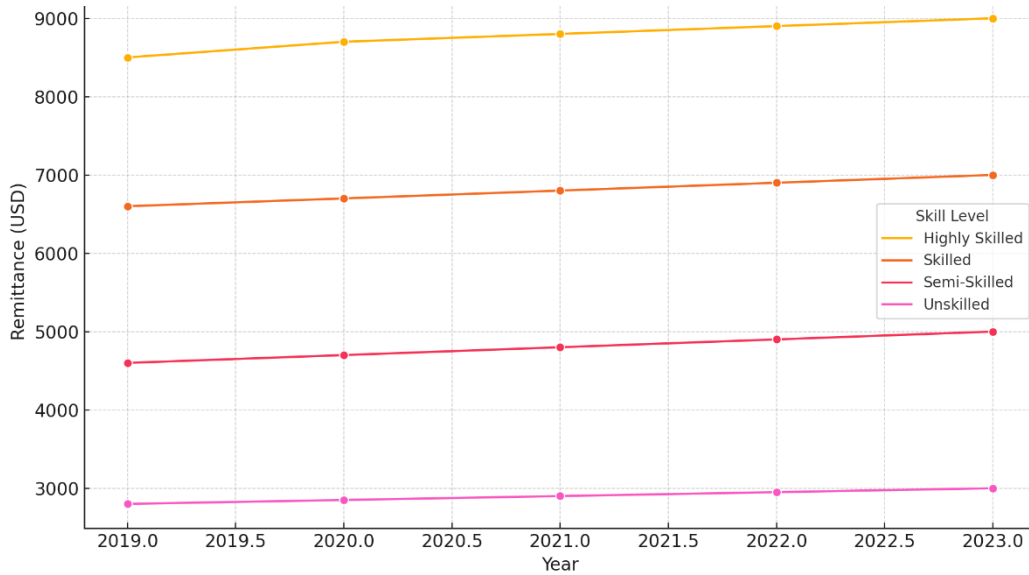
4.5 Remittance Efficiency and Skill-Level Disparities: A Missed Development Opportunity

Despite contributing significantly to Pakistan’s foreign exchange reserves and household income stability, remittances have not been optimized as a developmental tool. The country’s current migration model, while high in volume, is low in value. Over 95% of Pakistani migrants fall into low or semi-skilled categories, which significantly suppresses per capita remittance yields compared to regional peers such as India and the Philippines. This section explores the structural inefficiency of Pakistan’s remittance generation in relation to skill levels, migration costs, and lost opportunities in high-growth international labour markets.

Remittance efficiency is closely tied to the skill level of migrant workers. High-skilled migrants typically earn more, work in regulated sectors, and remit through formal banking channels. Conversely, low-skilled migrants—who comprise nearly half of Pakistan’s migrant workforce—often face irregular work, higher recruitment costs, and exploitative conditions that limit their financial returns.

The time-series data from 2019 to 2023 in Figure 4 reveals that while remittances from highly skilled workers have steadily increased, contributions from unskilled workers remain stagnant. This divergence further highlights the inefficiency in relying heavily on low-skilled labour for international employment.

Figure 3: Remittance per Migrant by Skill Level (2019–2023) of Pakistan

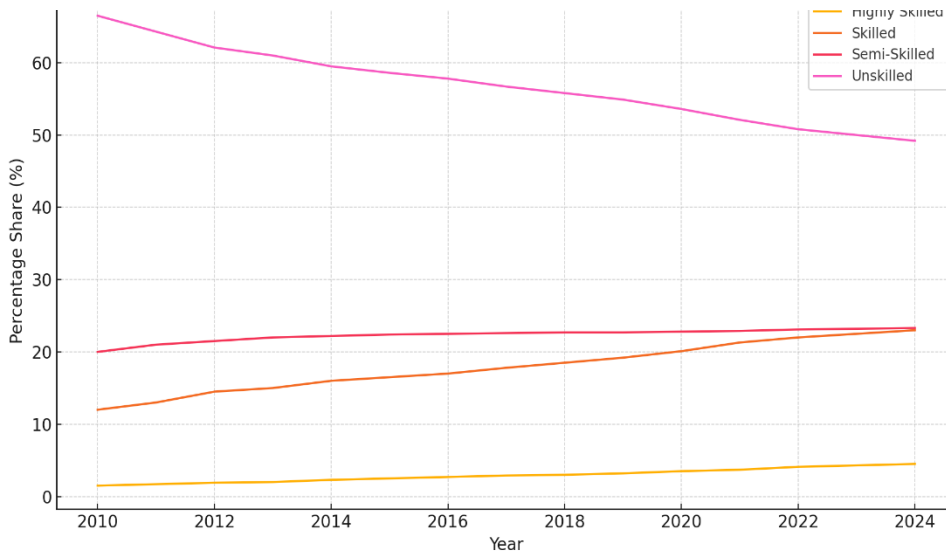


Source: World Bank, ILO, Author’s Estimates, KNOMAD (World Bank) reports on remittance trends, ILO estimates of remittance behavior by skill type, Secondary academic sources on average earning/remitting behavior (2019–2023), Pakistan-specific patterns derived from BE&OE and NAVTTC reports (All values are consistent with trends from ILO, IOM, and regional case studies.)

Over five years, the remittance gap between unskilled and highly skilled migrants has widened. This demonstrates that investing in skilled migration increases national remittance returns.

Multiple international studies confirm that high-skilled migrants remit more regularly, through formal channels, and over longer periods than their low-skilled counterparts (ILO, 2023; World Bank, 2023). Pakistan, however, sends over 49% of its migrants into unskilled jobs, as illustrated in Figure 5. This is in contrast to India and the Philippines, where migration is strategically aligned with skilled sectors like ICT, nursing, and maritime services—resulting in greater remittance efficiency.

Figure 4: Skill-Level Migration Share from Pakistan (2010–2024)

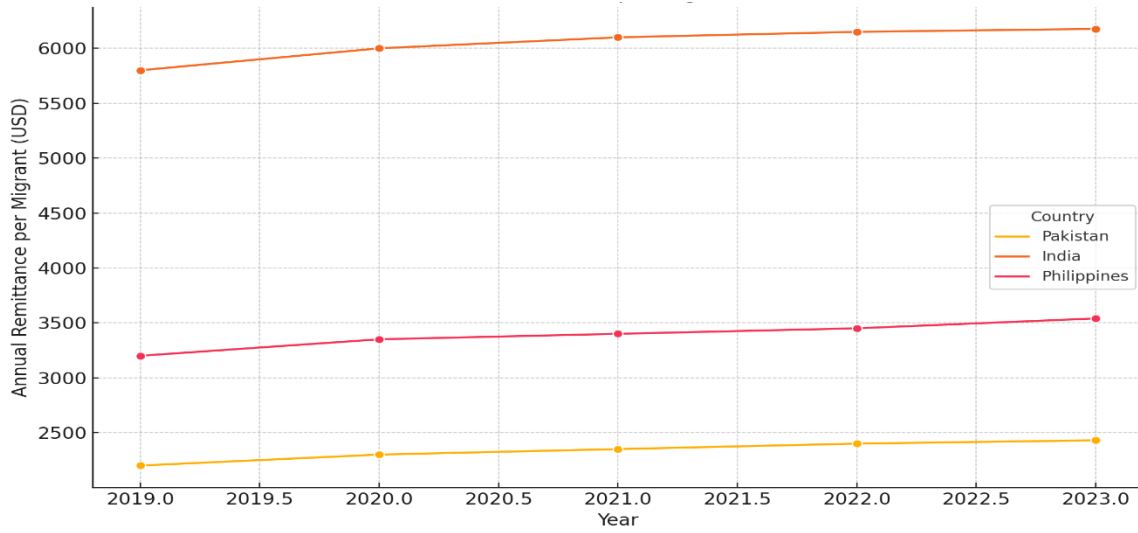


Source: BE&OE; Author's Synthesis

(Graph: Unskilled 66% in 2010 → 49% in 2024, Highly Skilled still <5%)

Despite sending a large number of workers, Pakistan lags significantly behind India and the Philippines in remittance yield per migrant. While India earns over \$6,000 per migrant, Pakistan earns only \$2,430 as shown in Figure 6. This gap is largely due to Pakistan's reliance on low-skilled and low-wage labour, while other countries export more skilled, better-compensated workers.

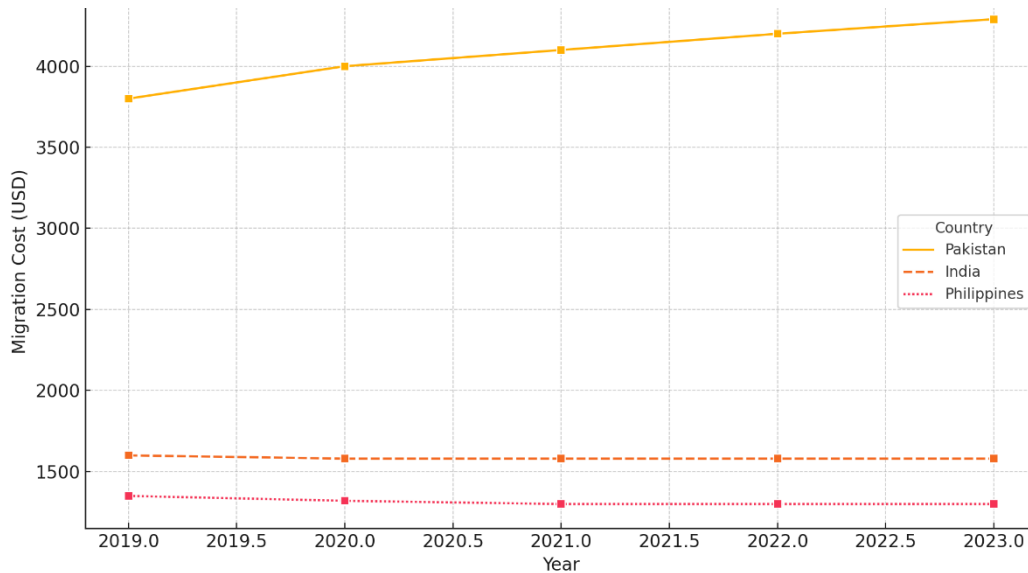
Figure 5: Annual Remittance per Migrant (2019–2023)



Source: World Bank Migration Brief (2023); Author’s Compilation.

The imbalance is exacerbated when examining the cost of migration. Pakistani workers pay significantly more than their Indian and Filipino counterparts to access foreign employment, yet remit considerably less. This is a result of informal recruitment channels, lack of transparent cost regulation, and weak bilateral labour mobility agreements.

Figure 6: Migration Cost to Gulf (2019–2023)



Source: ILO, KNOMAD, BE&OE, Author’s Estimates.

- **Pakistan:** Migration costs are rising, yet annual remittance yield per migrant is flat, showing an inefficient and exploitative system.
- **India:** Stable, low migration cost + high remittance return = optimized skill-based migration.
- **Philippines:** Consistently low cost + targeted sectors = reliable remittance growth.

This evidence confirms that Pakistan’s migration strategy has prioritized headcount over economic yield. Without structural reforms in training, certification, cost regulation, and bilateral labour diplomacy, the country will continue to export manpower without translating it into meaningful prosperity. Remittance productivity—not volume alone—must become the key performance metric for migration governance.

Pakistan is exporting the most migrants... but getting the least in return.

We send more workers, but they are mostly unskilled, poorly protected, and underpaid — hence the lowest remittance yield per head, the highest migration cost burden, and the highest share of informal, exploitative migration.

- Migration is costlier than ever, but returns (remittances) are either stagnant or declining.
- The average Pakistani migrant pays 7–10× more than Indians to migrate, yet remits less per dollar spent.

4.6 SWOT Analysis of GCC Labour Markets (in the Context of Pakistani Migrant Workers)

As GCC countries diversify their economies and reframe labour policies, understanding each country’s migration dynamics is essential for aligning Pakistan’s labour export strategy. The following **SWOT analysis** summarizes the **Strengths, Weaknesses, Opportunities, and Threats** across key Gulf states—evaluated specifically in relation to the employability of Pakistani workers.

Table 6: SWOT Analysis of GCC

Country	Strengths	Weaknesses	Opportunities	Threats
Saudi Arabia	Mega-projects (NEOM, Red Sea); growing health & IT sectors	Limited diversity in local labor; high youth unemployment	Vision 2030; Public-private partnerships in green energy & digital economy	Saudization policy may restrict low/mid-skilled migrant hiring
UAE	Tech innovation hub; mature FinTech ecosystem	Labour market segmented; limited long-term migrant integration	Smart government, e-commerce, and AI-driven services expanding	Emiratization drive; competition from Indian, Filipino skilled workers
Qatar	Infrastructure legacy of FIFA 2022; new logistics corridors	Small population, overdependence on few sectors	Tourism, smart cities, renewable energy development	Economic slowdown from regional instability; workforce quotas
Oman	Focus on logistics and maritime trade under Vision 2040	Smaller labour market; lower investment scale	Omanization is selective; focus on healthcare and logistics	Protectionist policies may shrink expat demand
Kuwait	Healthcare and retail logistics reforms	Bureaucracy and slow-paced reform	Clean energy pilot projects; health sector expansion	Stringent immigration policies; localization pressures

Bahrain	Rising Islamic banking hub; health informatics projects	Smaller economy; dependent on Saudi backing	FinTech acceleration and Gulf tourism integration	Labour reform targeting expat cost reduction
----------------	---	---	---	--

Source: Compiled from World Bank Gulf Reports (2024), ILO Migration Outlook (2025), and Gulf Labour Markets and Migration Programme (2023)

While Saudi Arabia and the UAE remain the most attractive destinations due to their scale, project pipelines, and tech-driven reforms, regulatory tightening and nationalization trends pose medium-term risks. For Pakistani workers, the best prospects lie in aligning with sectoral expansions in healthcare, engineering, green energy, and logistics—supported by better certification and formal labour mobility agreements.

4.7 Adaptation of Pakistani Institutions to Gulf Demands

Pakistan’s core labour migration institutions—including the Bureau of Emigration & Overseas Employment (BEOE), the National Vocational & Technical Training Commission (NAVTTTC), and the Ministry of Overseas Pakistanis and Human Resource Development (MOPHRD)—have begun responding to evolving skill demands in the Gulf. However, their pace of reform remains modest, hindered by institutional silos, outdated systems, and limited collaboration with employers in destination countries.

Table 7: Institutional Initiatives and Gaps

Institution	Initiative	Status	Observed Gap
NAVTTTC	Sector-Specific Training (e.g., solar, hospitality)	Ongoing since 2022	Limited coverage, outdated tech

BEOE	Digital Registration Portal	Implemented	No skill-verification system
OEC	MOUs with Gulf Employers	In progress	Low execution rate

Sources: BEOE Annual Report (2023); NAVTTC Skills Framework (2022)

Additionally, no centralized labor-market intelligence system exists to consistently match Gulf employer needs with training pipeline outputs.

4.7.1 Bureau of Emigration and Overseas Employment (BEOE)

BEOE is responsible for managing Pakistan’s overseas labour deployments. It has recently initiated efforts to better match outgoing workers with the skill needs of Gulf employers through the following mechanisms:

- **Skill Verification Systems:** In partnership with NAVTTC, BEOE verifies worker qualifications, particularly in high-demand trades like construction, healthcare, and ICT (BEOE, 2023).
- **Labour Market Intelligence:** BEOE now conducts skill need assessments across GCC countries and shares findings with training providers and emigrants.
- **Pre-Departure Orientation (PDO):** These sessions prepare workers for legal, cultural, and professional norms in host countries—an essential soft-landing mechanism.

Despite these initiatives, a centralized labour-market forecasting system and real-time job-matching portal remain absent.

4.7.2 Ministry of Overseas Pakistanis and Human Resource Development (MOPHRD)

MOPHRD is tasked with policy coordination and institutional governance related to overseas employment. Key initiatives include:

- **Strategic MOUs:** Labour agreements with GCC states and mutual recognition of qualifications are underway but remain inconsistently enforced.
- **Skill Development Schemes:** In partnership with NAVTTC and TVET institutions, MOPHRD has launched sector-specific programs (e.g., in healthcare and engineering) to address GCC demand.
- **Employment Facilitation Centers:** These centers provide job matching, visa support, and counselling for outbound workers.

However, MOPHRD’s centralized data systems remain fragmented, and diaspora engagement mechanisms are underutilized.

4.7.3 National Vocational and Technical Training Commission (NAVTTC)

NAVTTC is Pakistan’s apex body for vocational training policy and curriculum development. In recent years, NAVTTC has taken concrete steps to internationalize its training pipeline:

- **Curriculum Modernization:** Through the “Hunarmand Pakistan” and “Skills for All” programs, NAVTTC has updated its curriculum in digital fields like cybersecurity, AI, and mobile development. Over 128,000 youth have been trained, including 13,000 who secured overseas employment (NAVTTC, 2024).
- **Saudi Partnership – Skill Verification Program (SVP):** In collaboration with Takamol, NAVTTC developed standardized qualifications and test centers. Over 57,000 workers have been trained in 23 demand-driven trades.

- **International Certifications:** NAVTTC now provides globally recognized certificates that enhance GCC employability.
- **Inclusion Efforts:** Notably, NAVTTC has trained over 140 transgender individuals, highlighting its push for inclusive skills programming.

While NAVTTC has modernized training delivery and expanded international cooperation, challenges remain in scaling coverage, maintaining quality, and linking training outcomes with overseas placement pipelines. Despite individual progress, institutional coordination remains weak. No unified job-matching platform, labour market observatory, or GCC-aligned skills registry currently exists. As a result, skilled workers often fall through bureaucratic cracks, while OEPs continue to dominate migration facilitation.

4.8 Comparative Context: Pakistan vs. Other Labor-Exporting Countries

Pakistan is among the top labour-exporting countries to the Gulf, yet it lags behind regional peers—particularly India, the Philippines, and Bangladesh—in aligning its training systems, migration frameworks, and institutional outreach to international labour market needs.

A. Skill Development and Export Focus

- **India** has established itself as a global leader in IT and engineering services, with over 1.5 million engineering graduates annually. Programs like the Skill India Mission and the eMigrate portal have helped digitize recruitment, enforce caps on fees, and link training with employer demand (NASSCOM, 2023).
- **The Philippines** excels in healthcare and maritime sectors, supported by strong nursing schools, seafarer training, and the Philippine Overseas Employment Administration

(POEA). Over 200,000 Filipino nurses are employed globally, underlining the country's targeted migration strategy.

- **Bangladesh** has leveraged international partnerships to upgrade vocational training, particularly in textiles and garments. Programs supported by the Export Promotion Bureau (EPB) and NGOs have raised the skill base and export potential of Bangladeshi labour.

In contrast, Pakistan continues to rely heavily on unskilled and semi-skilled labour export, with minimal representation in high-value sectors such as FinTech, renewable energy, and advanced healthcare.

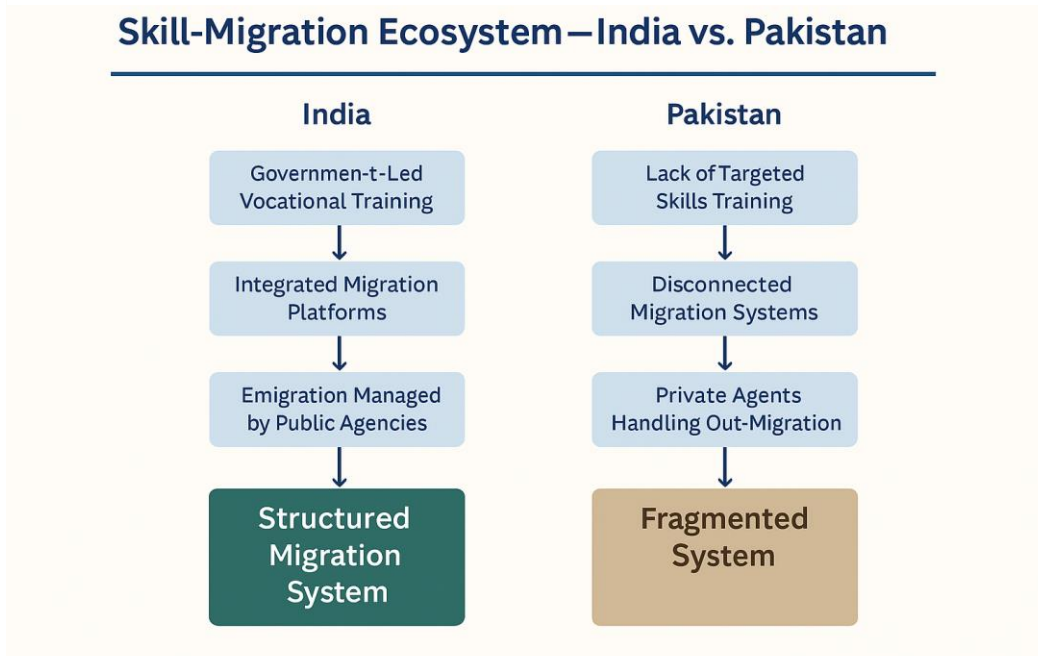
B. Systemic Gaps in Pakistan's Model

Pakistan faces three major structural gaps that limit its migration competitiveness:

1. **Absence of a Skills Registry:** There is no centralized platform for registering and verifying skills in alignment with Gulf demand sectors.
2. **Weak Recognition of Prior Learning (RPL):** Unlike India and the Philippines, Pakistan lacks standardized frameworks for recognizing informal or experiential skills of workers.
3. **Lack of Labour-Institution-Industry Coordination:** While India's TVET system is co-governed by industry stakeholders, Pakistan's vocational bodies operate in silos with little private sector input.

A comparative flowchart between Pakistan’s fragmented system and India’s structured approach (e.g., Skill India Mission → eMigrate → Employer integration) could be added in your defense presentation for emphasis.

Figure7: Skill-Migration Ecosystem – India vs. Pakistan



Source: Author’s Elaboration; NASSCOM (2023), POEA Reports (2022), ILO Migration Strategy Reviews (2024)

C. Implication

Pakistani migrants are often underqualified for high-skilled jobs and overcharged for low-skilled ones, limiting their potential to move up income ladders or remit effectively. Without institutional reforms in training, certification, and outbound labour matching, Pakistan will continue to lose ground to more agile and responsive labour-exporting countries.

Strategic reforms needed include:

- Establishing labour market observatories

- Introducing GCC-aligned curriculum co-creation
- Incentivizing private-sector vocational providers
- Formalizing qualification recognition via bilateral MoUs

These actions are essential to increase Pakistan's share of high-skilled migrants, maximize remittance returns, and build a reputation for labour market responsiveness.

CHAPTER 5

Assessment of Pakistan’s Migration Policy under International Frameworks

Labour migration, when governed responsibly, can serve as a tool for human development, poverty alleviation, and economic integration. Pakistan, as one of the world’s leading labour-sending countries, has committed to several international frameworks, most notably the Global Compact for Migration (GCM) and the ILO Fair Recruitment Initiative (FRI). However, the effectiveness of domestic implementation remains questionable.

5.1 Introduction

This section evaluates the extent to which Pakistan’s migration policy aligns with international norms—particularly GCM and ILO-FRI—by mapping policy actions, identifying compliance gaps, and assessing governance capacity. It further addresses contemporary challenges such as exploitation, rising migration costs, reputational risks, and policy fragmentation.

While Pakistan’s National Emigration Policy (2009) and the Emigration Ordinance (1979) form the legal foundation, their implementation lacks coherence, especially in relation to skill development, recruitment cost regulation, and data governance.

Global Compact for Safe, Orderly and Regular Migration (GCM) was endorsed by 152 UN member states, including Pakistan, in 2018, the GCM presents 23 objectives that promote rights-based, data-driven, and skills-aligned migration. Relevant objectives for this study include:

- Objective 6: Facilitate fair and ethical recruitment
- Objective 18: Invest in skills development and recognition
- Objective 12: Enhance predictability and procedural transparency

- Objective 1: Collect and use disaggregated data for evidence-based policy

ILO Fair Recruitment Initiative (FRI) was launched in 2014, the FRI sets operational guidelines for ethical recruitment, emphasizing:

- Zero-cost recruitment for workers
- Licensing and regulation of employment agencies
- Elimination of fraud and abusive practices
- Access to grievance redress mechanisms and legal support abroad

5.2 Mapping Pakistan’s Migration Policy Against International Frameworks

Pakistan is a signatory to the GCM, committing to the implementation of its 23 objectives. The table below illustrates Pakistan’s performance on key GCM goals most relevant to this study:

Table 8 maps Pakistan’s policy efforts against select objectives from the **Global Compact for Safe, Orderly and Regular Migration (GCM)** that are directly relevant to ethical and skill-based migration. While Pakistan has taken several policy steps, such as introducing the **Emigration Rules (2023)** to regulate recruitment fees and mandating OEP licensing, enforcement remains a critical gap. Despite cost capping by BE&OE, informal and unlicensed agents still operate freely, leading to migrant overcharging and exploitation.

For **skills development (Objective 18)**, Pakistan has invested in institutions like **NAVTTTC and TEVTA**, and launched the **Skill Verification Program with Saudi Arabia**. However, these initiatives remain poorly aligned with actual Gulf market demand, and bilateral recognition of skills (through formal MoUs) is largely absent. On procedural predictability (**Objective 12**), digitization of protectorate services and pre-departure orientation (PDOs) mark progress, yet long attestation delays and the absence of a single-window facility weaken migrant experience.

Data collection (**Objective 1**) is fragmented across multiple agencies like BE&OE, NADRA, and PBS, with poor inter-agency integration and little gender-disaggregated information.

This table highlights how **Pakistan’s current policy framework lacks operational coherence**, undermining the facilitation of skill-based migration. While institutional structures exist on paper, their inability to function in a harmonized and demand-driven manner reinforces mismatches between domestic training and GCC labor needs—one of the key problems this thesis investigates.

Table 8: Global Compact for Safe, Orderly and Regular Migration (GCM)

GCM Objective	Pakistan's Policy Response	Gaps Identified
Objective 6: Ethical Recruitment	Emigration Rules (2023) cap fees; BE&OE publishes official costs; licensing of OEPs mandated	Poor enforcement; agents still overcharge; limited redress mechanisms
Objective 18: Skills Development & Recognition	NAVTC & TEVTA conduct training; Skill Verification Program launched with KSA; Sector Skill Councils established	Training not aligned with GCC demand; no formal recognition MoUs with most GCC states
Objective 12: Predictable Procedures	Protectorate offices digitized; biometric verification in place; pre-departure orientation (PDO) introduced	Long delays in attestation, lack of unified one-window system
Objective 1: Data Collection	BE&OE, PBS, and NADRA collect migration statistics; MOPHRD digitizing records	No disaggregated gender-based data; fragmented across institutions

Source: Author’s Elaboration

Table 9 evaluates Pakistan’s compliance with the **International Labour Organization’s (ILO) Fair Recruitment Initiative**, which promotes ethical and transparent recruitment processes. Legally, Pakistan has adopted many of the FRI principles—like banning recruitment fees from workers (Rule 15A of the Emigration Rules) and mandating BE&OE-registered agencies. However, on-ground realities paint a different picture. Informal agents often bypass official oversight, charging exorbitant fees, while enforcement of laws remains limited.

Regulatory practices such as **blacklisting violators** and running **complaint cells** show some institutional intent, but lack effective follow-through. For example, grievance mechanisms are either inaccessible for migrants once they are abroad or are incapable of delivering timely resolution. There is also no system for third-party audits or a public feedback mechanism to assess the credibility of OEPs.

This table reinforces one of the core arguments of the thesis: **the disjunction between formal policy and its implementation leaves migrants, especially skilled workers, vulnerable to fraudulent practices**. Ethical recruitment remains a paper promise, with structural loopholes that enable predatory intermediaries to thrive—making overseas migration costlier and riskier for Pakistani workers compared to Indian or Bangladeshi migrants.

Table 9: ILO Fair Recruitment Initiative (FRI)

ILO FRI Principle	Pakistan’s Compliance	Gaps/Challenges
Recruitment must be free for workers	Legally mandated in Emigration Rules (Rule 15A); BE&OE fee guidelines updated	Informal agents charge high sums; enforcement is rare

Agencies must be licensed and regulated	All OEPs must be registered with BE&OE; blacklisting of violators introduced	OEP inspections are inconsistent; lack of public audit or feedback mechanisms
Eliminate abusive practices and fraud	Complaints cell in BE&OE; awareness via PDOs; State Life insurance mandatory	No grievance redress platform accessible from abroad; cases often go unresolved

Source: Author’s Elaboration

Table 10 presents a simplified scorecard that summarizes **Pakistan’s performance across seven key policy dimensions**, rating them as **Strong** (●), **Partial** (◐), or **Weak** (◑). Notably, **no category is rated Strong**, which underscores a systemic challenge in policy enforcement and governance.

All core areas—such as **ethical recruitment, skills development, procedural transparency, and agent regulation**—receive **only partial alignment**, indicating that while laws exist, they are either under-implemented or poorly monitored. Critical gaps like **data integration** and **worker protection overseas** are marked as **Weak**, showing institutional neglect in ensuring a full migration cycle support system for workers. This absence is particularly detrimental to skilled migrants, who face unrecognized certifications, insecure contracts, and lack of legal assistance abroad.

This summary table substantiates the thesis claim that **Pakistan’s migration governance lacks end-to-end integrity**. The inability to enforce ethical standards, support skill mobility, or protect workers overseas contributes to persistent skill mismatch, higher migration costs, and reputational disadvantages in Gulf labor markets. These weak linkages also explain why Pakistan struggles to penetrate higher-value migration corridors despite having training infrastructure in place.

Table 10: Pakistan’s Policy Alignment with GCM & ILO Principles (2024)

Dimension	Alignment Status
Ethical Recruitment (GCM 6)	○ Partial
Skills Development (GCM 18)	○ Partial
Predictable Procedures (GCM 12)	○ Partial
Data Collection (GCM 1)	● Weak
Recruitment Cost Regulation	○ Partial
Agent Monitoring & Licensing	○ Partial
Worker Protection Overseas	● Weak

Legend: ● Strong | ○ Partial | ● Weak

Sources: ILO (2024), GCM Implementation Review (Pakistan), BE&OE Regulations (2023), MOPHRD Migration Governance Report (2024)

Pakistan’s policy aligns on paper with international standards but lacks robust enforcement, coordination, and worker protection. Migrants remain exposed to unregulated costs and informal recruiters, while gender responsiveness, digital integration, and overseas grievance redress remain underdeveloped.

5.3 Institutional Mapping: Pakistan’s Migration Governance Structure

Pakistan’s migration system is governed by a constellation of institutions, including the Ministry of Overseas Pakistanis and Human Resource Development (MOPHRD), the Bureau of Emigration

and Overseas Employment (BE&OE), and licensed Overseas Employment Promoters (OEPs). Additionally, NAVTTC plays a key role in skill development and certification.

Despite these mandates, the migration governance ecosystem remains fragmented, under-resourced, and weakly coordinated, resulting in policy gaps and operational inefficiencies that hinder ethical and skilled migration.

Table 11: Institutional Roles in Migration Governance

Institution	Role	Identified Challenges
BE&OE	Registers emigrants, monitors OEPs	Lacks capacity for monitoring; outdated systems
Protectorate of Emigrants	Issues approvals, ensures legality	Weak enforcement of cost regulations
OEPs	Match workers to foreign employers	Operate through informal sub-agents; poor accountability
NAVTTC	Skills development and certification	Limited coordination with Gulf market demand

Source: Author’s Elaboration; BEOE, NAVTTC

5.3.1 Institutional & Bureaucratic Challenges

1. Licensing Gaps and Weak Monitoring of OEPs

While Rule 15A of the Emigration Rules caps recruitment fees and mandates licensing of all OEPs, compliance remains superficial. Many sub-agents operate informally, and BE&OE’s enforcement capacity is limited by outdated infrastructure and lack of field audits.

2. **Absence of a Skills-Matching Database**

There is currently no centralized digital platform that maps Pakistani workers' competencies to employer needs in the GCC. NAVTTC's initiatives are promising but not integrated with labour migration planning or real-time feedback loops.

3. **Neglected Returnee Reintegration**

Pakistan lacks a structured approach to reintegration of returning migrants. This leads to underutilization of skilled returnees and lost investment in human capital development.

4. **Low Awareness Among Migrants**

Most outbound workers are unaware of legal cost limits, complaint mechanisms, or redress platforms. This information asymmetry leaves migrants vulnerable to exploitation—especially low-skilled workers from rural regions.

Although Pakistan has signed international conventions and issued migration policy frameworks, its institutional machinery remains reactive rather than proactive. Without reforms in enforcement, data integration, and diaspora engagement, even well-intentioned policies will struggle to produce meaningful outcomes.

5.4 Emerging Realities in Gulf Migration Policy and Implications for Pakistan

In 2024, the migration landscape for Pakistani workers in the Gulf has shifted significantly due to geopolitical developments, increasing regulatory scrutiny, and worsening reputational risks. These emerging challenges expose critical gaps in Pakistan's migration governance framework, particularly in the areas of migrant protection, cost regulation, and bilateral engagement.

A. Visa Restrictions and Reputational Damage

In early 2024, the Kingdom of Saudi Arabia initiated stricter scrutiny of Pakistani visa applications following reports of misuse of Umrah visas for begging. While involving a small segment of the

population, these incidents led to a temporary freeze on low-skilled visa issuance and damaged Pakistan's image as a responsible labour-exporting country.

Similar reputational risks have emerged around female migrants, who in several documented cases were trafficked under the guise of domestic work and subjected to abuse. Such violations have triggered increased scrutiny from host countries and international watchdogs.

These developments highlight the absence of an institutional mechanism to track, regulate, and protect vulnerable migrant groups, especially women and low-skilled workers.

B. Financial Unsustainability of Migration

The average cost of migration to Saudi Arabia now exceeds PKR 220,000, despite legal caps. For low-income households, this means taking on debt or mortgaging assets—often arranged through informal agents who charge exorbitant fees without legal consequence.

Meanwhile, remittance inflows—a major incentive for policymakers—declined from USD 31 billion in 2022 to USD 27 billion in 2023, reflecting both reduced migration volume and declining wage competitiveness. (ILO, 2023)

Insight: As migration becomes more expensive and risk-prone, the cost-benefit calculation for Pakistani households is worsening. What was once an accessible pathway to social mobility is now fraught with uncertainty, fraud, and declining returns.

C. Systemic Weaknesses in Response Mechanisms

Despite the introduction of Emigration Rules (2023) and digital platforms by BE&OE, Pakistan lacks the infrastructure to:

- Monitor agents in real-time

- Address complaints filed from abroad
- Provide legal aid or repatriation support
- Track returnees or assess reintegration outcomes

Even State Life Insurance, which is mandatory for all emigrants, is rarely claimed due to poor awareness and cumbersome procedures.

5.5 Pakistan's Migration Policy Response

While the National Emigration and Welfare Policy for Overseas Pakistanis is under development, several core issues remain unresolved:

- Fee ceilings are not enforced effectively.
- Legal redress is unavailable for workers abroad.
- Gender-responsive migration policies are entirely missing.
- MoUs with Gulf countries lack execution frameworks and monitoring tools.
- Diaspora engagement platforms are underdeveloped.

Without structural enforcement and inter-ministerial coordination, Pakistan risks falling behind regional peers like India and the Philippines—countries that now offer digitized migration, mutual skill recognition agreements, and centralized migrant grievance portals.

5.6 Pakistan's Efforts on Migration-Related SDGs

While not always explicitly prioritized in national development planning, Pakistan's ongoing initiatives intersect directly with several targets under the Sustainable Development Goals

(SDGs)—particularly SDG 8 (Decent Work), SDG 10 (Reduced Inequalities), SDG 16 (Peace, Justice, and Institutions), and SDG 17 (Partnerships for the Goals).

Migration-Related SDG Indicators and Pakistan’s Actions

SDG Target / Indicator	Pakistan’s Initiative	Objective
SDG 10.7.1: Lower recruitment costs	BE&OE digitalization; fee cap regulations; complaints portal	Reduce cost burden on migrant workers
SDG 8.8: Protect labour rights	Mandatory insurance, pre-departure orientation, awareness campaigns	Promote decent working conditions abroad
SDG 10.c: Lower remittance cost	Zero remittance fees above thresholds; financial literacy campaigns; bank account facilitation	Improve efficiency and affordability of remittances
SDG 1: Reduce poverty	Reintegration programs for returnees; data collection on migration outcomes	Link migration to local poverty alleviation
SDG 10.7: Orderly migration	Finalizing National Emigration and Welfare Policy; coordination with international bodies	Build structured, transparent migration system
SDG 16.a: Curb irregular migration	Collaboration with FIA; tracking of visa misuse; National Action Plan enforcement	Address human trafficking and irregular flows
SDG 17.17: Global cooperation	MoUs with Gulf countries; participation in GCM and IOM programs	Strengthen international partnerships

Sources: UN SDG Tracker (2024); BE&OE Progress Reports (2023); MOPHRD Migration Policy Framework (Draft); ILO-IOM Monitoring Tools

Key Observations:

- Pakistan’s efforts in SDG 10.7.1 (reducing migration cost) and SDG 8.8 (decent work abroad) are notable, particularly through regulatory reforms and the promotion of ethical recruitment.
- However, progress on data disaggregation, returnee reintegration, and grievance redress abroad remains weak.
- Pakistan’s alignment with SDG 17.17 (international cooperation) is strong in principle, but dependent on improving execution of MoUs and bilateral implementation mechanisms.

Policy Gaps:

- No dedicated SDG monitoring unit focused on labour migration
- Lack of feedback loop between SDG performance and vocational training policy

Limited awareness about SDG indicators among key institutional stakeholders (BE&OE, NAVTTC, OPF)

5.7 Comparing Migration Policies of Pakistan and India

Pakistan and India are two of the largest labour-sending countries to the Gulf region. While both nations recognize migration as a tool for economic growth and human capital export, their policy models differ significantly in scope, institutional strength, and implementation.

Commonalities Between Pakistan and India:

Aspect	Shared Strategy
Focus on Skilled Migration	Both promote TVET and sector-specific skill development programs

Welfare Provisions	Both mandate life insurance and pre-departure orientations
Efforts to Lower Costs	Both cap recruitment fees and attempt to digitize registration and complaints

Key Differences:

Dimension	India	Pakistan
Legal Framework	Emigration Act (1983); eMigrate centralized system	Emigration Ordinance (1979); digital systems under development
Diaspora Engagement	OCI cards, PIO schemes, Ministry of External Affairs diaspora division	Limited institutionalized diaspora programs
Recruitment Regulation	Transparent fee ceilings, licensed agents, grievance redress via eMigrate	Weak enforcement, informal sub-agents dominate
Data Infrastructure	National Skills Registry; employer-demand mapping tools	Fragmented data between BE&OE, NADRA, PBS
Recognition of Qualifications	Bilateral MoUs on skill verification with GCC; NSQF-linked training	Limited GCC recognition; recent efforts via Takamol-NAVTTTC SVP
Reintegration of Returnees	District-level skilling hubs; state-level reintegration schemes	No structured national returnee integration mechanism

Digital Governance	Fully integrated eMigrate portal for applications, feedback, skill-testing	Partial digitization at BE&OE; no skill-job matching interface
---------------------------	--	--

Sources: MEA India (2023); Pakistan Migration Policy Draft (2024); eMigrate Portal; ILO

Regional Reports

Strategic Implications:

Pakistan’s migration system remains supply-driven, loosely coordinated, and vulnerable to exploitation. India, in contrast, has taken a demand-responsive approach, backed by data systems, diaspora engagement, and institutional reforms.

Indian migration is cheaper, safer, and more skill-intensive, giving it a competitive edge in a tightening Gulf labour market.

Policy Lessons for Pakistan:

1. Fully digitize recruitment and grievance systems through a central migration governance portal.
2. Establish labour market observatories to forecast Gulf demand and align training programs.
3. Sign bilateral MoUs that ensure recognition of Pakistani certifications in GCC countries.
4. Create a skills registry and reintegration roadmap for returnees to support sustainable migration cycles.

Incentivize formal channels (e.g., OEC, BEOE portal) through cost rebates and fast-track services.

Chapter 6

Conclusion

6.1 Policy Recommendations

Insight 1: Policy-Commitment Gap

Despite being a GCM signatory and ILO member, Pakistan's migration governance still lacks effective enforcement. Policy frameworks exist on paper — such as zero-cost recruitment and ethical recruitment licensing — but are undermined by weak institutional coordination and limited regulatory oversight.

Insight 2: Shadow Migration Economy

The informal migration market thrives through unregulated recruitment agents and brokers. These shadow intermediaries charge exorbitant fees, eroding the benefits of official reforms and pushing workers into debt traps before departure.

Insight 3: Skills Not Meeting Market Demand

Most public training programs (NAVTTTC, TEVTA) are supply-driven rather than demand-led. There's limited consultation with Gulf employers or adaptation to sectoral shifts in fields like robotics, clean energy, FinTech, and logistics.

Insight 4: Gender Disparity in Migration

Pakistani women are virtually absent from formal overseas migration flows due to restrictive cultural norms, lack of female-focused facilitation policies, and absence of safe recruitment platforms.

Insight 5: Data Deficiency Fuels Blind Planning

Migration data remains fragmented, with no disaggregation by skill, gender, or returnee status. This impairs planning, reduces monitoring accuracy, and leaves policymaking reactive rather than proactive.

6.2 Strategic Recommendations

1. Regulatory and Legal Reform

- Strictly enforce Emigration Rules (2023) by digitizing complaint mechanisms and auditing OEP activities.
- Penalize unlicensed recruitment agents and expand public awareness on legal migration channels (OEC).
- Establish a dedicated migrant ombudsman and regional grievance redress centres.

2.Skill Development and Recognition

- Shift from quantity to quality: Upgrade NAVTTC/TEVTA curricula in alignment with Gulf sectoral demand.
- Sign Mutual Recognition Agreements (MRAs) with key GCC nations for skill certification portability.
- Launch a Green Skills Mission and FinTech training track co-funded by donors and the private sector.

3.Digital Infrastructure and Data Governance

- Expand the digital labor migration portal (similar to India's eMigrate) to track recruitment, placement, and grievances.

- Mandate regular migration data sharing among BE&OE, NAVTTC, NADRA, and embassies.
- Begin collection of returnee migrant data to support reintegration and remigration cycles.

4. Inclusive and Gender-Responsive Migration

- Design female-specific migration pathways in hospitality, caregiving, and health sectors.
- Provide gender-sensitive pre-departure orientation and in-country support helplines.
- Include women in policymaking roles within MOPHRD and migration oversight boards.

5. Bilateral and Regional Cooperation

- Negotiate bilateral labor agreements (BLAs) and MRAs with GCC states focused on skill mobility and recruitment cost ceilings.
- Establish skill corridors in tourism, renewable energy, logistics, and healthcare through public-private consortia.
- Collaborate with host country employers for internship pipelines and co-financed training hubs.

Table 19: Policy Recommendation Matrix: Aligning GCC Demand with Pakistan’s Supply

GCC Demand (2024–25)	Sectoral	Skill Requirements	Pakistan's Training Status	Proposed Actions & Agreements
Digital Cybersecurity)	Tech (AI,	AI analysts, Cloud engineers	Low capacity, few certified institutes	Bilateral MoUs for ICT certifications; expand NAVTTC tech scholarships

Healthcare	Nurses, specialists, lab techs	Moderate, but licensing gap	MRAs for international licensing; upskill using donor-supported health programs
Construction	Project managers, MEP engineers	Strong in low-skill, weak in high-skill	Revamp TEVTA curriculum; joint certification with Gulf-based bodies
Renewable Energy	Solar installers, green architects	Very low	Public-private green skill centers; donor-funded Green Skills Mission
Logistics & E-commerce	ERP operators, fleet tech, IT staff	Low to moderate	Internships via DP World/Amazon MENA; promote logistics policy track
Hospitality & Tourism	Multilingual guides, hotel managers	Moderate capacity	Language + hospitality diplomas; bilateral tourism migration corridors
Finance & FinTech	Blockchain analysts, AML experts	Very low	FinTech incubators; NAVTTC-SBP collab; create sandbox programs

Sources: ILO (2024) Skills Gaps and Migration Corridors Report; NAVTTC Skills Strategy (2023–2028); World Bank KNOMAD (2024)

6.3 Conclusion

To transform migration from a survival strategy into a developmental asset, Pakistan must address its policy-regulation gaps, skill mismatches, and gender imbalances. This requires bold reforms backed by data, diplomacy, and institutional coordination. Learning from peers like India while

embracing global compacts such as GCM and ILO's Fair Recruitment Initiative can anchor Pakistan's migration governance in both rights-based and market-responsive frameworks.

The next phase must focus on translating these policy actions into measurable outcomes — not just in remittance volumes but in worker dignity, strategic workforce deployment, and long-term bilateral trust.

References

- Abreu, A. (2012). The new economics of labor migration: Beware of neoclassicals bearing gifts. In *Forum for social economics* (Vol. 41, No. 1, pp. 46-67). Routledge.
- Alalawi, G. N. S. (2020). *The influence of entrepreneurship orientation on omani SMEs' Performance* (Doctoral dissertation, University of Plymouth).
- Ali, A., & Audi, M. (2023). Analyzing the Impact of Foreign Capital Inflows on the Current Account Balance in Developing Economies: A Panel Data Approach. *Journal of Applied Economic Sciences*, 18(2), 80.
- Ali, S., & Bashir, S. (2020). Policy Framework for Managing Skilled Migration: A Case Study of Pakistan. *The Pakistan Development Review*, 59(4), 675-692.
- Alshaikh, S. A., Akeel, H., Alzayer, J., Darandary, A., Drine, I., Durani, F., ... & Zebran, A. (2020). Economic diversification in the mena region. *G20 Insights Policy Brief*.
- Anwar, S. U., Wuyi, Z., Ali Shah, S. Z., Ullah, Q., Amir, S. M., & Syed, A. (2022). The resilient economic impact of CPEC and future of MNCs: Evidence from Pakistan. *Frontiers in Environmental Science*, 10, 912975.
- Awan, Muhammad Mobeen Ashraf (2022). Oversees Migration in Pakistan: Towards an Opportunity for Providing Better Jobs to Youth. chrome-extension://efaidnbmnnnibpcajpcgiclfndmkaj/https://file-thesis.pide.org.pk/pdf/mphil-environmental-economics-2019-muhammad-mobeen-ashraf-awan--o
- Alam, M. S., et al. (2019). Skilled Migration from Pakistan to Gulf Cooperation Council Countries: Pattern, Causes and Consequences. *Asian Journal of Middle Eastern and Islamic Studies*, 13(2), 1-20.

- Awan, M. S., & Ahmad, N. (2017). Investigating the Role of Skilled Labor Migration from Pakistan to GCC Countries. *International Journal of Humanities and Social Sciences*, 7(12), 221-229.
- Babar, Z., & Gardner, A. (2016). Circular migration and the Gulf States. In *Impact of circular migration on human, political and civil rights: A global perspective* (pp. 45-62). Cham: Springer International Publishing.
- Ben Hassen, T. (2022). The GCC economies in the wake of COVID-19: toward post-oil sustainable knowledge-based economies?. *Sustainability*, 14(18), 11251.
- BEOE (2020). Labour Migration Report. Islamabad: Government of Pakistan Bureau of Emigration & Overseas.
- Bilal, H. (2017). *The Origins of Contemporary Slavery in Pakistan* (Doctoral dissertation, Swinburne University of Technology).
- Bravo, J., & Cecchini, S. (2024). Migration and human capital. *Available at SSRN 4711847*.
- Butt, M. K., & Rehman, S. U. (2021). Skilled Migration from Pakistan to GCC Countries: Trends, Patterns and Prospects. *Pakistan Journal of Social Sciences*, 41(1), 219-238.
- Cooke, P. (2017). Complex spaces: Global innovation networks & territorial innovation systems in information & communication technologies. *Journal of Open Innovation: Technology, Market, and Complexity*, 3(2), 9.
- Durazzi, N. (2023). Engineering the expansion of higher education: High skills, advanced manufacturing, and the knowledge economy. *Regulation & Governance*, 17(1), 121-141.

Gurak, D. T., and Caces, Fe (1992). Migration networks and the shaping of migration systems. 150-176

Harvey, D. (2005). The sociological and geographical imaginations. *International journal of politics, culture, and society*, 18, 211-255.

Hussain, Z., et al. (2020). Economic Impact of Remittances on Poverty Alleviation in Pakistan. *Journal of Poverty and Social Justice*, 28(1), 61-78.

Iqbal, M., & Zaidi, M. M. (2020). Economic Impact of Migration: A Study of Pakistani Migrants in the Gulf Countries. *Journal of South Asian Studies*, 40(3), 365-382.

IQBAL, S. (2019). MODERATING EFFECT OF CULTURE ON THE RELATIONSHIP BETWEEN TECHNOLOGY, MOTIVATION AND QUALITY OF EDUCATION IN UNITED ARAB EMIRATES.

Kakar, M. M., Ullah, H., & Salam, S. A. (2022). Struggling for Survival: Understanding the Economic and Social Constraints Faced by Afghan Refugee Female-Headed Households in Balochistan, Pakistan. *Competitive Social Science Research Journal*, 3(2), 810-821.

Kamrava, M., and Babar, Z. (2012). Migrant Labor in the Persian Gulf. Columbia University Press, New York.

Khan, M. A. (2018). Migration and Its Impact on Labor Market: A Case Study of Pakistan. *Journal of Business Studies Quarterly*, 9(3), 1-12.

Khan, M. I. (2020). *Mitigating Brain Drain, Brain Waste, and Brain Circulation: India and Its Diaspora from Colonialism to the Modern Era* (Master's thesis, Brandeis University).

- Khan, R., & Chaudhry, I. S. (2019). Impact of human capital on employment and economic growth in developing countries. *Review of Economics and Development Studies*, 5(3), 487-496.
- Khattak, A. S., et al. (2017). Migration and Remittances in Pakistan: Empirical Evidence and Policy Implications. *Pakistan Economic and Social Review*, 55(2), 345-366.
- Komlosy, A. (2024). *Work: The last 1,000 years*. Verso Books.
- Leal, D. F. (2021). Network inequalities and international migration in the Americas. *American Journal of Sociology*, 126(5), 1067-1126.
- Light, I., & Dana, L. P. (2020). *Entrepreneurs and capitalism since Luther: Rediscovering the moral economy*. Rowman & Littlefield.
- Malik, K. (2019). Pembea kazi (career seesaw) for Kenyan Asians in Australia: Capital mobilisation in skilled migrants' career experiences.
- Malik, M. A., & Awais, M. (2019). Institutional Barriers and Policies: A Case Study of Pakistani Labor Migration to the GCC Countries. *Journal of Population and Social Studies*, 27(1), 23-36.
- Mishrif, A. (2018). Challenges of economic diversification in the GCC countries. *Economic Diversification in the Gulf Region, Volume II: Comparing Global Challenges*, 1-19.
- Mohamed, B. H., Ari, I., Al-Sada, M. B. S., & Koç, M. (2021). Strategizing human development for a country in transition from a resource-based to a knowledge-based economy. *Sustainability*, 13(24), 13750.
- Moniruzzaman, M. (2016). Governing the remittance landscape for development: policies and actors in Bangladesh. In *Diasporas, Development and Governance* (pp. 101-120). Cham: Springer International Publishing.

Naqvi, N., et al. (2016). Migration from Pakistan to Gulf Cooperation Council Countries: Trends, Patterns and Policy Implications. *The Pakistan Development Review*, 55(4), 885-902

Nazareno, J., Zhou, M., & You, T. (2019). Global dynamics of immigrant entrepreneurship: Changing trends, ethnonational variations, and reconceptualizations. *International Journal of Entrepreneurial Behavior & Research*, 25(5), 780-800.

Ponzo, I., Carbone, S., & De Gregorio, O. (2023). Social relations, individual attitudes and migrant integration experiences in small and medium-sized towns and rural areas in Italy Country Reports on policy outcomes.

Safi, F. (2021). *The influence of human resource management practices on organisational and national turnover intentions: a study of Pakistani university academics* (Doctoral dissertation, CQUniversity).

Shah, N. M. (2018). Emigration Policies of Major Asian Countries Sending Temporary Labour Migrants to the Gulf. *Migration to the Gulf: Policies in Sending and Receiving Countries*, 127.

Shahzad, R. U. (2020). *An Investigation into Human Resource Development (HRD) Needs of Nurses. The Case of Public Health Sector, Pakistan* (Doctoral dissertation, University of Bradford).

Stark, O., & Bloom, D. E. (1985). The new economics of labor migration. *The American Economic Review*, 75(2), 173-178.

Telsac Cüneyt and Telsac, Özlem YÜKSEK (2022). Causes of Migration and its effects. https://www.researchgate.net/publication/359438780_CAUSES_OF_MIGRATION_AND_ITS_EFFECTS

ul Amin, S. N. (2018). *ICT integration in education: A smart concept of teaching and learning*. Educreation Publishing.

Ullah, A. A., Haque, M. S., Ullah, A. A., & Haque, M. S. (2020). Political Economy of Migration, and Social Force. *The Migration Myth in Policy and Practice: Dreams, Development and Despair*, 105-137.

verseas-migration-in-pakistan-towards-an-opportunity-for-providing-better-jobs-to-youth.pdf

Vespa, J. (2017). *The changing economics and demographics of young adulthood: 1975-2016* (pp. 1-23). Washington, DC: US Department of Commerce, Economics and Statistics Administration, US Census Bureau.

Gurak, D. T., & Caces, F. (1992). Migration networks and the shaping of migration systems. *International Migration Review*, 26 (1), 150–176.

Harvey, D. (2005). The sociological and geographical imaginations. *International Journal of Politics, Culture, and Society*, 18, 211–255.

Job Market Analysis in GCC Countries: Hiring Trends and the Influx of Pakistani Workers (2023 Data). 2020 Delta International Recruitment Agency. Retrieved September 21, 2024, from <https://ditrc.com/>

Labour Market Trends Analysis and Labour Migration from South Asia to Gulf Cooperation Council Countries, India and Malaysia. 2020. International Labour Organization. Retrieved September