



MUMBAI: FRIDAY, JUNE 28, 2024 • VOL. NO. 1 • Issue • No. 40. DIV. OF FLYCREATIVE ONLINE PVT. LTD. (A unit of Creative Group) • 6 PAGES

## Remittances by overseas Indians hit \$107b

MUMBAI: Indians living abroad have sent a record \$107 billion remittances to their relatives back in India in the financial year 2023-2024. It is for the second financial year in a row that the remittances from overseas Indians have crossed the \$100 billion mark.

As reflected in private transfers in the balance of payments, remittances by the Indian diaspora touch a gross level of \$119 billion in FY 2023-23. After taking into consideration the repatriation of income by private foreign residents as well as other remittances, net private transfers stood to be \$107 billion. The report further said that the net remittances, at the current levels, are almost double the level of net foreign investment – combination of FDI and

portfolio investments – of \$54 billion during the year.

“Remittance flows to developing countries have surpassed the sum of foreign direct investment and official development assistance in recent years, and the gap is increasing,” Dilip Ratha, economist and lead author of the World Bank report – Migration and Development Brief – said.

A survey on remittances conducted post-Covid by RBI showed that the US is the largest source of remittances, accounting for 23pc of the total. It also showed that the flow of remittance from the Gulf region has declined remarkably.

Meanwhile, several global studies and research in India have shown that remittances

(Cont. on page-2)

## Kuwait stresses efforts to boost ties with India

NEW DELHI: Kuwaiti Ambassador to India His Excellency Meshal Mustafa Jasim Al-Shemali called for intensifying efforts to deepen existing relations between India and Kuwait and diversify them into new fields.

After meeting Minister of External Affairs S Jaishankar in New Delhi, the ambassador said during their talks, bilateral issues of mutual interest and ways to enhance co-operation mechanisms between the two countries in economic, political, cultural and social fields came up for discussion. The ambassador also congratulated Jaishankar on his reappointment to the post of minister of external affairs following the parliamentary elections and



Ambassador of Kuwait His Excellency Meshal Mustafa Jasim Al-Shemali called on External Affairs Minister S. Jaishankar in Delhi.

subsequent formation of the new government. He stressed that the days to come will witness visits by officials of the two countries at different levels, which will include political consultations and joint ministerial meetings covering various sectors.

(Cont. on page-2)

## NRI in UAE can use UPI payments with local mobile number

DUBAI: Indian tourists can make payments using their preferred UPI app, like PhonePe or Google Pay linked to their Indian

tractions. NEOPAY is a fully owned subsidiary of Mashreqbank and it offers UPI QR payments in the UAE.



bank account, just as they would in India. All transactions will be processed in Indian Rupees with the current currency exchange rate clearly displayed on the machine, at the time of payment.

The UPI transactions can only be conducted at Mashreq's NEOPAY Terminals, which are available across many retail and dining outlets, and tourist at-

You can usually spot a sign on the checkout counter stating the shop or restaurant that accepts UPI payments. This service is facilitated by a collaboration formed between Mashreq Bank and NPCI International Payments Limited (NIPL) in April 2024.

In order to make payments using UPI, you need to activate “International

UPI” on PhonePe or GPay (Google Pay), by following these steps:

**For Google Pay:**

- Open the Google Pay app.
- Tap Scan QR code.
- Scan the international merchant's QR code, which is either displayed on the check out counter or place your phone over the Point of Sale (POS) machine.
- Enter the amount in payable foreign currency.
- Select the bank account you want to use to pay the international merchant.
- The debit from this bank account is in Indian currency. It includes the foreign exchange conversion rate and applicable bank fee.
- Tap the “Activate UPI International” button.

You can only activate international transactions for bank accounts that support UPI International. Important note: Activation for international transactions for

(Cont. on page-2)

## Kuwait lifts visa ban on Filipinos

KUWAIT: Kuwait has lifted the ban on issuing all types of visas to Filipinos and also allowed the recruitment of domestic helpers with work experience, officially ending a row between the two countries, an official statement



said. The agreement came during a meeting between Kuwait's Deputy Premier Sheikh Fahad Al-Yousef Al-Sabah and visiting Philippine Deputy Minister of Migrant Labour Bernard Olalia.

The interior ministry statement said that it was agreed to lift the ban imposed by Kuwait and allow the issuance of all entry and work visas

for Filipino nationals, in addition to allowing the recruitment of Filipino domestic workers with overseas work experience. “The two sides agreed to establish a joint technical working committee consisting of competent authorities from the two countries to meet periodically to address employment-related issues and other concerns that may arise in the future,” the interior

ministry statement said. The two sides also reiterated their commitment to the domestic workers' employment agreement signed between the two countries in 2018 which granted more protection to Filipino domestic workers, following a similar row that began with the discovery of the remains of a murdered Filipina maid in her employers' freezer.



## For a hassle-free travel

More and more nations are now working towards a hassle-free international travel. In recent months, many countries have announced measures such as visa-free travel, visa-on-arrival, long-term tourist visas, reducing and in some cases abolishing visa fees altogether, 10-year B2B (business to business) visa, group travels without individual visas etc. Gone are the days when international tourists were viewed with suspicion and travel papers were made more difficult to restrict their movements. Now it is the opposite – countries want more and more tourists and business travellers to garner increased foreign exchange. International travel triggers fresh impetus to hospitality sector and provides jobs to millions.

According to the Union ministry of tourism, over 6.19 million tourists arrived in India in 2022. True, during the COVID period there was a deep fall in tourist movements. There are different types of tourism such as adventure tourism, wildlife tourism, pilgrimage tourism, eco tourism, cultural tourism, wellness tourism, business tourism, festival tourism, cruise tourism and now you can add “destination wedding tourism” and “resort wedding tourism”. Big fat Indian weddings are back and create lot of business to luxury hotels, transport companies, travel and tour companies, event managing companies etc. No doubt, government collects various taxes such as GST, luxury tax etc. It is a win-win situation for all.

India's outbound tourism is also thriving. Arabian Travel Market (ATM) has put India under the spotlight as the country's outbound market forecast is set to be worth \$143.5 billion by the end of this decade. According to the Dubai Department of Economy and Tourism (DET), India is Dubai's top source market, with 1.9 million visitors in the first 10 months of 2023. To illustrate the sheer size and potential growth of India's overall outbound market, prior to the pandemic in 2019, Indians made 26.9 million overseas trips, the report predicts that by 2030, that number could increase to 50 million departures.

The boom in outbound travel from India is being driven primarily by the growing middle class. In 2020, only 37 million households had annual income between \$10,000 and up to \$35,000, but due to India's rapid economic reforms and growth, by 2030 that number will rise significantly to 177 million households. More specifically, households earning over \$35,000 per annum will also increase from two million in 2020 to 13 million by 2030, a six-fold increase. By 2030, India's total travel expenditure will be valued at \$410 billion!

Another reason is the close proximity of the Gulf states, Dubai is the most popular city destination for Indian travellers, just three hours flight time from Mumbai. It is not just the volume of Indian travellers that is getting Middle East destinations excited. According to a survey by Acko Insurance, the majority of Indian travellers who responded were willing to spend up to \$7,000 on international trips.

In this connection, External Affairs Minister S Jaishankar's statement that his ministry is working with the police in states to reduce the time taken for police verification of passport applicants as part of efforts to improve the passport delivery ecosystem is most heartening.

### LIPSYNCH

“Travel far enough, you meet yourself.”

— David Mitchell

# Passport waiting time to be cut: Jaishankar

NEW DELHI: External Affairs Minister S Jaishankar said his ministry is committed to reduce the waiting period for passports. The external affairs ministry is working with police forces in states and union territories to reduce the time taken for police verification of passport applicants as part of efforts to improve the passport delivery ecosystem,

In a message on the occasion of Passport Seva Divas, Jaishankar said his ministry is committed to ensuring passports significantly impact the country's development by facilitating international trade and investment and enhancing global mobility. To provide better passport services, the ministry has launched 440 Post Office Passport Seva Kendras. This is in addition to the 93 Passport Seva Kendras, 533 passport processing centres and 37 regional passport offices across the country. The ministry has also integrated the passport issu-

ance systems in 187 Indian missions abroad.

“To further improve the passport delivery ecosystem, the ministry is continuously working with states/UTs police to reduce the time taken for police verification,” Jaishankar said. The “mPassport Police App”, which streamlines the police verification process, has been rolled out in 9,000 police stations of 25 states and union territories, he said. “The Passport Seva System has also been integrated successfully with DigLocker system to facilitate paperless documentation process,” he added.

The nationwide average time for police verification is 14 days. However, states and union territories where the mPassport Police App has been launched have cut the average time for police verification to less than five days. The average time taken for issuing a normal passport, excluding the time for police verification, is seven

to 10 days and the average time for a Tatkaal passport is one to three days, Jaishankar said at the time. “Police Verification of applicants' particulars plays an important role in timely dispatch of passports,” he had said.

Passports also help in crisis management, such as the evacuation and assistance of Indian nationals, he added. The ministry provided 16.5 million passport-related services during 2023 and there was a 15pc growth in passport and other related services in the same period. The monthly submission of passport applications crossed the 1.4-million mark during 2023.

## NRIs in UAE..

(Cont. from page-1)

a bank account expires after seven days, after which you can activate it again.

FOR PHONEPE:

- Tap your profile picture on the PhonePe app home screen.
- Tap “International” under the Payment Management section.
- Tap “Activate” next to the bank account from which you want to make international UPI payments.
- Enter your UPI PIN.
- Once you have activated this feature, you can continue to use your UPI for transactions in UAE.

WHERE ELSE CAN I USE UPI? India's UPI is also available in the following countries:

France (e-commerce only), Bhutan, Sri Lanka, Nepal and Singapore

## Kuwait stresses...

(Cont. from page-1)

Shemali also stressed the importance of strengthening trade relations, which have witnessed significant development recently, as total bilateral trade with Kuwait during the past fiscal year amounted to \$10.47 billion, marking an annual growth of 34.7pc. Kuwait is the ninth largest oil supplier to India, meeting

three per cent of India's total energy needs.

Shemali quoted the Indian minister as extending his sincere thanks to the leadership and government of Kuwait for their efforts and interest in supporting Indians after the tragic fire accident in Mangaf that killed 49 people, mostly from the Indian community residing in Kuwait.

## Remittances by overseas Indians.....

(Cont. from page-1)

are linked to the level of migration in different economies and the job opportunities as well as the situation in the source countries. The cost of remittances is also considered to be a factor influencing overseas remittances. As per the RBI survey, the bulk of remittances goes towards the

needs of the family, while a portion is also invested in other assets including deposits.

Meanwhile, in December, the World Bank released the “Migration and Development Brief” which mentioned that India continued to be the largest recipient of the remittances from its diaspora for over 20 years,

mostly driven by the surge in IT professionals going to North America and Europe from the nineties.

The top five remittance recipient countries in 2023 are:

India (\$125 billion), Mexico (\$67 billion), China (\$50 billion), Philippines (\$40 billion) and Egypt (\$24 billion).

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# Specialisations and labour market requirements

**DUBAI:** The transition from secondary school to university is considered a very delicate stage in the lives of students, especially since university life is completely different from the lives of students in secondary schools. The options are very open, in addition to the total dependence on oneself, which many students do not know how to manage because they are not accustomed to such freedom and choice.

We find out that they may choose a specialisation that does not match their inclinations, as well as specialisations that are not required in the labour market. These students continue to study these university degree courses without knowing the nature of the profession that they will practice after graduation. The problem is that the Ministry of Higher Education's role is unfortunately limited to the equivalency of certificates, although it is supposed to have a role in determining the specialisations required in the labour market as well as in the job classification of these students by both government agencies and

the private sector.

In many cases, the labour market forces university graduates to work as secretaries after joining the workplace. It is not fair to treat them equally with institutes' students or graduates of secretarial courses. However, the labour market today needs secretaries more than their specialisations. This certainly constitutes a major defect and contradicts the labour law.

Given the multiple complaints from graduates, the ministry of higher education, in co-ordination with the Civil Service Bureau, is supposed to determine a job description for university graduates so as not to force them into secretarial jobs, especially since the insti-

tutes graduate a large number of secretaries and there is no shortage of secretaries in the labour market.

The ministry of higher education is supposed to stop university specializations that are not in demand in the labour market so that the efforts of students (who studied for four years after high school) will not be wasted. Many graduates have high grades but do not have the required specialisation and counseling, given that their parents are uneducated. These students become victims due to a lack of guidance and counseling. The ministry of higher education should have provided them with counselors before they chose their specialisations.

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Australian Dollar	56.57	55.42
Japanese Yen	0.57	0.51
Canadian Dollar	61.86	60.76
Singapore Dollar	62.72	61.34
Swedish krona	8.89	7.10
UAE Dirham	23.17	22.58
Swiss Franc	94.20	92.40
British Pound	106.42	105.27
New Zealand Dollar	52.12	50.32
Thai Baht	2.36	2.16
Hong Kong Dollar	11.65	10.34
Saudi Arabian Riyal	22.96	22.01
Bahraini Dinar	227.52	213.52
Chinese Yuan	12.39	10.59
Danish Krone	12.47	11.47
Kuwaiti Dinar	278.50	262.50
Malaysian Ringgit	18.95	17.35
Omani Rial	222.87	210.87
Qatari Riyal	23.69	21.44
South African Rand	5.04	4.20

**IPEPCIL - ADVISORY**

**BEWARE OF UNSCRUPULOUS AGENTS FOR OVERSEAS JOBS**

Seeking employment abroad can be an exiting opportunity, but it also comes with risks if the intended job-seekers go through unauthorised agencies / personnel.

Unscrupulous agents / persons may exploit these job-seekers through social media advertisements and channels, leading to financial losses, unsafe working conditions, fraudulent activities or even human trafficking. Therefore, it is crucial to stay informed and CAUTIOUS – among the overseas job aspirants. Job-seekers are advised to protect themselves by following means:

- 1) Verify credentials of the recruitment agency / persons. Ensure that, the recruitment agency / persons are licensed by the Ministry of External Affairs, OE, PROTECTOR GENERAL OF EMIGRANTS, Government of India.
- 2) Avoid any upfront payment in case asked for.
- 3) Seek legal advice through trusted advisors or Regional Protector of Emigrants Offices.
- 4) Do not enter any dealings with lack of physical office or any credibility of the advertisers without referring their websites.
- 5) Do not deal with the unscrupulous agencies who are inconsistent or give evasive answers to your questions.
- 6) Reporting Fraud:  
If you suspect that an agent / person is doing fraudulent activities related to overseas recruitment / employment, report it to the nearest POE Office, police station etc. etc; your report can help to prevent others from falling victims to scams.

Your safety and well-being are paramount, by staying vigilant and informed, you can avoid falling prey to unscrupulous agents and ensure a secure legitimate path towards overseas employment.----- VS Abdulkareem (President, Indian Personnel Export Promotion Council – IPEPCIL).

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# GULF FAQs

## New Schengen visa rules for India, Saudi, Oman, Bahrain

Can you explain the new Schengen visa rules for India and the Gulf?

Travelling to Europe has become much more convenient for GCC and Indian visitors. The European Commission has approved new regulations for the issuance of Schengen visas to citizens of Saudi Arabia, Bahrain, Oman and India who live in their home countries.

Under the new system, Saudi, Bahraini and Omanis will now

be able to obtain multiple entry visas to Indians. Under the new regulations, Indian travellers are now eligible to obtain a two-year Schengen visa, a significant enhancement compared with the shorter validity periods previously offered. To qualify for this extended visa, applicants must have obtained and used two Schengen visas within the last three years in accordance with the regulations. Upon successfully utilising the two-year



have access to multiple-entry visas, allowing them to travel to 29 European countries using the same visa within five years.

This implementation has significantly simplified the process of obtaining a Schengen visa, making it much more convenient for eligible applicants, even first-time applicants. They can now look forward to receiving a multiple-entry visa that remains valid for up to five years, relieving them of the stress of frequent visa applications. "The European Commission has adopted new rules for the issuance of Schengen visas for Saudi, Bahraini and Omani nationals residing in their home country. It is an important step promoting people-to-people contacts and facilitating exchanges between the EU and GCC citizens," the delegation of the European Union in GCC posted on X.

Kuwaitis can be issued with long-term, multi-entry Schengen visas valid for five years. UAE nationals enjoy visa-free travel to the Schengen nations, permitting stays of up to three months at a time. However, a Schengen visa is a must for UAE residents. Additionally, the European Commission adopted specific rules on is-

ving multiple entry visas to Indians. Under the new regulations, Indian travellers are now eligible to obtain a two-year Schengen visa, a significant enhancement compared with the shorter validity periods previously offered. To qualify for this extended visa, applicants must have obtained and used two Schengen visas within the last three years in accordance with the regulations. Upon successfully utilising the two-year

visa, travellers can typically anticipate eligibility for a five-year Schengen visa, subject to the maintenance of sufficient passport validity. This decision comes in the context of strengthened relations under the EU-India Common Agenda on Migration and Mobility, which seeks comprehensive co-operation on migration policy between the EU and India, with the facilitation of people-to-people contacts being a key aspect due to the importance of India as a partner for the EU. These changes ease the visa application process and facilitate smoother travel experiences.

Schengen visas allow the holder to travel freely in the Schengen area for short stays of a maximum of 90 days in any 180-day period. The visas are not purpose-bound, but they do not grant the right to work. The Schengen area consists of 29 European countries (of which 25 are EU states): Belgium, Bulgaria, Croatia, Czech Republic, Denmark, Germany, Estonia, Greece, Spain, France, Italy, Latvia, Lithuania, Luxembourg, Hungary, Malta, Netherlands, Austria, Poland, Portugal, Romania, Slovenia, Slovakia, Finland and Sweden, along with Iceland, Liechtenstein, Norway and Switzerland.

## International airport in Hosur planned

CHENNAI: In a bid to boost Hosur as a key industrial hub of the state, Tamil Nadu Chief Minister MK Stalin has announced in the Assembly that a new international airport spanning over 2,000 acres will be constructed in Hosur with a capacity to handle three crore passengers per annum.

While making the announcement under Rule 110 of the Assembly, he emphasised the need to enhance connectivity and support numerous manufacturing and industrial units in and

around Hosur, which has been attracting more investments in recent years in electronics and electric vehicles manufacturing.

He said that the state government has been carrying out several farsighted measures to bring in modern infrastructure in Hosur. The new Master Plan for Hosur is about to be completed soon. He added that the government felt an airport was needed in Hosur to help the socio-economic development of the Krishnagiri and Dharmapuri regions.

## Seagull's Chennai office opened



Seagull International, an HR consultancy with its corporate office in Mumbai, celebrated the inauguration of its office in Kilpauk, Chennai. Indian Eurasian Trade Commissioner Dr AV Anoop inaugurated the office. Others present were: Ravi Kumar, CM & MD Dr Sureshkumar Madhusudhanan, Dr NM Sharafudeen, Raghunath Kulkarni, Geetha Sureshkumar, VC Praveen and Anil Kumar Madhusudhanan.

## Non-Muslim woman wants to know court requirements for divorce in UAE

**I am a non-Muslim and married to a non-Muslim man. I want to know the court requirements if I file a divorce lawsuit. In the event that I obtain a divorce and have custody of my children, will I lose the custody if I marry another man?**

To answer such question, I would advise the questioner that:

Regarding divorce, Articles 7 and 8 of the Federal Decree Law No. 41 of 2022, concerning Civil Personal Status Law, mentions that the wife and husband are equal in rights and duties, and either of them has the right to request separation by court order without prejudice to their rights related to divorce.

It is sufficient for one of the spouses to express before the court his/her desire to separate and not continue the marital relationship, without the need to justify that request or blame the other party or prove his / her fault. Regarding custody, the mother and father, as per Article 10 of the mentioned law, have equal right to joint custody of the child until he/she reaches the age of 18, after which the child has the right to choose his custodian.

After divorce, both parents bear joint responsibility for the child's raising and growth, providing that the child's best interest shall be their primary concern. Either the mother or the father may object to the joint custody ruling if justifications are available.

However, either of them may request a waiver of the right to joint custody, whether legal custody or physical custody or both. The court shall decide on the request to remove either the father or mother and forfeit their right to custody, whether temporarily or permanently in case of the other party's remarriage.

Moreover, in the event that the father and mother do not agree on any decision related to the child after the divorce has taken place, either of them has the right to submit a request for court intervention to resolve the disputed question. The court shall expeditiously decide on the request for intervention to settle the disputed joint custody matter and shall take what it deems appropriate in the best interests of the child.

# How to manage manpower shortages?

We can see situations in industries where manpower shortage forces employers to take many decisions that may be completely opposite to the interests and satisfaction of customers or clients. This can lead to a reduction in products or services or to a situation where the business itself has to close. This situation is also likely to put pressure on existing employees who are overworked and underpaid. In case of manpower shortage it is essential to boost the morale of existing employees. So it is necessary to make them more productive, happy, hardworking and engaging with each other. This will make the company more attractive to candidates and enable you to



By Sajan MS

and learn new skills they need to get a promotion.

Making professional development a part of the company culture through onsite trainings, leadership coaching, stipends for classes and conferences, clear career advancement plans, internal hiring programmes and mentorship initiatives. These can help employees value their career advancement and stay with the company. The overwork and stress caused by the manpower shortage may lead many employees to burnout. So when faced with an employee shortage, it may

this appointment is less committed, it cannot be considered as a permanent solution to contain Manpower Shortage. Short-term workers are ideal for completing one-off projects. From this, suitable candidates can be fixed and their services can be used in future for long-term projects.

Many studies indicate that one of the most effective ways to find qualified candidates is through “referral programmes”. Job seekers who are not actively looking for a new job but are open to the right opportunity can be found by tapping into employee networks.

The referral process can be streamlined by offering appropriate rewards to existing employees. Studies also show that employees who come through referrals stay longer. A well-organised “on-boarding experience process” can at least partially solve the manpower shortage (The on-boarding experience is the first days of real impression in a new workplace). Everyone wants easy access to their work without lots of tedious paperwork. Employees who have a negative on-boarding experience are more likely to turn others away. This can be solved by implementing a well-structured on-boarding process.

In this age of technological advancement, as industries and employers move with new products and new goals, employees need to keep up with the changes and access to training materials. It helps employees engage in their roles and stay informed and confident. Investing in employees

and supporting their professional development is a powerful way to retain employees. Addressing the skills shortage requires changing the stereotype and aversion to blue-collar jobs. Educated individuals spend long periods of time in unemployment seeking suitable employment opportunities in the government. Despite their high educational qualifications they often settle for menial jobs like peons. Urgent efforts need to be initiated to attract more individuals to blue-collar jobs. Governments and society have a responsibility to ensure that entrants to the sector receive adequate training and employment with decent wages. Unless this is done, the manpower shortage cannot be overcome.

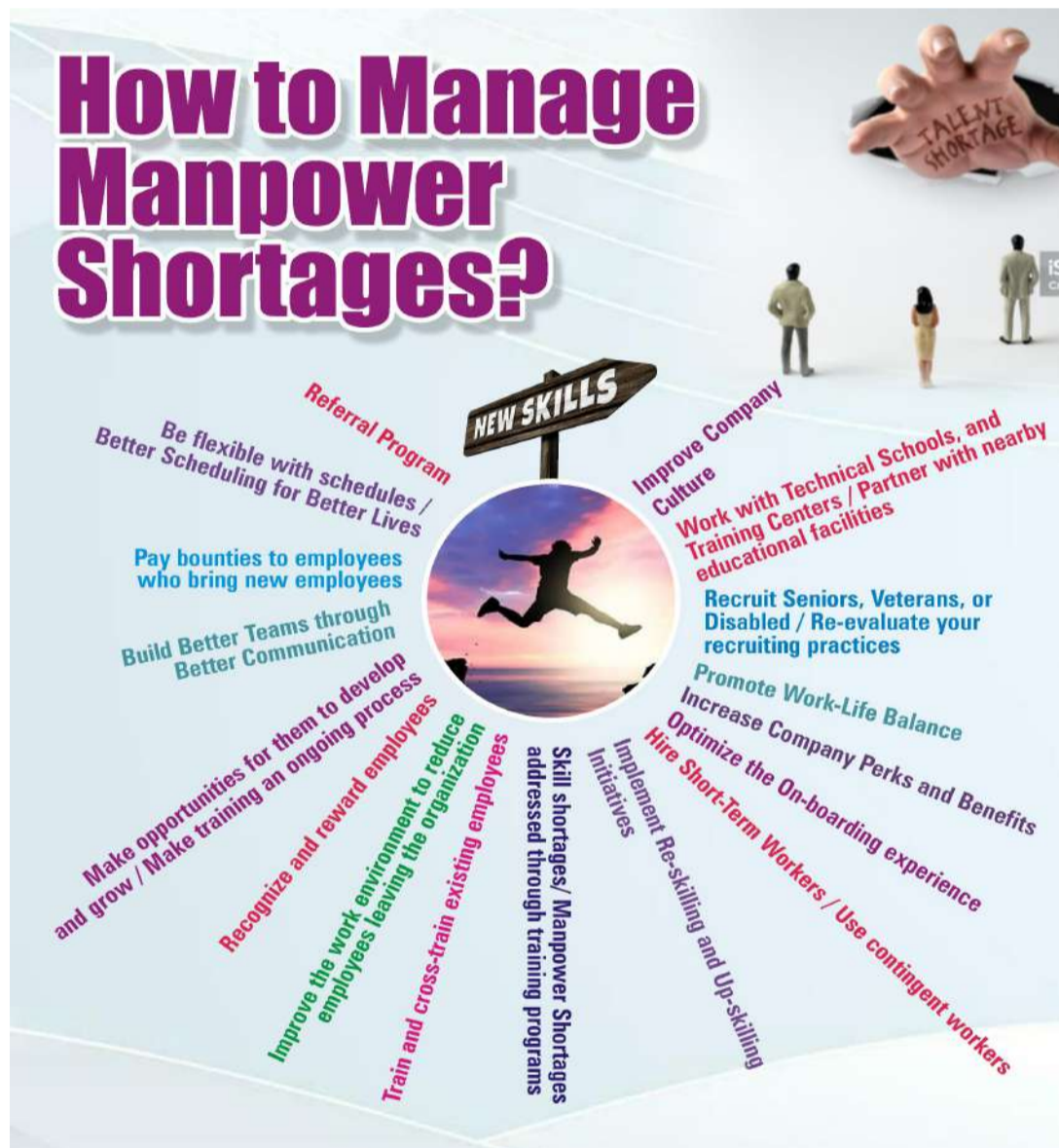
**By 2030, more than 85 million jobs could go unfilled For every 100 open jobs, there are only 68 workers?**

Studies in this field indicate that by 2030, more than 85 million jobs will remain unfilled as there are not enough skilled people to take up the jobs. As much as 71pc of countries surveyed reported a shortage of plumbers and pipefitters. This was closely followed by heavy truck and lorry drivers (68pc) and specialist medical practitioners (64pc). Welders and flame cutters face more labor shortages than any other sector in 21 European countries. Bricklayers and care workers are among the occupations with the biggest shortfall in pay requirements, indicating the biggest shortage in Britain. That means seven out of 10 employers are unable to find suitable employees for their job vacancies. About 75pc of employers are unable to fill job vacancies. With labour shortages on the rise, employers are worried. Labour shortages are an important consideration no matter where the business is located.

We are living through an era of unprecedented workforce demand. It is also true to say that manpower shortage has tipped the balance of frontline-majority industries. If we can recruit with the help of technology, we can find a permanent solution to the technology-based labour shortage. Industries/businesses with manpower shortage contribute to unhappy workers. Unhappy workers are more stressed and more likely to quit. Employers and industries worldwide need to address the manpower shortage menace by adopting stringent measures and policies. The best ways to do this include:\*

- Skill shortages/ Manpower shortages addressed through training programs\*
- Train and cross-train existing employees\*
- Improve the work environment to reduce employees leaving the organization\*
- Recognize and reward employees\*
- Make opportunities for them to develop and grow / Make training an ongoing process
- Recognize and reward employees
- Improve the work environment to reduce employees leaving the organization
- Train and cross-train existing employees
- Skill shortages/ Manpower Shortages addressed through training programs
- Implement Re-skilling and Up-skilling Initiatives\*
- Promote Work-Life Balance
- Increase Company Perks and Benefits
- Hire Short-Term Workers / Use contingent workers
- Optimize the On-boarding experience
- Work with Technical Schools, and Training Centers / Partner with nearby educational facilities
- Recruit Seniors, Veterans, or Disabled / Re-evaluate your recruiting practices
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**(To Be Continued later: Implications of Manpower Shortages / How Manpower Shortages benefit some careers / Next Attraction: VIRTUAL INTERVIEWS-Its importance in Overseas Manpower Recruitments)**



hire more quickly.

The existing manpower team should be empowered to acquire the necessary skills to meet the shortage of employees. For this the focus should be on implementing initiatives to re-skill and up-skill them. Re-skilling training teaches employees how to perform completely different roles and responsibilities, such as moving from assistant to technician. Up-skilling trainings help employees improve their current skills

be appropriate to consider establishing company policies that promote work-life balance.

If the existing employees are willing to work actively overtime hours in a situation of manpower shortage, consider increasing their salary or provide adequate other allowances can enhance the morale of the employees. Giving benefits and instituting awards also can be considered. Manpower shortage can be solved by hiring short-term workers. Though