

A Rising Tide of Care

A Protected Care Mobility Pathway
Between Tunisia and Italy



Geneva Challenge 2026

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Abstract

Italy's aging population, increasing need for long term care and hard to access, fragmented care services resulted in a reliance on foreign care work. This demographic crisis sits opposite Tunisia's, where youth unemployment rates are high even among graduates and where there is an active consideration for work-related emigration among the youth. Mobility initiatives between Tunisia and Italy exist, but they are scattered and fail to address directly the need for trained care workers, the opacity of migration processes, and post-arrival labor exploitation and trafficking risk.

Our initiative, VitaMare Care, is a centralized Care work (CW) migration corridor between Tunisia and Italy. With physical touchpoints in Tunis and Sfax, it's supported by a three-sided digital platform targeting key stakeholders: Tunisian workers, Italian employers, and institutions. The platform functions as an operational infrastructure, centered on a core pathway of pre-departure guidance, an AI-enhanced digital matching system to connect workers and employers, integrated worker protection structure and real time monitoring of worker cases from pre-departure to post arrival. Our solution addresses the lack of CW centered proposals, the fragmentation of present initiatives, the fraud and trafficking risks for Tunisian workers alongside badanti'' vulnerability to exploitation and abuse. The core pathway is a scalable model that can be replicated across the Mediterranean region, where standards and issues are comparable, and then adapted globally.

Keywords: Care work, Ethical labor mobility, Digital labor governance, Workforce development

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Generative AI tools were used to assist with preliminary literature screening, document translation, and the creation of conceptual figures and visualizations. All sources were independently verified, and the final analyses, interpretations, and written content are the original work of the authors.



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Glossary

ANETI: National Agency for Employment and Independent Work in Tunisia

ATFP: Tunisian Agency for Vocational Training

EMN: European Migration Network

EU: European Union

ILO: International Labour Organization

IOM: International Organization for Migration

LTC: Long-Term Care

MENTOR II: Mediterranean Network for Training Orientation to Regular Migration II

OECD: Organisation for Economic Co-operation and Development

OSS: Operatore Socio-Sanitario, Italy's formal socio-healthcare assistant qualification

THAMM: Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa

THAMM Plus: Extended THAMM program linking labor mobility between North Africa and Italy

Sviluppo Lavoro Italia: Italian public agency supporting labor-market policies and employment programs

Decreto Flussi: Italian annual quota decree regulating entry of non-EU workers

Article 23: Italian legal route allowing trained workers abroad to enter Italy outside ordinary quotas

CW: Care Work

MCW: Migrant Care Work

LTCW: Long Term Care Work

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1. Problem Diagnosis

1.1 Italy's Care Crisis: Ageing Population and Growing Care Needs

Italy's increasingly aging population has earned it the title of oldest population in the EU and second oldest population in the world, with 25.1% of its residents being more than 65 years old (ISTAT, 2026), making it a quarter of the country's total population. Out of 58.943 million residents, 14.8 million are over 65, and 2.5 million are over 85 (ISTAT, 2026). Birth rates in Italy are in a steady decline, and the average number of children per woman amounts to 1.14 in 2025 (ISTAT, 2026). Single person households are also on the rise and are the most prevailing, representing 37.1% of households as of 2025. Overall, there is a continuous decline in average household size, amounting to 2.2 members for the 2024-2025 period (ISTAT, 2026).

With the birth rates declining and the population becoming increasingly isolated, this begets the question of care for the elderly residents. An aging population comes with its own requirements: among older people (over age 65), 13.7% report difficulties with basic daily tasks, while 15.9% report difficulties with complex instrumental activities (OECD, 2025). A non-self-sufficient elderly population entails the necessity of care workers to aid them in daily life, resulting in an unparalleled and growing demand for long term care services, which target chronic illnesses and disabilities (Santini et al, 2025). Some solutions exist, in the private or public sector, including nursing homes (residential or semi residential services), home care, monetary aid (cash transfers), healthcare services, or informal family care (OECD, 2025; Santini et al., 2025).

1.2 Care work Fragmentation

Yet, the services for the dependent elderly population in Italy are fragmented, with a lack of centralization and clear division of responsibility across health and social care, resulting in barriers to access and disparity in outcomes (OECD, 2025); 44% of people in Italy are satisfied with the availability of healthcare services, meaning less than half of the population (OECD, 2025). This can be partly explained by the fact that the Italian healthcare system is separated into 21 healthcare systems, for its 19 regions and two autonomous provinces. In practice, this means that regional healthcare authorities are autonomous in the way they allocate the economic resources given to them by the State, meaning autonomy in how they choose to deal with the care demands of each population, including long term care (Santini et al. 2025). This results in access inequalities depending on the region and contributes to the fragmentation and difficulty in implementing a clear, national social and health care system. The implementation of such a structure has been an ongoing goal of the Italian government that recognizes the urgency of addressing the situation, with multiple recent governmental initiatives that aim to rectify these disparities, including: "Law No. 227/2021, "Delegation to the Government on Disability", Law No. 33/2023, "Delegation to the Government on Policies for the Elderly," and Legislative Decree No. 29/2024" (OECD, 2025). The integration of these decrees is the biggest challenge faced due to the nature of the fragmented healthcare system in Italy, with policymakers and service providers citing other obstacles such as staff shortages, inadequate information systems, financial strains, and underinvestment in home and community care (OECD, 2025). Santini et al. (2025) conducted a study measuring barriers to

long term care in central Italy and found that the primary obstacle was the inadequate quality of public home care and daycare facilities and the high prices of private ones. Yet, the most common middle ground that Italian families find is privately employing migrant care workers.

1.3 The Badanti Dependency: Affordable Care, Unsafe Work

In Italy, the culture calls for badanti, “caregivers” in Italian, who are caregivers and domestic workers hired by family to take care of the elderly. A badante (singular of badanti) is usually a foreign, middle-aged woman, from Eastern Europe, Middle East, North Africa or South America (INPS, 2025). Although men can be badanti too, their share was only 11% as of 2024 (INPS, 2025), making them a minority in the role; as are Italians. Indeed, foreign workers represent 68.6% of caregivers (INPS, 2025), which makes domestic work in Italy a largely feminized and migrant dominated sector. This type of migrant care worker has been a cultural staple in Italy, with badanti becoming a “pillar of Italian society” according to Francesca Alice Vianello, a labor sociologist (Turati, 2026). The aging population and increasing need for caregivers has only contributed to an increasing demand for badanti, as they represent a cheaper alternative to private residential long-term care. Santini et al.’s (2025) study compares an average monthly cost of 1000 euros versus 2000 euros for badante versus for a private residential facility.

In all cases, hiring a migrant care worker is significantly more financially accessible than other private care alternatives. Caregiving and domestic work are regulated by Law No. 339/1958 on the protection of domestic work and by a national collective agreement for domestic workers, adopted in 1974 and revised in 2013, which establishes labor standards and the rights and duties of both caregiver and employer (Palumbo, 2016). The badanti system allows both Italian families to have cheaper access to constant or semi constant care (40h/week for live out worker, 54h/week for live in worker) and allows migrant women access to a stable income. The Observatory on Domestic Workers has stated a yearly income for badantis of 7500 euros (INPS, 2025), making it an average of 625 euros monthly.

However, the sector is prone to various issues, including recurring exploitation, discrimination, passport confiscation, informal work and risk of trafficking and sexual abuse, among others (Palumbo, 2016; Turati, 2026). These issues are particularly prevalent when it comes to informal work and irregular migrants, who frequently encounter abuse at work (Palumbo, 2016; Turati, 2026). In the case of formal work, usually migrant care workers are recruited through an agency and brought to Italy to fulfill their contract; yet some of these agencies are still predatory in nature, meaning it doesn't guarantee safety of workers (Palumbo, 2016). Another, less addressed issue with the current demographic of badanti is their age; 25.7% are 60 or older, 18.6% are aged 55 to 59, and only 1.5% are younger than 25; this can mean a likelihood of work quality degradation due to increasing health risks with age.

1.4 Tunisia’s Labor Pressure and the Migration Dilemma

Across the Mediterranean Sea, a country is similarly facing a demographic crisis, although antithetical to Italy. Tunisia has a broader youth (aged 15 to 29) population of 26% (World Bank, 2025). However, the country has been facing prevalent unemployment issues, especially among women. Tunisia’s unemployment rate was 15.0% in Q1 of 2026, with 20.7%

for women and 12.3% for men (INS Tunisia, 2026). Graduate unemployment is more pervasive, reaching around 24.9% overall and 32.3% for women in Q1 of 2026 (INS Tunisia, 2026). These high numbers highlight structural barriers to employment in the country including the fall of public sector absorption and are at the core of an increasing dissatisfaction with current societal conditions, including low domestic investment, corruption, regional and gendered inequalities (Farayola, 2026).

Although Tunisia has launched various reforms to tackle the issues, including in education and vocational training, these efforts have yielded uneven results due to “leadership turnover and the absence of a unified national youth employment strategy” (Farayola, 2026). According to a 2026 AfroBarometer survey, unemployment is the youth’s primary preoccupation in Tunisia, with 51% citing that they thought “a lot” about emigrating in search for better job opportunities.

However, emigrating is no easy feat for Tunisians, due to significant structural obstacles such as high cost of visa application fees, skill-demand mismatch, and visa rejection rates (World Bank, 2025; European Training Foundation, 2021). These high barriers have led some Tunisian youth to emigrate illegally, especially to Italy. This is often done by illegally crossing the Mediterranean Sea by boat, which has resulted in casualties; a boat capsized off the coast of Djerba, a Tunisian island, in 2024, resulting in fifteen casualties (De Brauwert et al., 2025); the Central Mediterranean migration route has come to be known as one of the deadliest in recent years (De Brauwert et al., 2025). If irregular Tunisian migrants manage to safely arrive in Italy, they continue to face hardships including labor exploitation, discriminatory abuse and lack of access to healthcare (StateWatch, 2022).

The situations in Italy and Tunisia may seem different but are ultimately intertwined. There is a real opportunity to address the different crises that both countries are facing: an aging population in need of caregivers that already resort to MCW, and a high percentage of youthful population willing to emigrate in search of better job opportunities. With only 1.5 long term care workers available per 100 people over 65, compared to an OECD average of 5.0, (OECD, 2025), there is a real demand in the Italian care work sector that qualified Tunisian workers are willing to meet.

The complementing problems of the two nations, along with their geographical proximity and historical patterns of immigration, present a compelling potential for robust bilateral labor and mobility proposals. As the report explores, there are existing initiatives that recognize this opening to be filled. Our solution aims to address the gaps that still need to be confronted.

2. Target Population and Persona



Figure 2.1. Stakeholder Matrix

2.1 Primary Target

Research highlights that youth unemployment continues to trouble Tunisia. Young graduates, especially women, are the most affected by labor policy inadequacy (Assaad & Krafft, 2023) where many end up in informal, unstable or low-quality jobs (Stampini & Verdier-Chouchane, 2011). Our initiative therefore aims to primarily target unemployed and underemployed young women and university graduates aged between 22 and 35 years. This way, our initiative can contribute to reducing regional inequalities by expanding access to employment opportunities. In addition, the target population excludes healthcare professionals and focuses on including university graduates, vocational education graduates and individuals with informal caregiving experience or desire to work in this sector. The objective of the initiative is to develop a new workforce of trained care assistants and long-term care professionals and not draw away scarce health personnel from Tunisia's healthcare system.

Santini et al. (2025) highlight in their research that LTCW in Italy struggles to meet demand on the local level where caregiving is largely reliant on migrants privately hired by families. This demonstrates the importance of the role played by migrant caregivers as well as the significance of Italian elderly and their families as a main stakeholder. Our initiative will also target Italian elderly and their families. Through strengthening the supply of well-trained care professionals, our initiative can effectively address an increasingly important labor market

priority that is no longer just a social welfare challenge. Therefore, our second core target population is older Italian adults requiring long-term care services and the families who support them.

2.2 Secondary Stakeholders

Our secondary stakeholders consist of care providers such as agencies and facilities, government institutions in both countries, education and training providers, NGOs and unions. Government bodies play a critical role in planning the labor from skills recognition to employment policy. [Assaad & Boughzala \(2018\)](#) highlight that Tunisia seeks solutions to persistent youth unemployment, while [Santini et al. \(2025\)](#) showcase that Italy increasingly requires strategies to address workforce shortages in care-related occupations. Furthermore, care workforce development and labor mobility have been identified by European institutions as important policy priorities ([Jung, 2022](#)).

Additionally, [Bourgeault et al. \(2023\)](#) exhaustively highlight the complexity of MCW by addressing the layers added by NGOs and unions. NGOs, unions and advocacy organizations play an important role in ensuring ethicality of employment and protection of workers making them part of our secondary stakeholders. Another part of our secondary stakeholders are training institutions, universities, and vocational education providers who are responsible for developing the competencies needed for CW as well as facilitating workforce preparation ([Finco et al., 2025](#); [Santini et al., 2022](#)). Lastly, home-care agencies and residential care facilities, i.e., Italian long term care providers, represent another secondary stakeholder group. Research shows that many providers are facing growing recruitment difficulties and labor shortages ([Santini et al., 2025](#)). This makes workforce development a strategic priority facilitated by our initiative.

2.3 Beneficiary Persona

To illustrate the target population, the following persona represents a typical participant in the proposed initiative:



Figure 2.2. Beneficiary Persona

3. Existing Initiatives and Gap

3.1 Policy Foundations Without a Care-Specific Pathway

Tunisia and Italy already have a foundation for regular labor mobility through Article 23 training, bilateral quotas, THAMM Plus and Tunisia-specific training programs. However, these measures do not form an integrated pathway for long-term care, where employment often occurs in private homes and requires stronger worker safeguards (European Commission, 2025; European Migration Network & OECD, 2024).

The policy foundation already has scale

Five figures establish feasibility while exposing the missing care-specific architecture.



Figure 3.1. Existing policy architecture by the numbers

Article 23 allows workers who complete approved vocational, linguistic, civic, and safety training abroad to enter Italy outside the ordinary quota system. Italy's 2025 call also allocated EUR 2 million to train 1,000 Tunisian workers. Yet neither mechanism defines eldercare competencies, employer screening or responses to withheld wages and abusive conditions (Ministero del Lavoro e delle Politiche Sociali, 2023, 2025b).

The Italy-Tunisia framework also reserves legal entries for Tunisian workers, while newer channels cover family and socio-health assistance. Although these measures create structured access points, they still lack a continuous system connecting training, certification, employment, monitoring, and safe transfer (European Migration Network, 2024).

Enabling policy sequence, 2023–2026

Four milestones progressively add legal access, governance capacity, scale, and market linkage.



Figure 3.2. Enabling policy sequence, 2023–2026

3.2 Existing Models and Their Limits

Current initiatives provide important components, but none combines them into a permanent, care-specific pathway.

Table 3.1. Existing Initiatives Analysis

Existing initiative	What it already offers	Remaining gap for this proposal
Article 23 training abroad	Legal entry after approved training abroad	No care-specific curriculum or worker-protection model
Tunisia-specific training call	Funding for 1,000 Tunisian workers	Not clearly designed around long-term care
Italy-Tunisia quotas (Decreto Flussi)	Reserved legal access for Tunisian workers	No integrated support after arrival
THAMM / THAMM Plus	Governance, training, and mobility pilots	Public streams focus on construction and mechatronics, not care
MENTOR II	Training, traineeships, monitoring, mediation	Small scale and temporary traineeship logic
Talent Partnership / Umana agreement	Institutional coordination and employer links	No public Tunisia Italy care pipeline yet

Capability coverage remains fragmented

Analytical synthesis of the initiatives described in Section 4.2

	Legal route	Pre-departure training	Care-specific curriculum	Employer vetting	Post-arrival protection	Durable scale
Article 23	Strong	Strong	Gap	Gap	Gap	Partial
Tunisia training call	Partial	Strong	Gap	Gap	Gap	Partial
Italy-Tunisia quotas	Strong	Gap	Gap	Gap	Gap	Strong
THAMM / Plus	Partial	Strong	Gap	Partial	Partial	Partial
MENTOR II	Partial	Strong	Gap	Partial	Strong	Gap
Talent / Umana	Strong	Partial	Gap	Partial	Gap	Partial

Figure 3.3. Capability coverage across existing initiatives

THAMM demonstrates that Tunisia-Italy training and matching can be coordinated, but its Italy-facing activities focus on construction and mechatronics rather than household eldercare. Its evaluation also warns that fragmented institutions and weak monitoring can undermine worker protection (ILO, 2024; European Migration Network & OECD, 2024).

MENTOR II incorporated language training, civic education, traineeships, monitoring, and mediation, but reached only 41 trainees and did not create a permanent employment route. The Umana agreement similarly demonstrates institutional feasibility, although its initial pilots concern agriculture. These initiatives offer useful building blocks, yet they remain divided across sectors and institutions (Migration Partnership Facility, 2024a; Umana, 2026).

3.3 The Unfilled Gap

The missing element is an integrated, care-specific mobility system. Existing programs separate between training, admission, recruitment, and protection, creating particular risks in private-home employment. Research also shows that migrant care workers frequently enter eldercare with limited preparation and uneven access to training.

A Tunisia-Italy corridor must therefore combine a care-specific curriculum, portable certification, vetted employers, standard contracts, complaint mechanisms, emergency transfers, and investment in Tunisia's care-training capacity (European Commission, Directorate-General for Employment, Social Affairs and Inclusion, 2024; Santini et al., 2025; European Migration Network & OECD, 2022).

The unfilled gap is architectural

Existing functions sit in separate projects; the required pathway connects them under one governance system.

CURRENT LANDSCAPE • DISPERSED FUNCTIONS



REQUIRED CARE PATHWAY • ONE GOVERNED SEQUENCE



Outcome: visible employment, enforceable standards, and a credible exit route from unsafe placements

Figure 3.4. From dispersed functions to one governed care pathway

4. Proposed Solution: VitaMare Care

4.1 Core Solution: A Care-Mobility Corridor

Our solution is a digitally supported immigration agency: VitaMare Care, a centralized corridor between Tunisia and Italy.

Our proposal aims to connect three important stakeholders under one digital infrastructure; Tunisian workers, Italian employers and the institutions that play a part in tying them together. The solution proposed here isn't just an app. Rather, the app is the outer layer that facilitates the supervision of all procedures involved in migrating Tunisian workers to Italy. Meaning, it is an agency with physical touchpoints, but the digital interface is the prominent and key infrastructure that matches Tunisian workers and Italian employers and offers a step-by-step guide on procedural necessities. The app is what joins all relevant parties under one virtual roof.

The physical touchpoints proposed are based in Tunisia, to accompany the workers during their processes. Two locations reach best the targeted workers: Tunis, capital city of the country where the Italian embassy is located, and Sfax, commonly referred to as the capital of the south, and is an important economic and educational hub of the country.

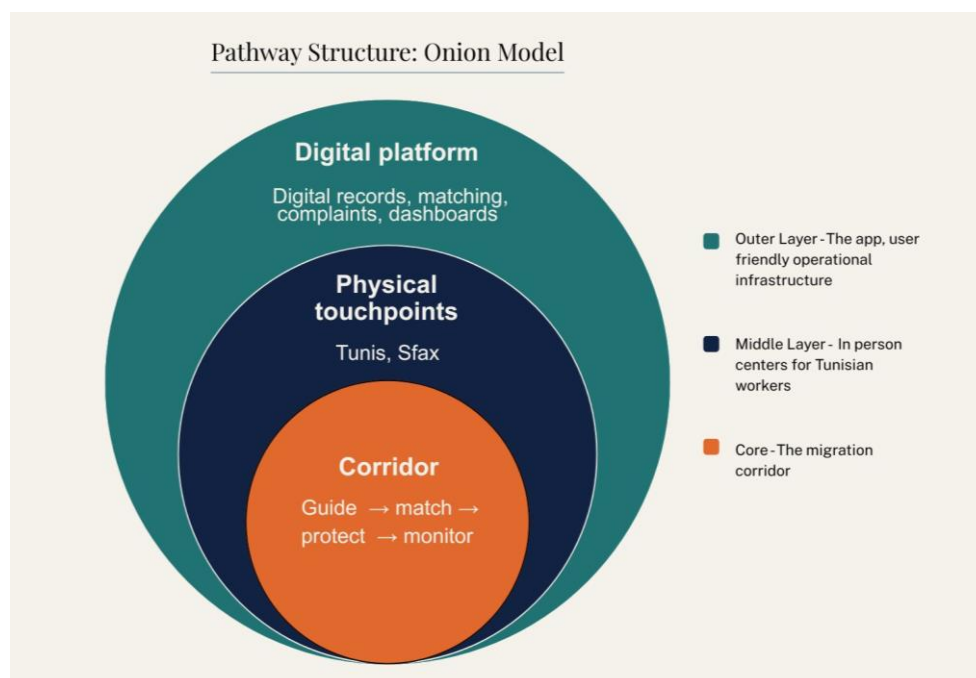


Figure 4.1. Pathway structure

4.2 The Three-Sided Platform

According to a report published by Migration Policy Institute, building a successful labor mobility system extends beyond job matching. Skill assessment, skill building, need

identification and sharing information across governments are crucial for establishing a well monitored and effective corridor (Hooper et al., 2025). Our solution builds on this model by embedding all these mechanisms into one integrated platform characterized by three different sides serving different functions.

4.2.1 *The Worker App*

The first side of our solution involves an interface designed as a mobile app for workers. It is accessible on low bandwidth connections and offers support in Arabic, French and Italian. It acts as the supply side of the CW environment legitimizing it and providing protection.

1. Skill assessment

Following the skills assessment criterion introduced by (Hooper et al., 2025), workers build a digital professional identity by uploading educational qualifications, prior caregiving experience, language abilities, and employment preferences. These credentials are then stored in the system to allow for optimized matching with employers as well as formalization of labor.

2. Skill building

Hooper et al. (2025) emphasize the training and upskilling. The App includes a modular learning guide in elderly care, dementia support, mobility assistance, labor rights and Italian language preparation. Additionally, the skills and competencies are developed pre-departure rather than post arrival to strengthen the readiness of the workforce and reduce the possibility of placement failures.

3. Skill verification

The app is a portable digital credential system storing certifications, training, work history, references, and language competency in one place. This helps formalize CW as workers accumulate credentials over time rather than treating it as temporary, while giving employers one-step verification and protecting workers as verifiable formal employees.

4. Oversight and protection

The app's protection interface includes an SOS function for physical or sexual assault, an anonymous complaint mechanism, access to legal resources, and case-worker assignment for severe violations. In line with the ILO's fair recruitment principles, workers may reject offers without penalty and pay no placement fees, shifting them from passive recipients to active, protected participants in the labor market.

4.2.2 *The Employer Portal*

The second side of our solution is a portal for employers designed for families and households, licensed care agencies and long-term care institutions who are searching for qualified care workers.

1. Structuring demand

Employers, families or LTC agencies submit a detailed request outlining the care intensity, what competencies are required, living conditions and arrangements, the expected

working hours and the wage and contract duration. The platform allows for a very important process of standardization which assists in reducing the fragmentation in Italy's long term care labor market (Santini et al., 2025).

2. Worker- employer matching

The portal's AI-enhanced matching engine weighs qualifications, skills, and compatibility indicators to maximize fit and retention. An ethical AI model controls sensitive information such as race, ethnicity, and religion, reducing bias, predatory behavior, and systemic disadvantage.

3. Contract management

Selected matches generate standardized, labor-law-aligned contracts covering wages, hours, accommodation, leave, and dispute resolution. Standardization reduces exploitation risk by preventing hidden clauses, protects both parties' rights, and serves as legally verifiable proof of employment.

4.2.3 Institutional Dashboard:

The third side is the institutional dashboard for governance by protective institutions. It is accessible to accredited public agencies, unions, NGOs, and corridor administrators in both Tunisia and Italy. According to Hooper et al., 2025, corridor solutions should “Build labor migration governance capacity in partner countries” and “Promote better oversight and protection in high-risk sectors”.

1. Verification

The first function of the institutional dashboard is the verification of worker certifications and credentials as well as employer accreditation and legitimacy. It will be accessed by labor ministries, NGOs, labor unions and worker associations. This aims to reduce fraud and maintain trust across the platform.

2. Compliance monitoring

On the dashboard, authorities can track contracts, wages, complaint reports, and placement conditions in real time allowing for full visibility. This digital monitoring mechanism helps institutions detect issues early on and intervene when necessary.

3. Protection operationalization

NGOs and unions can respond to alerts such as abuse reports, labor disputes, or emergency relocation requests in a timely and informed manner ensuring that the protection of workers is actionable rather than symbolic by creating an institutional safety net across borders.

4. Labor intelligence system

Connected to the same system as the app and portal, the dashboard aggregates data on placement success, regional labor shortages, wage trends, retention, and skill demand, turning the platform into a real-time labor-market observatory that lets institutions adapt policy and workforce planning accordingly.

VitaMare Care: Platform Ecosystem

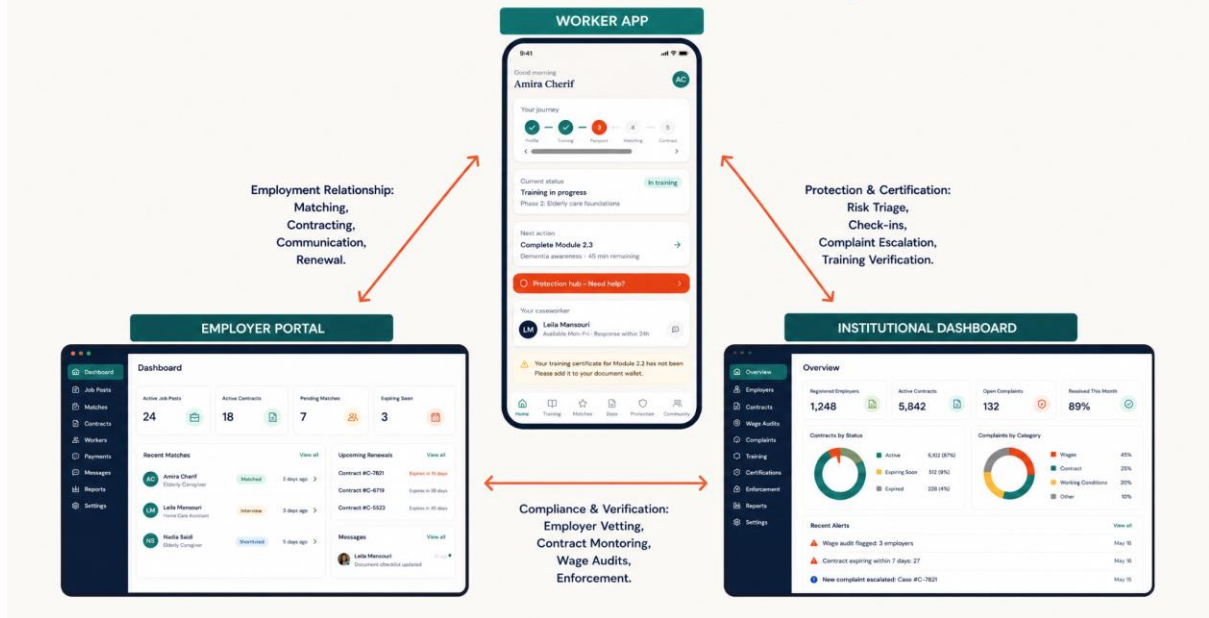


Figure 4.2. System Interaction

4.3 Platform Features

Interactive prototype: <https://banner-grape-40939417.figma.site/>

VitaMare Care connects the worker app, employer portal, and institutional dashboard in one traceable pathway: preparation in Tunisia, legal placement in Italy, and continuous protection after arrival. Each interface serves different users while maintaining secure records and accountability throughout the placement.

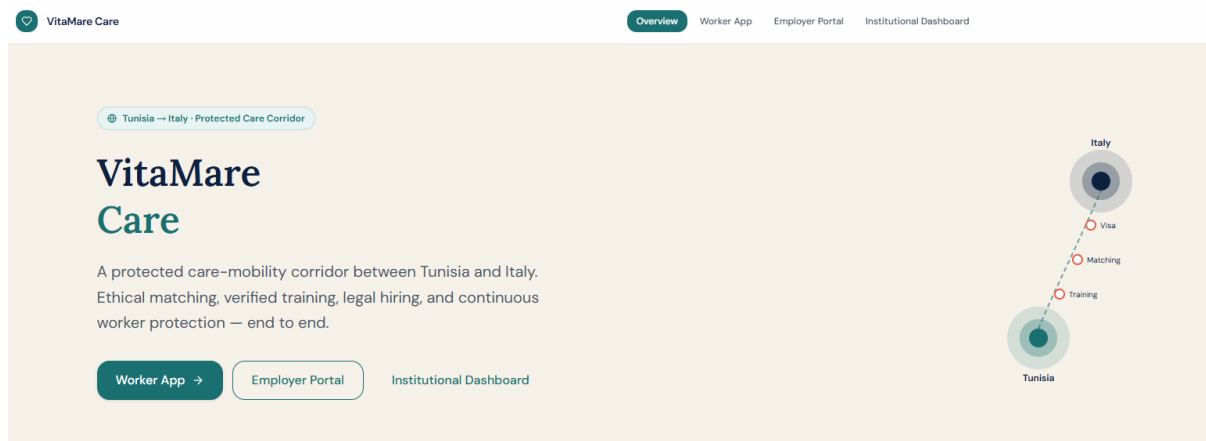


Figure 4.3. Platform entry point and navigation across three environments

4.3.1 Training and the Care Skills Passport

Through the worker app, onboarding records each candidate's care experience, Italian level, and placement preferences, then assigns a preparation track delivered by partner institutions.

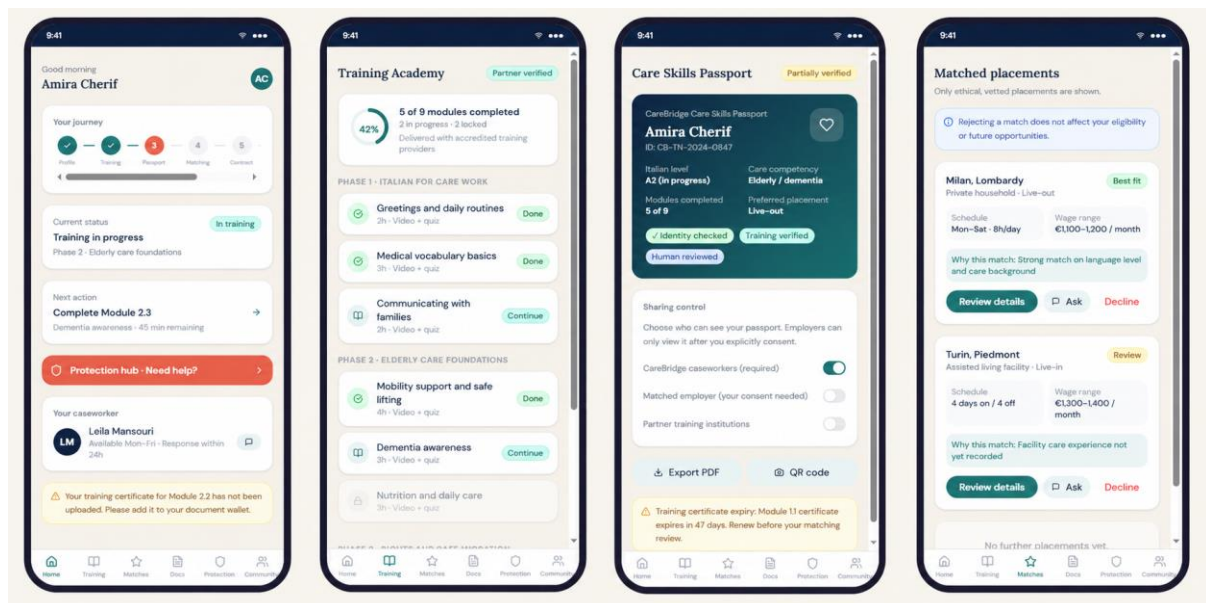


Figure 4.4. Platform Screenshot 1

Training combines workplace Italian, elderly assistance, and labor-rights literacy with modules on dementia, mobility support, and emergency response.

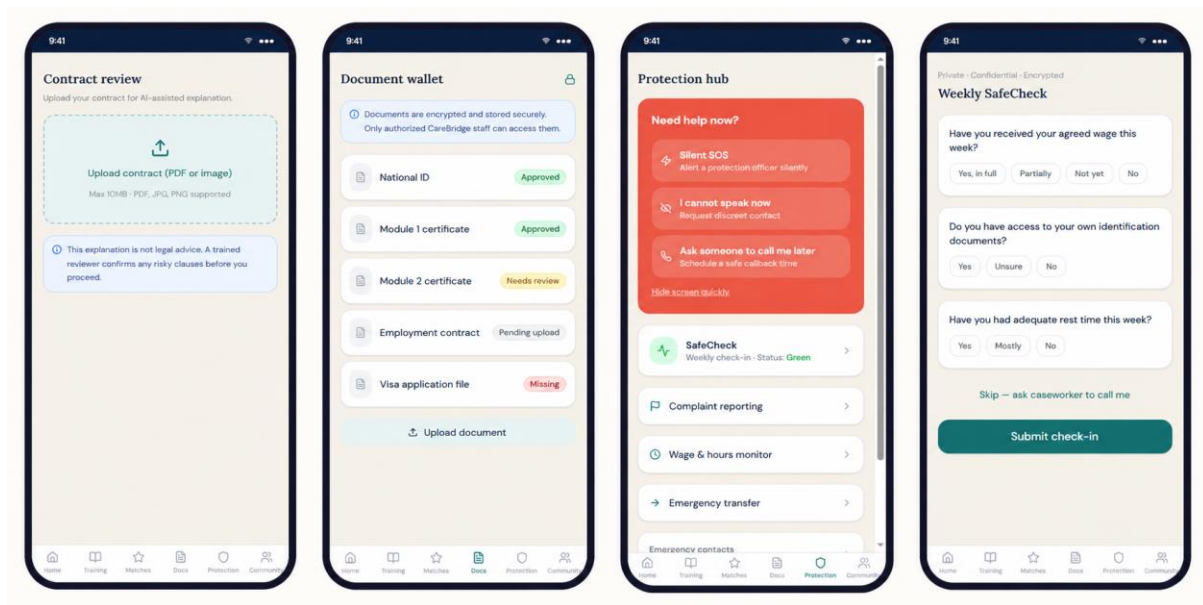


Figure 4.5. Platform screenshot 2

The Digital Care Skills Passport records verified results and employment preferences. Shared by a QR code or PDF, it gives workers a portable professional record for matching and future progressions.

4.3.2 Ethical Matching and Legal Hiring

Employers submit a structured request specifying care needs, schedules, and living arrangements. Only vetted employers proceed.

Care needs assessment

This assessment helps us identify a trained worker who matches your household's specific care situation.

Care recipient situation

Mobility support needed

Dementia / cognitive care

Post-surgery recovery

Companionship and daily support

Arrangement type

Live-in

Live-out

Day care only

Weekly schedule

e.g. Mon–Fri 08:00–18:00 + Saturday morning

⚠ Accommodation for live-in workers must meet minimum standards (private room, lockable door, adequate facilities). A CareBridge advisor will review your submission.

Save draft

Submit for review

Figure 4.6. Employer care-needs request

Under human supervision, the matching tool compares verified skills and preferences with care needs and employer compliance. It explains its recommendation, requires worker consent, and excludes sensitive traits such as religion, ethnicity, and appearance.

Matched worker profile

Limited professional information — personal details are shared only with your consent and the worker's.

Profile verified

AC

Amira C.
Tunis region · Care worker candidate
Identity verified Training complete

Italian level
A2 · Certified

Care specialisation
Elderly + dementia

Preferred arrangement
Live-out

Modules completed
9 of 9

Match explanation

Training profile aligns with your care-needs assessment. Italian level meets conversation requirements. Preference for live-out matches your submission.

Sensitive personal attributes are not included in this profile and were not used in the matching process.

Request meeting via VitaMare

Proceed to contract →

Figure 4.7. Explainable, consent-based matching view

After mutual acceptance, the platform generates a standard contract specifying wages, hours, rest, and duties. Its AI-assisted scanner explains clauses in plain language and sends unclear or non-compliant terms for human review.

Contract generator

Monthly gross wage (€)
1,150
CCNL Lavoro Domestico minimum: €937

Weekly working hours
40
Maximum 40h under CCNL

Rest days per week
1 day (Sunday)
Minimum 1 day

Contract start date
01 March 2025

Accommodation
Not provided - live-out

Generate contract preview

Compliance check

- ✓ Wage meets CCNL minimum
- ✓ Working hours within legal limit
- ✓ Rest time clause included
- ⚠ Notice period specified

AI plain-language summary

The contract covers 40 hours per week at €1,150/month gross. The worker has Sunday off and 11 daily rest hours. Night interruptions are compensated separately. This contract will be reviewed by a VitaMare legal advisor before it is signed.

Human review status

Awaiting legal review. You will be notified within 48 hours.

Figure 4.8. Contract generator with compliance checks and human review

The app stores documents and deadlines, while the employer portal guides migration, hiring including payroll obligations, making each placement both lawful and traceable.

4.3.3 Protection and Post-Arrival Support

Protection continues throughout employment. SafeCheck privately asks about pay, passport retention, and rest while confidential reporting routes risk alerts to a human protection officer.

Workers log their hours, missed rest and unpaid work to create evidence. In urgent cases silent SOS, delayed-call requests and consent-based location sharing activate human support, emergency housing when needed with a transfer to a vetted alternative employer.

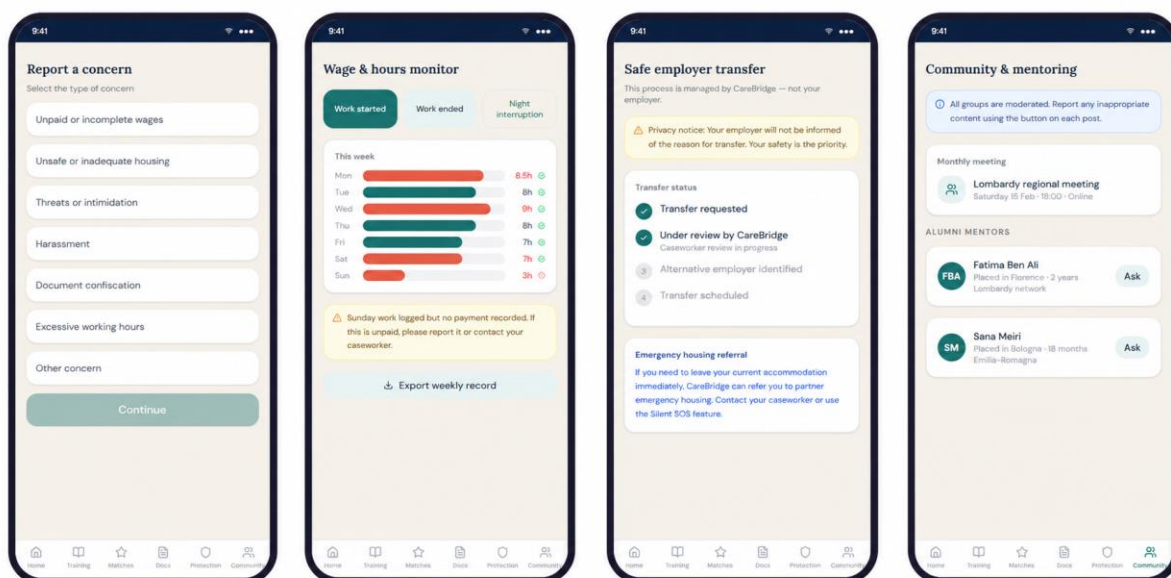


Figure 4.9. SafeCheck, wage evidence, and the emergency-transfer pathway

The institutional dashboard lets authorized agencies, NGOs, and unions manage complaints, verify cases, and flag repeat-risk employers. Anonymized outcomes also help Tunisian and Italian authorities identify emerging risks.

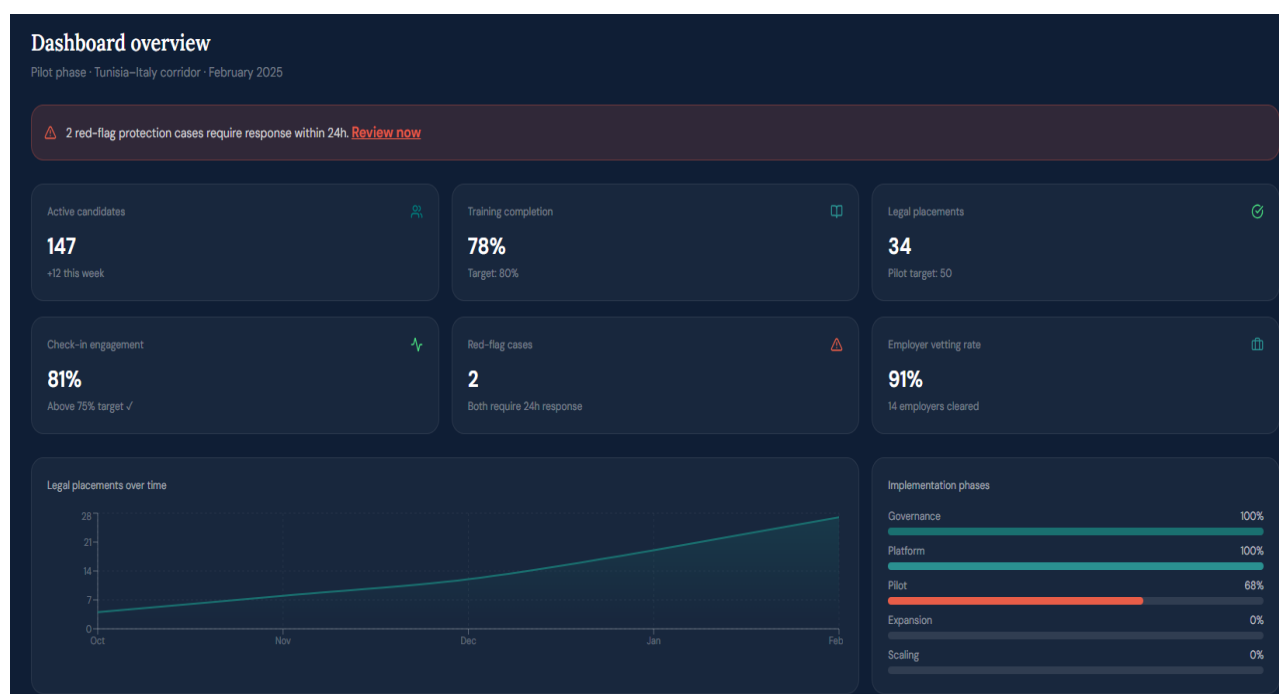


Figure 4.10. Institutional oversight dashboard

Protection cases		2 red-flag cases
ⓘ Red-flag cases must receive a response from a protection officer within 24 hours. All actions are logged in the audit trail.		
• CB-PR-2024-0112 · Rania B. Category: Unpaid wages + document confiscation Caseworker: L. Mansouri · Status: Escalated to protection officer View case Emergency escalation Add note	3 hours ago	
• CB-PR-2024-0098 · Unnamed (anonymous) Category: Threats and intimidation Caseworker: K. Hamdi · Status: Emergency housing referral issued View case Emergency escalation Add note	18 hours ago	
• CB-PR-2024-0087 · F. Ben Saad Category: Repeated overtime, pay dispute Caseworker: L. Mansouri · Status: Mediation scheduled View case Add note	2 days ago	
• CB-PR-2024-0074 · S. Mrabet Category: Housing conditions concern Caseworker: K. Hamdi · Status: Under review View case Add note	5 days ago	

Figure 4.11. Institutional oversight dashboard 2

Through this feature, VitaMare Care turns worker protection into a continuous governance practice supported by technology and carried by human institutions.

5. Implementation Plan

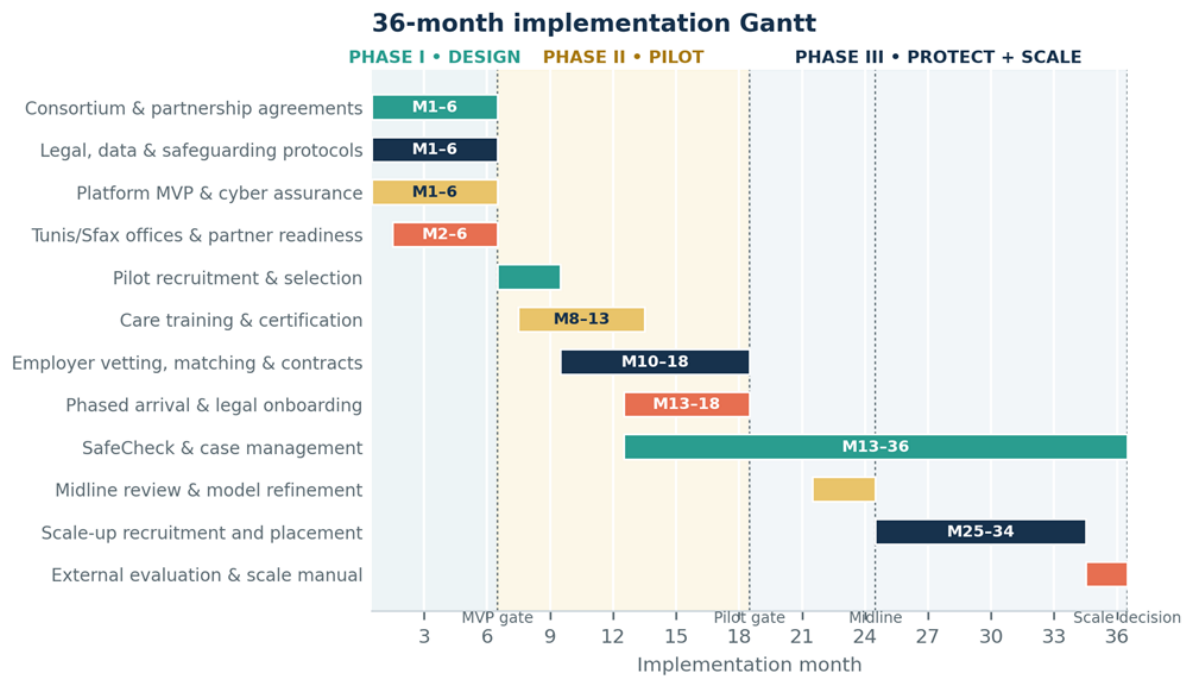


Figure 5.1: Implementation Gantt chart

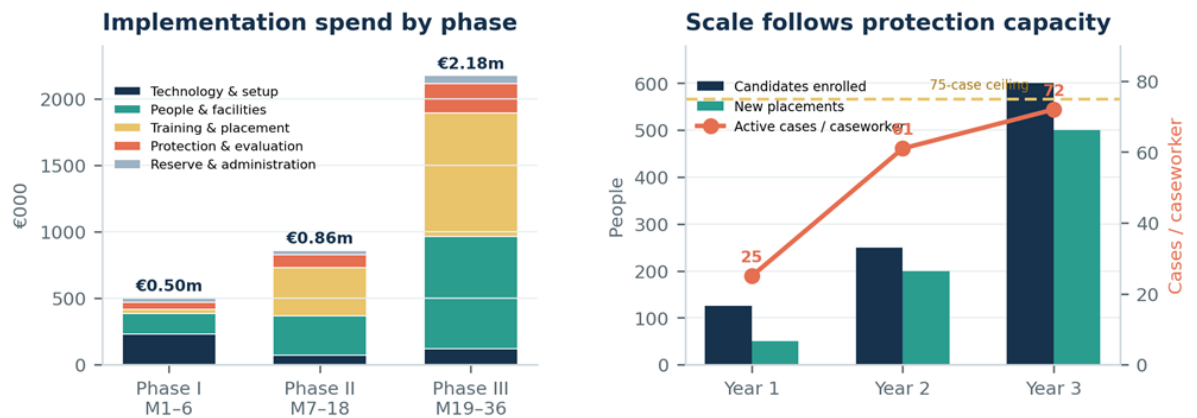


Figure 5.2: Phase expenditure profile and safeguard-constrained scale-up

6. Financial Model

6.1 Financial Architecture

VitaMare Care is modeled as a hybrid B2B2G social enterprise with a strict zero-fee policy for workers. Employer placement charges provide the first revenue stream. Annual monitoring subscriptions sustain post-arrival support. Public or philanthropic training contracts finance candidate preparation. Institutional agreements fund dashboard access and corridor governance. A catalytic grant absorbs the setup cost; recurring contracted income covers annual expenditure from Year 2 in the base case.

Table 6.1. Core Modeling Assumptions

Model input	Base case	Application
Implementation horizon	36 months	Six-month design; 12-month pilot; 18-month protection and scale period
Candidate intake	125 / 250 / 600	Annual enrollment rises only after the pilot gate
Successful placements	50 / 200 / 500	Matching starts after certification and employer verification
Employer placement fee	€1,400	Charged only after a completed placement; worker charge remains €0
Training co-financing	€1,800 / enrollee	Contracted funding from public, philanthropic, or employer partners
Monitoring subscription	€35 / active case / month	Funds SafeCheck, wage monitoring, and case coordination
12-month placement retention	90%	Base-case planning rate; tracked through the institutional dashboard
Protection capacity	≤75 active cases / caseworker	Staffing expands before caseload exceeds the ceiling

Volumes refer to annual flow; active placements include retained workers from the preceding year.

Table 6.2. One-Time Launch Budget

Launch investment	Amount	Share
Platform MVP, three interfaces, and cyber assurance	€145,000	45.6%
Cross-border legal design and data-sharing protocols	€42,000	13.2%
Curriculum, assessment tools, and Skills Passport	€36,000	11.3%
Tunis and Sfax office setup and equipment	€32,000	10.1%

Baseline, safeguarding review, and M&E design	€18,000	5.7%
Partner onboarding, translation, and outreach	€16,000	5.0%
Contingency reserve	€29,000	9.1%
Total launch budget	€318,000	100.0%

6.2 Three-Year Financial Projection

The base case requires €426,000 in initial capitalization: a €300,000 catalytic grant and a €126,000 working-capital facility. Year 2 reaches operating break-even. The cumulative balance turns positive in Year 3 as placement volume rises while platform and governance costs scale more slowly.

Table 6.3. 3 Year financial projection

€	Year 1	Year 2	Year 3	36-month total
Training co-financing	€225,000	€450,000	€1,080,000	€1,755,000
Employer placement fees	€70,000	€280,000	€700,000	€1,050,000
Monitoring subscriptions	€10,500	€61,950	€202,860	€275,310
Institutional contracts	€60,000	€100,000	€160,000	€320,000
Catalytic launch grant	€300,000	€0	€0	€300,000
TOTAL INCOME	€665,500	€891,950	€2,142,860	€3,700,310
One-time launch investment	€318,000	€0	€0	€318,000
Fixed operating costs	€279,000	€398,000	€625,000	€1,302,000
Variable delivery costs	€194,000	€482,700	€1,239,010	€1,915,710
TOTAL EXPENDITURE	€791,000	€880,700	€1,864,010	€3,535,710
ANNUAL BALANCE	–€125,500	€11,250	€278,850	€164,600
CUMULATIVE BALANCE	–€125,500	–€114,250	€164,600	€164,600

Fixed costs cover personnel, platform operations, offices, legal support, insurance, and evaluation. Variable costs cover training, screening, placement coordination, case support, and the emergency-transfer reserve.

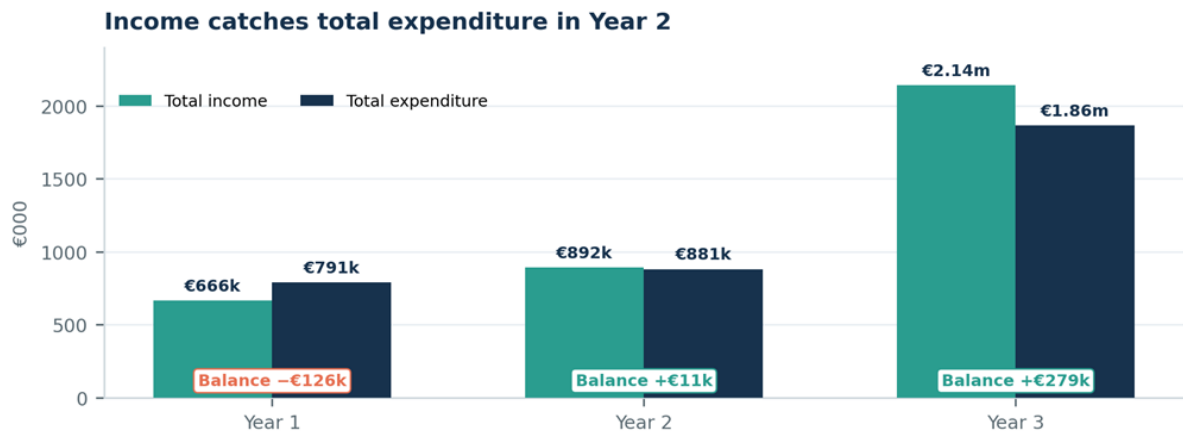


Figure 6.1. Base-case income, expenditure, and annual balance (€000)

7. Monitoring and Evaluation:

7.1 KPIs

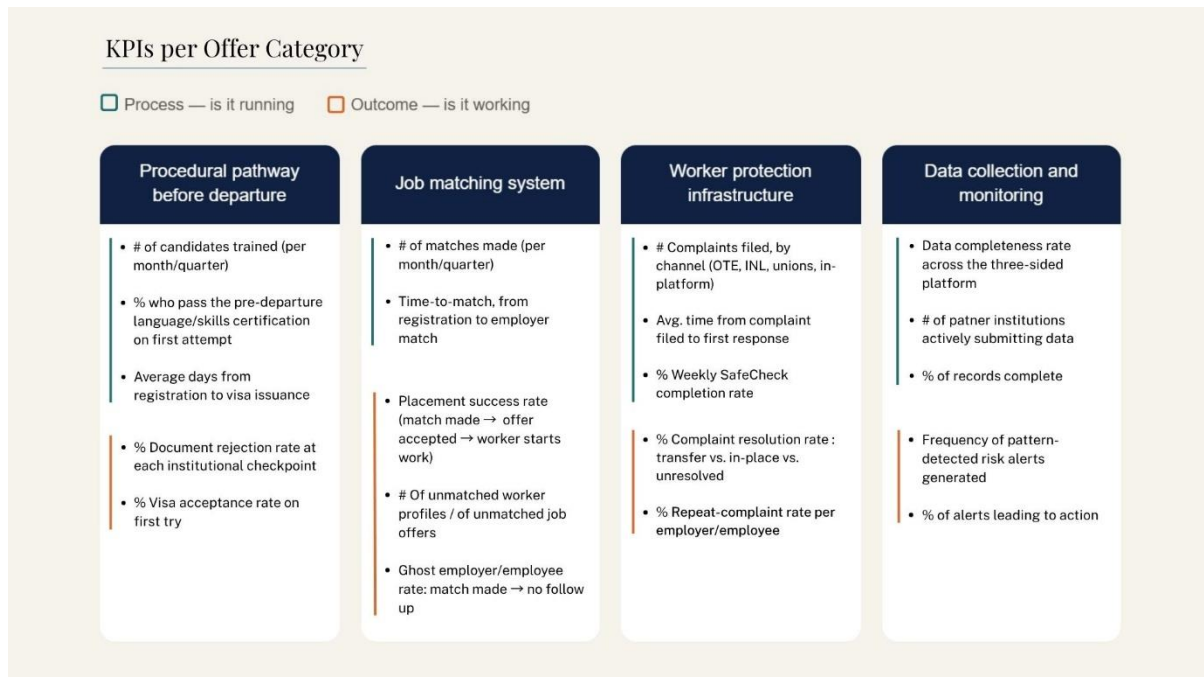


Figure 7.1 KPIs

7.2 Baseline and Comparison points

For the pathway to claim any direct impact, a measurable starting point is necessary. Given the variety and depth of the landscape, establishing a baseline requires comparing the corridor to institutional, structural and exploitation level data.

Research shows that 60,2% of non-EU workers with tertiary education are employed in low or medium skill professions, compared to 42,2% for EU foreign nationals and only 19.3% for Italians ([Migration Partnership Facility, 2024](#)). Addressed by our matching system, our goal would be to correctly skill-match workers to profession and stay under the 60,2% over-qualification baseline.

The Italian Ministry of Labor’s call to train 1000 Tunisian workers doesn’t specify the industry but can serve as a scalability goal, with THAMM Plus’s objective of training-for-mobility 2000 Tunisian workers for Italian industries in 3 years also being a reference point for our pre-departure training pathway ([Ministero del Lavoro e delle Politiche Sociali, 2023](#); [ILO, 2024](#)).

The Decreto Flussi 2026 report shows that in 2024-2025, only 48.2% out of 72,704 work permits (nulla osta) resulted in actual entry visas and a 7.2% permit-to-placement completion rate, an important baseline of our ‘Visa acceptance rate on first try’ KPI ([Ero Staniero, 2026](#); [VisasUpdate, 2026](#)). Placement success rate can be directly linked to the “ghost employer” and fraud phenomena, with 139 foreign workers victimized and left without work in 2024 ([RefugeeInfo Italy, 2026](#)). Worker protection KPIs can be compared to re-censed

exploitation statistics such as 2025 exploitation report calls; 80% linked to labor exploitation and 16% to sexual exploitation ([Centro Studi e Ricerche IDOS, 2025](#)).

Comparison will also be self-referential, based on quarterly and yearly reporting. Our pilot cohort will be the established baseline of the corridor. Each subsequent cohort will be compared to the precedent to analyze both the initiative's growth and the landscape's evolution.

8. Scalability and Replicability

8.1 Romania-Italy

The strongest evidence for VitaMare's scalability lies within Italy itself. The Romania-Italy corridor is the largest single example of this "migrant-in-the-family" model of care (Seiffarth, 2021) where 21% of foreign domestic workers in the country are Romanian (Osservatorio sul lavoro domestico, 2020). The corridor did not emerge through bilateral design but through recruitment that occurs through a network of women already established. As a result, the labor pipelines become increasingly ethnically segmented which in turn makes them largely invisible to institutional governance. VitaMare Care proposes a regulated version of a corridor that already exists and has already demonstrated large demand.

8.2 Regional expansion

The demographic complement that makes the Tunisia-Italy corridor viable is not unique to those two countries. Research by MAJORANO et al. (2025) finds that south Mediterranean countries such as Morocco, Algeria, and Egypt, share comparable demographic structures such as larger proportions of working-age youth relative to EU member states, and convergent fertility trajectories that present a great policy opportunity under the current window of demographic surplus. On the other hand, according to the European Parliament Research Service, Europe's working-age population is projected to shrink by 41 million between 2023 and 2070 without migration to compensate (Mentzelopoulou, 2025). Therefore, a similar coordination problem faced by Italy is created within the conditions generated by this structural deficit for EU member states.

Analogous corridors such as Morocco to Spain, Algeria to France, and Egypt to Germany are already forming; however, they remain largely unregulated and greatly fragmented. The VitaMare Care platform architecture can be extended to these new country pairs by adapting the standardization process, training curriculum, employment service requirements and governance stakeholders. This is due to our platform's modular design which allows it to serve as the shared infrastructure layer for different bilateral agreements across a broader European landscape. Therefore, the infrastructure of VitaMare Care would not require rebuilding but rather adaptation and a new direction.

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