



► Promising practices for fair recruitment

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Piloting fair recruitment from Bangladesh to Qatar in the construction sector

Key points

- Independent impact assessment of fair recruitment corridor pilot shows average drop of 92% in migration costs
- 93% of workers have no debt after the pilot
- The pilot in construction has informed a guide on fair recruitment for the hospitality sector
- Scope for replication of the pilot in other sectors and countries

Focus

FRI pillar: Promoting fair business practices

Sector: Construction

Countries: Qatar, Bangladesh

Responsible organizations: Ministry of Administrative Development, Labour and Social Affairs of the State of Qatar and the ILO Project Office for Qatar

Description of the practice

The pilot intervention started with an external on-site audit of a sub-contractor of a large construction company in Qatar and a private recruitment agency in Bangladesh. Assessing compliance against ILO's General Principles and Operational Guidelines for Fair Recruitment, the audit mapped out the entire recruitment process; identified gaps in existing systems, policies, and procedures; and assessed the organizations' capacity to comply with fair recruitment.

Based on the results of the assessment, the Ministry of Administrative Development, Labour and Social Affairs (ADLSA) in Qatar and ILO provided tailored training and tools to expand the capacity of the management and staff of the sub-contractor and the private recruitment agency to comply with fair recruitment. The service agreement between the sub-contractor and the private recruitment agency was amended. Procedures and tools were developed to establish an effective

grievance and workers' communication system during the recruitment process. The pilot also worked with the sub-contractor and the private recruitment agency to build on a comprehensive pre-departure programme for workers going into the Qatari construction sector. An independent impact assessment has been conducted together with Tufts University and Associates for Community and Population Research to measure the socio-economic impact of the pilot.

Proof of impact/progress

The final report of the impact assessment indicates that the workers who were recruited after the pilot intervention reported paying no or less recruitment fees compared to workers who were recruited before the intervention (i.e. the average cost of migration dropped by 92% after the pilot engagement in comparison to the average costs before the sub-contractor adopted fair recruitment).

In addition, the workers reported less concern regarding payment of debt, more control over their decision to migrate, and were more likely to learn about actual pay and hours before making the decision to migrate. More specifically: Around 93 % of workers interviewed after the pilot reported not having any debt. Furthermore, the workers recruited after the pilot intervention have a better understanding of their pay and report less tolerance for abuse from the employer or the clients of the employer where the workers are placed for work.



Recruiter providing orientation about the living and working conditions to selected migrant workers. © N. Rai

Other promising features

Externalities and use of pilot learning

The pilot has informed the hospitality guidance tool that the ADLSA-ILO hospitality working group (consisting of over 40 hotels operating in Qatar) developed. It includes specific actions that hotels can undertake to carry out effective due diligence of their recruitment practices.

Potential for replication or extension

Currently, the ILO Project Office for Qatar and ADLSA are implementing a similar fair recruitment pilot in the hospitality sector, using the learnings of this pilot.

Resources

[ILO webpage 'Fair recruitment to the fore in Qatar'](#).

[Promoting Fair Recruitment and Employment - Guidance Tool for Hotels in Qatar.](#)

[ILO General Principles and Operational Guidelines for Fair Recruitment and Definition of Recruitment Fees and Related Costs \(GPOG\).](#)

Five years of the Fair Recruitment Initiative

- This promising practice is part of a series, and results from a stocktaking exercise undertaken five years after the launch of the Fair Recruitment Initiative (FRI).
- The FRI aims to ensure that recruitment practices nationally and across borders are grounded in labour standards, developed through social dialogue, ensure gender equality. Specifically, they:
 1. Are transparent and effectively regulated, monitored, and enforced;
 2. Protect all workers' rights, including fundamental principles and rights at work (FPRW), and prevent human trafficking and forced labour; and
 3. Efficiently inform and respond to employment policies and labour market needs, including for recovery and resilience.



Migrant workers interviewed during the impact assessment process. © N. Rai

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