



International
Labour
Organization

Fair
Recruitment
Initiative

► Integrated Programme on Fair Recruitment

Results Book 2015-2025



Integrated Programme on Fair Recruitment

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The Integrated Programme on Fair Recruitment (FAIR) is the International Labour Organization's global programme for advancing fair recruitment practices worldwide, jointly implemented by the ILO's Fundamental Principles and Rights at Work Branch (FUNDAMENTALS) and the Labour Migration Branch (MIGRANT). Established in 2015, FAIR has been implemented through three consecutive phases: Phase I (2015–2018), Phase II (2018–2022), and Phase III (2022–2025), reflecting a sustained, long-term commitment to improving recruitment governance.

The FAIR Programme was launched with the support of the Swiss Development Cooperation (SDC), which supported Phases I and II, while the third and final phase expanded to include additional cooperation partners and was also supported by the Italian Ministry of Foreign Affairs and International Cooperation, the Friedrich-Ebert-Stiftung (Tunisia component), and German Society for International Cooperation (GIZ) (Ghana component).

In addition to its global component, the project, has directly worked to mainstream fair recruitment practices in Hong Kong Special Administrative Region, China (Hong Kong, China), Côte d'Ivoire, Ghana, Jordan, Lesotho, Nepal, Qatar, the Philippines, and Tunisia. The project has also pioneered a "corridor approach" to labour migration interventions, working in both countries of origin and destination to effect change. FAIR has been active along the Côte d'Ivoire to Tunisia, Ghana to the Gulf Cooperation Council, Nepal to Jordan, Nepal to Malaysia, Nepal to Qatar, the Philippines to Hong Kong, China, the Philippines to Malaysia and Tunisia to Qatar, labour migration corridors.





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The FAIR intervention model: A programmatic long-term approach to fair recruitment

Anchored in the ILO Fair Recruitment Initiative (FRI), the FAIR programme benefited from the cumulative experience, partnerships, and evidence generated through the Initiative's programmatic approach, enabling scaled-up impact, deeper policy alignment, and more sustainable outcomes. The programme was designed through the four key pillars of the Fair Recruitment Initiative:



Generating and disseminating knowledge, data, practical tools and measurement criteria to support evidence-based policies and practices.



Strengthening national laws and policy reforms to align with international labour standards.



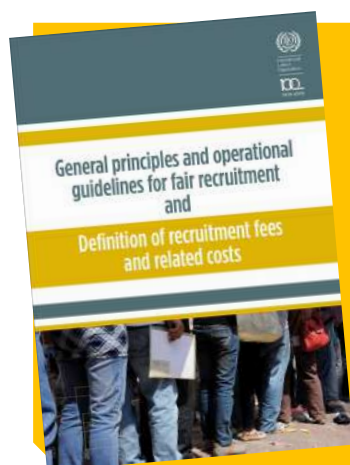
Promoting and supporting the implementation of fair business practices through engagement with employers and recruiters.



Enhancing workers' protection, organization and empowerment.

Applied through a corridor approach, the FAIR model connected countries of origin and destination to ensure coherent and mutually reinforcing reforms across migration pathways. Its success has been driven by long-term engagement and continuity, a decade of implementation that created the space to test, refine, scale up and institutionalise innovative practices.

Establishing a global benchmark for fair recruitment



The ILO's General Principles and Operational Guidelines for Fair Recruitment and the Definition of Recruitment Fees and Related Costs are internationally agreed frameworks grounded in human rights and core labour standards, while addressing legitimate labour market needs. Developed through tripartite negotiations and adopted by the ILO Governing Body in 2016 and 2019 with support from the FAIR programme, they represent the most authoritative global guidance on fair recruitment. Together, they serve as a global benchmark, referenced in major international initiatives and shaping numerous multi-stakeholder and private-sector standards on recruitment practices.

Mainstreaming fair recruitment at the global and regional levels

The FAIR project has played a significant role in operationalising the General Principles and Operational Guidelines (GP&OG) as a global reference point for fair recruitment for global and regional frameworks and forums.

- 2021** Global Forum on Responsible Recruitment.
- 2022** Supported a joint Fair Recruitment Initiative and Alliance 8.7 event on accelerating progress towards meeting SDG target 8.7 through fair recruitment promotion.
- 2024** First Africa Labour Migration Conference in Côte d'Ivoire, with a strong focus on fair recruitment.
- 2024** African Union Fair and Ethical Recruitment Strategy for Africa endorsed by the African Union Commission Experts Meeting and the African Union Executive Council (2025).
- 2025** FAIR supported the international conference titled "Fair Recruitment Initiative: The way forward, from policy to practice", bringing together governments', workers', and employers' experts, alongside key partners, to celebrate 10 years of the Initiative and discuss ways to continue to progress, shape the 2026–2030 strategy, and foster impactful alliances.



Advancing global fair recruitment governance

The FAIR Project has supported strategic governance of the Fair Recruitment Initiative, including through support to the design and operationalisation of its three five-year global strategies.



The FAIR project has also played a central role in supporting the governance and oversight responsibilities of the Fair Recruitment Initiative tripartite Advisory Committee.



Research and knowledge production

Through its global component, the FAIR Project drove evidence-based action by connecting research, policy dialogue, and capacity building. From supporting knowledge development through strategic global, regional, national, and corridor-focused research to documenting progress through promising practices,

FAIR's work ensured that policies promoting fair recruitment were grounded in data and analysis. FAIR complemented this knowledge production with practical training and wide dissemination efforts, ensuring that knowledge reached the stakeholders best placed to drive fair recruitment reforms.

Key numbers at a glance



200+

research publications, briefs, and studies produced



10,000+

stakeholders trained through ITCILO courses on fair recruitment across eight countries



20,000+

users from 103 countries accessed the Fair Recruitment Knowledge Hub



600+

registered members in the Fair Recruitment Knowledge Hub

Key highlights in knowledge sharing

Global studies on recruitment fees and costs



The global studies documenting regulatory approaches to recruitment fees and related costs are the most comprehensive reports of its kind, covering 110 countries in its 2024 update.

Fair recruitment promising practices series



This series highlights how fair recruitment principles are operationalised across countries and labour migration corridors by governments, employers, trade unions, the private recruitment industry and CSOs.

Fair Recruitment Roadmap: A guide for national action.

View resource [here](#).



The *Fair Recruitment Roadmap: A guide for national action*, released in 2024, supports countries in operationalising the ILO's principles through comprehensive, multi-stakeholder processes, offering a menu of options for action.

Consolidating knowledge through the Fair Recruitment Knowledge Hub

► Welcome to the Fair Recruitment Knowledge Hub



The [Fair Recruitment Knowledge Hub](#) was established as a global platform to connect practitioners, policymakers, and researchers committed to promoting fair recruitment. Hosted by the ILO, the Hub provides access to an extensive repository of over 200 resources, including publications, training materials, data sets, and case studies, and has hosted more than 45 live events such as learning sessions, report launches, and thematic discussions.

Since its launch in 2022, the Hub has grown into a vibrant community of more than 700 members from governments, employers' and workers' organisations, recruitment agencies, and civil society.

Teaching module on fair recruitment for business schools

FAIR supported the development and launch of a global teaching module on fair recruitment in collaboration with the Global Business School Network (GBSN) and the University of Geneva (UNIGE). Launched publicly in 2023, this open-source resource equips future business leaders to identify recruitment risks, integrate labour and human rights into business decisions, and adapt lessons across disciplines and contexts.

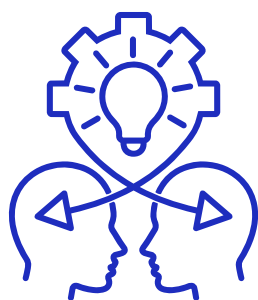
Key capacity building highlights



**Strengthening
global expertise
through ITC-ILO
courses**
650

have completed flagship courses such as Fair Recruitment Processes for Practitioners, the Academy on Labour Migration, the Academy on Fundamental Principles and Rights at Work, and the E-learning on Communicating on Labour Migration and Mobility, on which FAIR partnered with the International Training Centre of the ILO (ITC-ILO) to build capacity on fair recruitment globally.

Professionalising private recruitment and employer practices

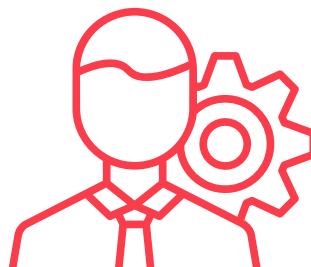


+400

staff from private recruitment agencies (PRAs) and employer organisations strengthened their knowledge of fair recruitment.

This included 192 PRA staff in Côte d'Ivoire, a comprehensive workshop series for PRAs in Nepal, and due diligence and compliance training with employer associations in Tunisia and Malaysia. These initiatives helped agencies adopt fair recruitment business models and improve transparency.

Building national systems and services for migrant workers



+470

officials reached across focus countries through targeted training for government institutions, labour inspectorates, and public employment services. Trainings were directly linked to new inspection tools, licensing systems, and migrant worker support services. This included:

269

trained
inspectors and
ANETI officials
in Tunisia

58

inspectors
in Jordan

60

public
employment and
consular officers
in Ghana

Empowering trade unions and strengthening Migrant Resource Centres (MRCs)



+280

trade union representatives were trained to enhance case handling, organising, outreach, and service delivery to migrants.

This included sustained support to UGTT in Tunisia, GEFONT in Nepal, and unions in the Philippines, Hong Kong SAR, Malaysia, Côte d'Ivoire and Ghana.

Training workers and communities



+2700

workers, returnees, and young people received fair recruitment and legally based information



+2000

women domestic workers reached through the online Post-Arrival Orientation Seminar (PAOS) in Hong Kong



In Côte d'Ivoire, returning migrants received reintegration and entrepreneurship training



353

young footballers were sensitised on safe migration

Strengthening ethical reporting through media and academic training



+700

journalists, students, editors and communication professionals were trained by FAIR, strengthening media capacity in all regions

Collaborations with journalism schools and business schools helped integrate ILO media toolkits and fair recruitment concepts into curricula, reinforcing the quality and reach of responsible reporting on labour migration.



National interventions

Côte d'Ivoire (2022 – 2025)

In Côte d'Ivoire, the FAIR Project has focused on strengthening institutions and embedding sustainable fair recruitment practices, particularly along the Côte d'Ivoire to Tunisia and Côte d'Ivoire to the Gulf Cooperation Council countries migration corridors.

During the span of the project, Côte d'Ivoire has made tangible progress toward more formalised, regulated rights-based recruitment channels. By embedding fair recruitment into policy as well as practices of

the government, and introducing fair recruitment principles to trade unions, employers, recruiters, civil society, and the media, FAIR has helped ensure that recruitment is increasingly conducted through regular and fair pathways, migrant workers are better protected, and that returned migrants receive reintegration support.





Key achievements

- ▶ **Public employment services offering fair recruitment channels:** The Agence Emploi Jeunes (AEJ – Youth Employment Agency), with FAIR's support, developed an international placement service that connects young Ivorians to jobs abroad through fair recruitment channels. Support entailed setting up south-south peer exchanges with Morocco's Public employment services, ANAPEC.
- ▶ **Creation of a national association of PEAs:** Through support to the department of AEJ responsible for licensing PEAs and to PEAs directly, the project contributed to the formalization and professionalisation of the PEA sector, including through the creation of a national umbrella organisation of PEAs.
- ▶ **Validation of a National labour migration strategy integrating fair recruitment:** FAIR contributed to the drafting of Côte d'Ivoire's Labour Migration Strategy. Fair recruitment is one of its four core intervention areas, institutionalizing the focus on this area.
- ▶ **Sensitizing 2,500+ youth and communities on the risks of abusive recruitment:** FAIR partnered with the Directorate of Social Affairs (Ministry of Foreign Affairs) to raise awareness on recruitment fraud and abuse and promote regular migration ways, targeting young women potential migrants. FAIR also collaborated with the FIFPRO, Didier Drogba Foundation and Union des Footballeurs Professionnels de Côte d'Ivoire (UFPCI) to better protect young soccer players from abusive recruitment through information campaigns.
- ▶ **Trade unions empowered to better support migrant workers:** Members of the trade union platform for migration (Plateforme des Centrales Syndicales sur la Migration, PCSM-CI) have strengthened their capacity to provide services and information to migrant workers through targeted training and bilateral cooperation with Tunisia.
- ▶ **Quality media reporting on forced labour and fair recruitment:** FAIR adapted a media toolkit and glossary on forced labour and fair recruitment, training media professionals and journalism students on ethical and accurate reporting. The project also facilitated a twinning initiative between communication universities in Côte d'Ivoire and Tunisia, to promote responsible coverage of labour migration and recruitment issues.
- ▶ **Reintegration of migrant returnees:** FAIR worked with Italian NGO AVSI to assist 20 returned migrant workers for their reintegration into the labour market and to conduct community-level sensitisation campaigns, reaching 400 young people on the risks of abusive recruitment and irregular migration.
- ▶ **Providing young women with access to financial services:** Through the development of a tailored digital financial savings tool and training, nearly 100 women potential and returnee migrants were provided with access to finance.



Key knowledge outputs

- ▶ Promising Practices for Fair Recruitment in Côte d'Ivoire. View resource [here](#).
- ▶ Review of Ivorian legislation and regulation on recruitment.



Ghana

(2023 – 2025)

Some key figures



- **90** **Public Employment Centre (PEC) officers** have been trained to provide counselling and receive complaints related to recruitment and migration.
- **35** **professional and student journalists trained**; UNIMAC twinned with Pan-Atlantic University (PAU) in Nigeria.

In Ghana, the FAIR Project supported government and partners' ongoing efforts to address abusive recruitment and poor working conditions linked to migration to the Gulf Cooperation Council (GCC) countries, particularly among domestic workers, which has been a growing trend in recent years.

The FAIR project had a strong convening role in Ghana, bringing together tripartite partners and other recruitment stakeholders to develop a common vision for tackling recruitment abuses and improving monitoring of recruitment and labour migration. The project also built capacity to provide improved services and information to migrant workers, both in Ghana and abroad.



Key achievements

- **National Roadmap on Fair Recruitment:** FAIR supported the design of Ghana's National Roadmap on Fair Recruitment, developed and validated through tripartite dialogue. Drawing on the Fair Recruitment Roadmap: A Guide for National Action, Ghana's plan provides a clear framework for implementation and introduces innovative measures such as the digitalisation of private recruitment agency licensing.
- **Strengthening protection for migrant workers in the Gulf:** FAIR strengthened the capacity of consular officers and diaspora desks stationed in the GCC to protect Ghanaian workers overseas. In partnership with the International Training Centre, FAIR trained officials on fair recruitment, labour rights, gender and migration, and international labour standards, and facilitated peer learning and networking among officials.
- **Building a coherent labour migration data system:** FAIR supported the Ghana Statistical Services and other migration data stakeholders in developing a roadmap for harmonizing data collection on labour migration.
- **Upskilling public employment centres:** FAIR supported both online and in-person training for frontline public employment centre officers across Ghana. The series of workshops equipped PEC officers to deliver more efficient, professionalized support to job seekers and migrant workers.

- ▶ **Bilateral trade union cooperation:** FAIR supported the Trade Union Congress (TUC) to build bridges with the Nigeria Labour Congress on labour migration and recruitment issues, empowering unions to learn from each other and expand protections across borders.
- ▶ **Shaping the narrative on recruitment and migration:** FAIR strengthened media capacity to promote fair recruitment and responsible reporting on labour migration, including through collaboration with the University of Media, Arts and Communication (UNIMAC).



Key knowledge outputs

- ▶ **Ghana: Country profile and national roadmap:** Analysis of recruitment policy, processes and practices, and action plan for fair recruitment. View resource [here](#).
- ▶ **Training guide for consular officials on the protection of migrant workers**



Jordan

(2015 – 2022)

In Jordan, a significant destination country for migrant workers from South Asia, FAIR's pioneering approach in the garment sector showed that fair recruitment works when all stakeholders buy in through sectoral engagement, strategic partnerships with tripartite partners and across the ILO, and social dialogue. FAIR proved that rights-based recruitment without fees for workers is not just possible, but practical and beneficial to effective labour market functioning. Workers thrive when they are free from recruitment debt, entering jobs with dignity, clarity, and greater protection. Employers, in turn, benefit from a more productive and better-matched workforce, while governments gain safer migration channels and stronger labour markets.



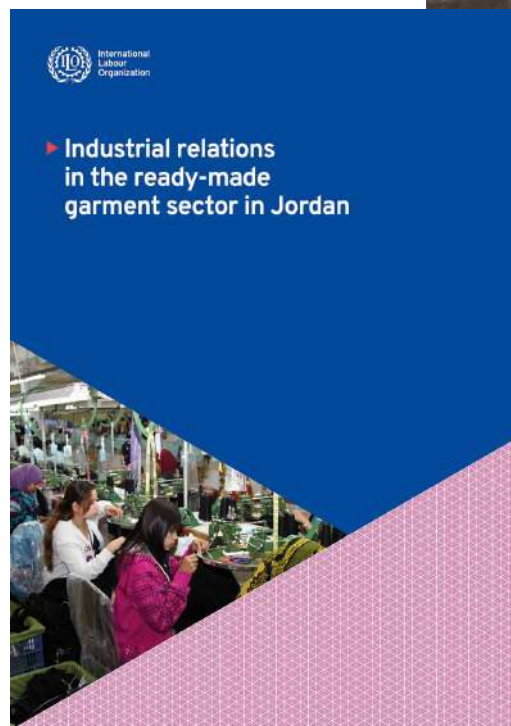
Key achievements

- ▶ **Eliminating worker-paid fees in the garment sector:** Jordan's garment sector adopted a landmark policy eliminating worker-paid recruitment fees in January 2019, making factories non-compliant if workers paid recruitment fees that employers did not reimburse. This breakthrough was reinforced through reforms to the Labour Code and the sector's Collective Bargaining Agreement, embedding worker protection into law and practice.
- ▶ **Fair recruitment in action:** FAIR launched a fair recruitment pilot in Jordan's garment sector, one of the leading destinations for Nepali migrant workers, in close collaboration with recruitment agencies and industry stakeholders. Through this pilot, FAIR secured the commitment of four of Jordan's largest garment factories. As part of the pilot, the ILO, in collaboration with Tufts University, conducted an impact assessment to evaluate the outcomes of these practices along the Nepal–Jordan migration corridor. The study clearly demonstrated that fair recruitment benefits both workers and employers.
- ▶ **Supporting transnational solidarity among trade unions:** FAIR supported the JTGCU in building transnational solidarity with partner unions in Nepal, strengthening protections for migrant workers in Jordan, while laying the groundwork for broader cooperation along migration corridors.
- ▶ **Engaging with employers:** By engaging managerial leaders through platforms such as Better Work Jordan's Buyers Forum, FAIR helped embed fair recruitment knowledge and expertise at the highest levels of the garment industry.



Key knowledge outputs

- ▶ Jordan's garment sector, with 14 Qualified Industrial Zones employing over 75,000 workers, mostly migrants from South and Southeast Asia, has drawn growing attention to fair recruitment practices in global supply chains. Amid COVID-19 challenges, the ILO commissioned a diagnostic study on working conditions and industrial relations in the sector. View resource [here](#).



- ▶ The ILO's 2017–2018 pilot on fair recruitment in the Nepal–Jordan apparel corridor evaluated the effects of ethical hiring on migrant workers and employers. View resource [here](#).



Lesotho and South Africa

(2022 – 2025)

On the Lesotho to South Africa labour migration corridor, FAIR has worked to identify the fair recruitment challenges and regulatory gaps, in complement to an ongoing project for labour migration governance in the Southern Africa region. Building on the ILO's existing work in the region, FAIR has identified the fishing sector as a potential entry point to mainstreaming fair recruitment along this corridor, where the risks of unfair recruitment and labour exploitation are particularly high. By building evidence, supporting legislative improvements, and reinforcing the role of social partners, FAIR helped close regulatory gaps in the recruitment process.



Key achievements

- ▶ **Sector-specific research and evidence:** As part of a more exhaustive multi-country study on recruitment and working conditions in the fishing sector, FAIR supported qualitative research conducted in partnership with Columbia University (USA). The study aimed to deepen understanding of the structural and operational dynamics of the sector and inform ongoing efforts to promote fair recruitment and decent work in high-risk industries.
- ▶ **Providing the foundations for legal and policy reform:** FAIR conducted a gap analysis on ILO Convention 181 (Private Employment Agencies), which was presented to the government. This review of the legal framework is expected to guide the implementation of newly adopted legislation on recruitment. Building on the findings of this gap analysis, FAIR partnered with national stakeholders to design and deliver a communication campaign on fair recruitment, complemented by targeted capacity-building activities to strengthen how institutions communicate on labour migration and workers' rights.



Key knowledge outputs

- ▶ In Maseru, the ILO and Lesotho's Ministry of Labour and Employment convened a workshop to strengthen protections for migrant workers by reviewing key ILO Conventions—No. 97, No. 143, and No. 181. Supported through the Southern African Migration Management Project and FAIR III, the event included a comprehensive gap analysis to assess the alignment of Lesotho's laws with international standards. Learn more [here](#).



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Malaysia

(2015 – 2022)

As a major destination country, Malaysia receives large numbers of migrant workers, particularly from the Philippines and other Southeast Asian countries. FAIR's work shows that fair recruitment can reduce vulnerability to trafficking and abuse while strengthening protections for migrant workers across borders. By supporting government capacity, empowering trade unions, and promoting fair business practices, FAIR has helped Malaysia to set a regional example, demonstrating that rights-based recruitment benefits workers, employers, and economies throughout Asia.



Key achievements

- **Understanding links between fair recruitment and preventing human trafficking:** Working with the National Strategic Office to the Council for Anti-Trafficking in Persons and Anti-Smuggling of Migrants (NSO-MAPO), FAIR has strengthened institutional knowledge on the link between fair recruitment and the prevention of human trafficking. This has included building government capacity for cross-border cooperation with counterparts in the Philippines.
- **Expanding the reach of trade unions to migrant workers:** FAIR's collaboration with the Association of Filipino Migrant Domestic Workers in Malaysia (AMMPO), affiliated with SENTRO, has expanded migrant workers' access to trade union representation and protection.
- **Providing access to justice for recruitment related grievances:** FAIR has supported mechanisms that enabled more than 4,000 migrant workers to resolve employment and recruitment-related grievances.
- **Embedding fair business practices in SMEs:** FAIR partnered with the Malaysian Employers' Federation to introduce fair recruitment principles among its members, with a focus on small and medium enterprises, and to strengthen advocacy for fair recruitment with national authorities.



Key knowledge outputs

- With support from FAIR, the ILO contributed technical expertise to the development of an interactive [Due Diligence Toolkit for employers within the Global Business Network on Forced Labour \(GBNFL\)](#) in 2021 and supported its adaptation to the Malaysian context.



Nepal

(2015 – 2022)

Labour migration is vital to Nepal's economy, but recruitment-related debt and exploitation remain significant risks for workers. FAIR's work in Nepal has set a strong example of how tripartite collaboration can transform recruitment governance and labour migration outcomes. By strengthening domestic regulation, empowering unions, engaging employers and advancing cooperation along the Nepal to Jordan, Nepal to Malaysia, and Nepal to Qatar migration corridors, FAIR has demonstrated the central role of fair recruitment in ensuring a more transparent, rights-based migration pathway.



Key achievements

- ▶ **Embedding fair recruitment into bilateral labour migration agreements:** A significant milestone was the Nepal–Jordan Bilateral Labour Migration Agreement (BLMA), the first to be drafted, negotiated, and signed through tripartite social dialogue, with explicit provisions on fair recruitment and comprehensive protection of migrant workers. This landmark agreement became the basis for Nepal's model BLMA template, later used in negotiations with Malaysia, the UAE, Mauritius, and Qatar.
- ▶ **Strengthened industry standards:** FAIR supported NAFEA to revise its Code of Conduct (CoC) to include fair recruitment principles, backed by an action plan for implementation. The CoC has also been shared with MoLESS as input into broader recruitment reform policies.
- ▶ **Providing practical tools for recruiters:** FAIR produced a comprehensive manual with guidance and practical tools for private recruitment agencies, developed with The Fair Hiring Initiative. The manual has since been adapted for broader use beyond Nepal.
- ▶ **Over 5,000 grievances managed by GEFONT migrant support desks:** FAIR's partnership with the General Federation of Nepalese Trade Unions (GEFONT) strengthened union capacity to better protect migrant workers through training on organising, access to information, and support for grievance and justice mechanisms. Through its migrant support groups and desks, GEFONT assisted thousands of workers to resolve grievances between 2018 and 2022.
- ▶ **Establishing the Labour and Employment Journalist Group (LEJOG):** Building on a successful FAIR-supported training for Nepali journalists, participants established the LEJoG to strengthen reporting on migration, fair recruitment, and forced labour. FAIR later partnered with LEJoG to deliver additional capacity-building sessions and to organise a national media competition promoting ethical and evidence-based journalism on labour migration.
- ▶ **Fair recruitment Roadmap for the National Network on Safe Migration:** FAIR played a leading role in this umbrella platform of trade unions, civil society, and workers' organisations, convening five multi-stakeholder consultation sessions on fair recruitment, access to justice, and bilateral labour agreements. The consultations culminated in a roadmap for advancing fair recruitment, presented to the Ministry of Labour, Employment and Social Security.

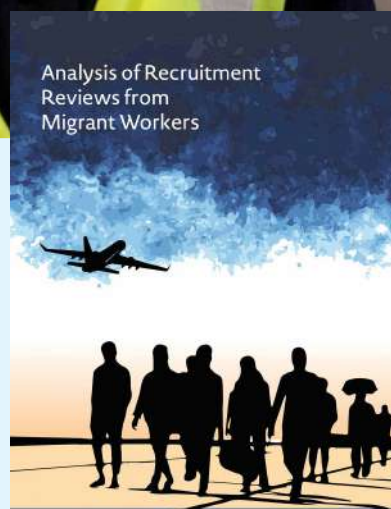


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Key knowledge outputs

- ▶ An ILO report based on 1,593 Recruitment Advisor reviews reveals persistent challenges in Nepal's labour recruitment system. Sub-agents and intermediaries remain key actors, while workers face high fees, deception about jobs and wages, passport retention, and limits on rights such as association and return. The report offers recommendations to tackle these systemic problems. View resource [here](#).



- ▶ A qualitative study in Nepal conducted with 41 migrant workers to document their migration experiences. View resource [here](#).

- ▶ The document highlights Nepal's digital innovations in labour migration governance through the Foreign Employment Information Management System (FEIMS). View resource [here](#).

- ▶ The report presents a comprehensive overview of labour migration from Nepal, examining significant flows, destination countries, and recruitment practices. View resource [here](#).



Philippines

(2015 – 2022)



Some key figures

RainLily + FADWU partnership:

► **2,000** trained women domestic workers on sexual violence prevention and access to justice

In the Philippines, one of the world's largest countries of origin for migrant workers, especially women in the domestic and care sectors, FAIR adopted a multi-pronged approach to embedding fair recruitment principles across the labour migration cycle. By engaging with diverse stakeholders, FAIR strengthened migrant workers' skills and orientation, improved pre-departure training, enhanced regulatory cooperation, supported access to justice, promoted workers' organising, and raised awareness of fair recruitment. Work in the Philippines has shown that stronger regulation, empowered unions, and responsible recruitment practices reduce risks of abuse while expanding access to justice and rights. For destination countries, these reforms mean better-prepared, better-skilled, and more productive workers, ensuring stronger matches between skills and labour market needs.



Key achievements

- **Raising industry standards across the migration corridor:** FAIR facilitated the development of a Code of Conduct, drawing on the ILO Fair Recruitment Principles and Operational Guidelines, between two leading recruitment agency associations: the Society of Hong Kong Accredited Recruiters of the Philippines (SHARP) and the Association of Hong Kong Manpower Agencies Ltd. (AHKMA).
- **Empowering migrant workers through information:** FAIR developed an online Post-Arrival Orientation Seminar learning system, handed over to the Philippines Overseas Labour Office (POLO). More than 2,000 Filipina domestic workers in Hong Kong, China, accessed information on their rights and services through this resource, which is now permanently embedded in POLO's communication and outreach materials. FAIR also supported the rollout of an online pre-departure training package through POEA, providing tools for domestic workers and recruitment agencies to strengthen fair recruitment practices.
- **Monitoring PEA compliance with fair recruitment principles through worker feedback:** FAIR piloted monitoring of private recruitment agency associations' compliance with voluntary Codes of Conduct, particularly along the Philippines–Hong Kong, China migration corridor. This pilot helped develop a survey instrument that could form the basis for a future worker-feedback system across sectors.
- **Promoting fair recruitment through innovation:** FAIR conducted research using behavioural insights to design impactful messages for employers of domestic workers in Hong Kong, China. In collaboration with the University of Geneva (UNIGE), FADWU, and Rights Exposure, the project piloted a behavioural science approach to encourage demand for fair recruitment. A randomised control trial tested which message frames most influenced employers' choice of agencies. The initiative culminated in the launch of the gamified website www.thehiringchallenge.org and a suite of communication materials promoting fair recruitment.

- **Advancing cross-border justice for migrant workers:** FAIR partnered with Justice Without Borders to strengthen access to justice for migrant workers by training lawyers and paralegals in Hong Kong, China, Singapore, and the Philippines. The collaboration also produced a practical legal strategy guide on pursuing cross-border recruitment-related claims, including wage theft. In parallel, FAIR worked closely with trade unions—such as SENTRO—to strengthen migrant worker organising through affiliated unions, including the Progressive Labour Union of Domestic Workers (PLU) and the Hong Kong Federation of Asian Domestic Workers' Unions (FADWU) in Hong Kong, China, and AMMPO in Malaysia, enhancing their capacity to support migrant workers in legal and court proceedings.
- **Changing the narratives on fair recruitment:** In the Philippines, the Asian Institute of Journalism and Communication (AIJC) completed the syllabus on how to report on migration issues based on an outcomes- and competency-based framework adopted by the Commission on Higher Education (CHED). AIJC has also partnered with the Philippine Press Institute to successfully add the "Best in Reporting on Labour Migration" award category as part of the annual Civic Journalism Community Press Awards.



Key knowledge outputs

- This working paper highlights good practices by private employment agencies that follow fair recruitment principles, while outlining the legal, commercial, and practical challenges they face. It explores ways to support fair recruiters in competitive markets. View resource [here](#).



- Impact of COVID-19 on private recruitment agencies in the Philippines. View resource [here](#).

- A collection of journalistic stories and photo essays that portray the diverse experiences of Filipino migrant workers (OFWs) across different countries and sectors. View resource [here](#).



Tunisia

(2015 – 2025)

Some key figures



90

labour inspectors trained on detecting forced labour and human trafficking



16,318

job seekers registered on ANETI's e-services, which include an online complaints function



6

Migrant Resource Centres (MRCs) providing information and services to an average of 200 migrant workers per month

Over the past decade, Tunisia has emerged as a key migration hub—both as a country of origin for workers seeking opportunities abroad and as a destination for migrant workers from the region. In this evolving context, FAIR's ten-year engagement in Tunisia has played a pivotal role in embedding fair recruitment principles into national systems and practices, with a focus on recruitment pathways from Tunisia to the GCC and from Ivory Coast to Tunisia.

By integrating fair recruitment into legislation, labour inspection mechanisms, and frontline employment services, FAIR has demonstrated how rights-based approaches deliver tangible results. Working closely with government, social partners and civil society over a long-term engagement has translated into a common vision for fair recruitment with strong ownership by all stakeholders.



Key achievements

- ▶ **Legal and institutional reforms for sustainable change:** FAIR provided technical inputs that led to 29 amendments to Law 2010-49 and Decree 2010-2948 regulating privated recruitment agencies, regulating private employment agencies, introducing stronger penalties for abusive practices. Working with the Agence Nationale pour l'Emploi et le Travail Indépendant (ANETI – National Agency for Employment and Self-Employment) and the Agence Tunisienne de Coopération Technique (ATCT – Tunisian Agency for Technical Cooperation), FAIR integrated fair recruitment into public placement services and contributed to their modernization.
- ▶ **Specialised inspection of recruitment practices:** A dedicated inspectorate was created to monitor private recruitment agencies, improving enforcement capacity and ensuring that violations are more systematically identified and sanctioned. A digital platform for inspectors to better monitor PEAs and to streamline registration procedures was developed in 2025.
- ▶ **Modernised public employment services through ANETI:** FAIR supported ANETI to launch new digital e-services, including an online complaints function. By 2023, the platform had reached 16,318 users (11,476 men and 4,842 women), giving migrant workers and jobseekers direct access to grievance mechanisms.
- ▶ **Building the business case for fair recruitment:** FAIR conducted innovative research to identify a viable rights-based economic model for Tunisian PEAs. In partnership with the Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat (UTICA – Tunisian Confederation of Industry, Trade and Handicrafts), FAIR promoted the use of standard employment contracts for migrant workers and developed a series of practical tools to support PEAs in ensuring conformity with regulations.
- ▶ **Developing channels to identify cases of forced labour:** Avocats Sans Frontières (ASF) and Terre d'Asile partnered with FAIR to enhance access to justice for migrant workers through online tools for information sharing and grievance reporting. Together, they led capacity-building initiatives for focal points of migrant centres. FAIR and ASF also trained 90 labour inspectors on identifying cases of forced labour and human trafficking, focusing on domestic work.
- ▶ **Pioneering trade union solidarity for migrant workers:** FAIR supported UGTT in developing directives for the protection of migrant workers. UGTT has since shared its experience with peers such as the Union Générale des Travailleurs de Côte d'Ivoire (UGTCI), making Tunisia's union-led model of migrant worker support a reference point beyond its borders.
- ▶ **A network of Migrant Resource Centres (MRCs):** Six MRCs were established and run by UGTT, providing one-stop services to migrant workers, including access to information, grievance support, and referrals. By mid-2023, the centres had already served over 3,000 migrant workers, mainly from sub-Saharan Africa, making them a practical model for worker protection and union engagement.



Key knowledge outputs

- ▶ In January 2025, the FAIR III and THAMM Plus projects supported Tunisia's General Labour Union (UGTT) in validating guiding principles for protecting migrant workers' rights. View resource [here](#).
- ▶ An exploratory study was carried out to assess labour migration opportunities for Tunisian workers in Saudi Arabia, Bahrain, and Qatar. View resource [here](#).
- ▶ Guide de conformité de l'établissement privé de placement à l'étranger. View resource [here](#).
- ▶ Élaboration d'un modèle économique pilote pour les établissements privés de placement à l'Étranger en Tunisie. View resource [here](#).

Thematic interventions

Access to justice

Access to justice is the backbone of fair recruitment, ensuring that migrant workers' human and labour rights are respected without discrimination. It guarantees equal treatment before the law, the right to a fair process, and access to effective remedies that are accessible, affordable, timely, and equitable. Since 2015, FAIR has worked to identify systemic barriers to justice such as weak enforcement, high recruitment fees, and gender-based discrimination, while advancing solutions like portable justice, stronger complaint mechanisms, and expanded legal aid.

The project has also strengthened regulatory and grievance systems to ensure that recruitment violations are addressed and perpetrators held accountable, while also expanding access to remedies through **digital and e-platforms** that make justice more reachable for migrant workers. FAIR has also supported mechanisms for **cross-border case referrals** to facilitate access to justice for workers facing recruitment-related and employment grievances abroad. Through partnerships with trade unions and institutions, these efforts have helped embed fairness, accountability, and real access to justice within recruitment systems.

Key figures



370

government, trade union and private sector personnel have had their capacities enhanced by FAIR since 2015, enabling them to support justice mechanisms by detecting forced labour and recruitment violations, strengthening case management teams, and pursuing civil claims.



5000

workers have received support in resolving their grievances, including through over 15 court cases.



7

knowledge products on access to justice at global, regional and national levels.



Ensuring balanced narratives: Our work with media

The ILO recognises the media's essential role in shaping public understanding of labour migration. Accurate, evidence-based reporting supports informed decision-making, challenges stereotypes, and promotes rights-based policy dialogue. Through global knowledge generation, strategic partnerships, and sustained capacity building, the FAIR project contributed to a lasting ecosystem of balanced narratives.



Global leadership and tools

- ▶ The FAIR programme **launched and supported the ILO Global Media Competition on Labour Migration**, which has become a flagship initiative to promote high-quality reporting on labour migration and fair recruitment worldwide. The competition has attracted **over 3,000 entries** from journalists across the globe.
- ▶ Development of the **ILO Reporting on Forced Labour and Fair Recruitment Toolkit for Journalists** and an accompanying glossary, available in English, Arabic, French, and Spanish.
- ▶ These tools have been **adapted to national and regional contexts**, including Ghana, Côte d'Ivoire, Nepal, Nigeria, Tunisia, and the ECOWAS region.
- ▶ In partnership with ITC-ILO, FAIR developed a specialised course on communicating labour migration for journalists, public institutions, and social partners.



Institutional capacity building

- ▶ Since 2015, **more than 930 media professionals and journalism students** have been trained through FAIR-supported programmes in Tunisia, Nepal, the Philippines, Ghana, Côte d'Ivoire, Nigeria, and across the ECOWAS region.
- ▶ Leading journalism institutions have **integrated the ILO toolkit and fair recruitment content into their curricula**, ensuring long-term sustainability of training, including: Institute of Press and Information Sciences (IPSI) in Tunisia, Institut des Sciences et Techniques de la Communication (ISTC) in Côte d'Ivoire, University of Media, Arts and Communication (UniMAC) in Ghana, as well as the Asian Institute of Journalism and Communication (AIJC), in the Philippines.



Cross-border collaboration

- ▶ FAIR supported **cross-border reporting initiatives among professionals and twinning of journalism schools**, enabling students and journalists to report from both countries of origin and destination.
- ▶ In Africa, these initiatives brought together: **ISTC (Côte d'Ivoire) and IPSI (Tunisia) and UniMAC (Ghana) and Panos University (Nigeria)** along the Ghana–Nigeria corridor to produce **media anthologies documenting migrant experiences** along these corridors, fostering practical, transnational learning and professional networks.



Strategic partnership

- ▶ Long-term cooperation with the **International Federation of Journalists** and media organisations has strengthened institutional ownership and professional engagement.
- ▶ The ILO/IFJ online platform **Migrant Narratives** provides multilingual resources.

Mainstreaming gender equality and women's empowerment in recruitment

Gender equality results - key highlights

The FAIR programme placed gender equality at the core of fair recruitment. Gender equality was **mainstreamed in FAIR activities and results**, while targeted actions addressed the structural causes of gender inequalities. Women were engaged not only as beneficiaries but as **active actors and decision-makers** throughout implementation.

Mainstreaming gender



Knowledge and capacity building

- ▶ Gender sections included in the majority of FAIR-supported studies and reports.
- ▶ Gender modules integrated into national trainings and global ITC-ILO courses.



Policies and strategies

- ▶ Inclusion of a **dedicated gender outcome** in the National Labour Migration Strategy in Côte d'Ivoire.
- ▶ **Gender mainstreamed** in Ghana's Fair Recruitment Roadmap.



Targeted outreach to women

- ▶ Over **2,000 women domestic workers in Hong Kong, China** trained on fair recruitment through online orientation seminars.
- ▶ Along the Nepal-Jordan corridor, **women formed the majority** of participants in skills training and awareness programmes.



Gender-Transformative Actions



Addressing root causes

- ▶ Development of **Global Gender Guidelines on Fair Recruitment**.
- ▶ Gender analyses in Côte d'Ivoire and Ghana identifying social norms and barriers to equality.



Economic empowerment

- ▶ Creation of a **digital financial inclusion tool for women migrant workers** to strengthen financial literacy and access to services.



Women as agents of change

- ▶ In the ILO Global Media Competition on Labour Migration, **62% of winners and 66% of judges were women**, and nearly one-third of winning stories focused on gender.
- ▶ Key programme tools, including the financial inclusion application, were **developed by women for women**.



Changing social norms

- ▶ Awareness-raising campaigns targeting young women and their communities to promote safer and fairer migration.



Strengthening women's voice

- ▶ Support to regional trade union initiatives and conferences dedicated to **women migrant workers' representation and leadership**.

Overall result:

FAIR has advanced gender equality by embedding it across policies, services, and knowledge products, while empowering women migrant workers to participate, lead, and claim their rights.

Innovation and leveraging technology

FAIR has harnessed technology and innovative research methods to transform recruitment practices, expand access to information, and empower women and men migrant workers across regions.

- **Migrant Recruitment Advisor (MRA):** Developed with ITUC and its national trade union affiliates, the MRA is active in over 40 countries. It has collected over 6,000 worker reviews of recruitment agencies. It is accessible via social media and an AI-powered chatbot, ensuring that women and men alike can access real-time, rights-based information before migrating.
- **HAMSA (MFA complaints mechanism):** Operated by Migrant Forum in Asia (MFA), HAMSA enables migrant workers, many of them women domestic workers, to file complaints and access referral services through MFA's network. By mid-2023, over 600 complaints had been filed, with rapid response teams resolving cases ranging from unpaid wages to recruitment fee abuses.



- **Behavioural science in Hong Kong, China:** FAIR used digital tools to reshape employer behaviour in hiring migrant domestic workers. The Hiring Challenge online game, played by 12,000+ users, simulated recruitment choices to expose risks of exploitation. Using infographics, animated videos, and social media reached tens of thousands of employers, while a dedicated website provided a one-stop hub for fair hiring resources.
- **Digital recruitment services in Tunisia (ANETI):** FAIR supported ANETI to launch new digital recruitment e-services with an online complaints function. By 2024, 16,318 job seekers, including many women, had registered, with hundreds of complaints filed online. This has made fairer, more transparent recruitment accessible to women seeking work abroad.





Key knowledge products

- ▶ Promoting fair recruitment in a digital world. View resources [here](#).
- ▶ Promising practices for fair recruitment in Hong Kong (China): Promoting fair recruitment of domestic workers: Behavioural insights to encourage employer due diligence. View resource [here](#).



Success factors and lessons learned

The FAIR Programme, implemented over nearly a decade, has generated a wealth of insights into what drives impact and sustainability in promoting fair recruitment. Several success factors consistently emerge across phases and regions:

- ▶ **Long-term engagement and continuity:** This has allowed the programme to **test, refine, and institutionalise innovative intervention models**—from the corridor approach and trade union collaboration mechanisms to media and digital engagement strategies.
- ▶ **Strong political commitment:** Endorsement by governments has been decisive in countries like Ghana and Nepal, where labour ministries have engaged directly in policy reform, licensing systems for private recruitment agencies, and strengthening public services. In Tunisia, government agencies such as ANETI and MFPE remained committed partners, ensuring continuity in improving governance processes over ten years.
- ▶ **Institutionalisation of fair recruitment practices:** Embedding standards into laws, curricula, and systems has proven critical for sustainability. Examples include ANETI's new digital recruitment and complaints system in Tunisia, the integration of FAIR's media toolkit into journalism curricula in Ghana, Tunisia, and the Philippines, and the adoption of zero-fee recruitment in Jordan's garment sector through collaboration with Better Work Jordan.
- ▶ **Broad stakeholder ownership:** FAIR's effectiveness is rooted in its ability to bring diverse actors together: governments, employers, trade unions, recruitment agencies, universities, media, and civil society. This includes partnerships with journalist unions, business schools, and civil society networks like MFA and Justice Without Borders creating a common vision of fair recruitment.
- ▶ **Innovation and digital tools:** FAIR's use of technology has been transformative. The ITUC's Migrant Recruitment Advisor and MFA's HAMSA complaints mechanism have created new accountability channels. The Hiring Challenge in Hong Kong, China, engaged employers with behavioural nudges that tackled gender stereotypes in the recruitment of migrant domestic workers. These innovations highlight how digital ecosystems can amplify rights-based recruitment.
- ▶ **Adaptive design and flexibility:** FAIR has shown the value of adaptive management, adjusting activities in response to shifting migration dynamics, COVID-19 disruptions, and national political contexts. This flexibility has allowed the programme to seize opportunities and reallocate resources toward high-impact areas.
- ▶ **Intersectional and gender lens:** FAIR progressively integrated gender considerations into interventions, including fair recruitment frameworks, media campaigns, curricula, and complaint mechanisms. Lessons learned stress the need for gender and intersectional responsive approaches from the outset of projects, ensuring that intersectional discriminations and specific needs of all migrant workers are taken into consideration in the design of interventions.
- ▶ **Replication and scaling through partnerships:** FAIR's results have been sustained and scaled because of alignment with other ILO development cooperation programmes from diverse funding sources and global frameworks like the Fair Recruitment Initiative. Partnerships allowed FAIR innovations, such as toolkits, digital platforms, and curricula, to be replicated beyond pilot countries, reinforcing sustainability and global coherence.
- ▶ **Alignment with the Fair Recruitment Initiative (FRI) programmatic approach:** FAIR III acted as a mechanism to implement the ILO's Fair Recruitment Initiative strategy. This approach enabled global tools to be developed and tested in pilot countries, adapted to local contexts, and then replicated elsewhere, with lessons feeding back into the FRI.



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