International Labour Organization

Operational parameters to assess fair recruitment practices

Work in Freedom Programme

Draft Working Paper

Foreword

In South Asia, the pathways to jobs in domestic, garment and other similar sectors within the region or to the Middle East are intersected by various agents or contractors in an environment shaped by multiple rules and practices determining the mobility of aspiring workers. The fluidity and segmentation of labour supply chains and labour regimes are such that none of the key stakeholders such as labour recruiters, regulators and even employers can guarantee on their own, a fair migration outcome for any worker. To do so requires understanding the specificity of recruitment processes from end to end and strong multi-stakeholder cooperation.

There are different types of practices to support better recruitment of migrant workers. They generally vary according to context, regulation, stakeholders and the type of organization or system that is used to organize recruitment.

The following indicative operational parameters have been designed to facilitate assessment of migrant recruitment practices in the framework of the Work in Freedom Programme of the ILO.

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A. General parameters of recruitment practice

1. Geographical expanse and type of practice

a. **Geography of corridor(s) or channel(s)**: Origins, destinations, types (e.g. air, rail, bus travel) and numbers of transit points.

b. **Sector and type of employment**: type of work (e.g. garment work, domestic work, construction, etc.), whether it involves full time employment or part time, existence or not of contract including its usual duration, formal or informal work.

c. **Type of organization(s), business model(s), and organized processes directly involved in carrying out the practice:** What are the types of organisations and networks directly involved in in carrying out the recruitment practice? What is the general relationship and mediation process between worker, the different labour recruiters, employers and other intermediaries in this practice? How do profit and non-profit motives combine or not in this practice? Is it a formal (e.g. private company, cooperative, public company, NGO, regulating authority, association, society, travel agency, etc.) informal (e.g. relative, sub-agent, etc) or both. If it's a labour supply and demand matching system, who is the repository organization?

2. Context of incentives and regulatory framework

a. **Main stakeholders**: Who are they main recruitment stakeholders involved at all stages in both origin, transit and destination locations, and how do they influence the regulatory framework and the outcomes of migration?

Non exhaustive list of possible recruitment stakeholders

1) The worker 2) Employers whether they are represented by employer associations or not 3) Recruitment agency, or registered contractor at destination 4) Association of recruitment agencies at destination 5) Regulator(s) at destination, transit and origin 6) Employer's clients requiring the work for which employer recruits (e.g. brands, distributers, suppliers, planners, procurement authorities, etc.)	7) Recruitment agency, or registered contractor at source and transit 8) Association of recruitment agencies at source Training or educational institution 9) Regulator(s) at source 10) A travel agency or service provider (formal or informal) 11) Passport or documentation service (formal or informal) 12) Sub-agent 13) Training service provider 14) Different combinations of the above

Building on question 1 c, expand on relationship and mediation process between workers, the different labour recruiters, employers and other intermediaries across the recruitment channel.

b. **Regulatory framework**:

i. **Capacity of regulatory system to identify recruitment stakeholders**: Does the regulatory framework enable identification of the key stakeholders (see non-

exhaustive list above)? Note that excessively stringent regulatory processes can drive labour recruiters underground (e.g. some types of anti-trafficking laws or policies). Is the regulatory framework able to take stock of labour market dynamics (e.g. emergence or disappearance of sub-agents)?

ii. **Focus of regulation**: Extent to which the regulation focuses on facilitating employment, or measures to protect and uphold the rights of migrants. How do these varying focuses of regulation combine between source, transit and destination?

iii. **Whom does regulation serve?** How does the regulatory framework hold each stakeholder accountable? Who does the regulatory framework serve: the labour recruiter or the migrant worker? Does the regulation focus on employer, labour recruiter and does it affect the mobility of the migrant worker? If so, how? Does the regulation take into account women and other minorities' asymmetrical agency in patriarchal and segregated labour markets? Are there mechanisms to ensure that migrant workers in dominant sectors linked to recruitment like construction and domestic work participate in regulatory processes of recruitment? Are there systems of checks and balances to ensure that labour recruiters cannot influence regulatory mechanisms without the possibility for migrant workers to object? Are there complaint and support mechanisms for migrant domestic workers in destination countries? What information systems are in place to bridge information gaps, especially for migrant women well before they migrate?

iv. **Effectiveness of regulation**: If the regulation purports in any way to serve the migrant worker, but represents primarily the interests of labour recruiters, is the cooption institutionalized (e.g. resulting from a formal lobbying process), informal (e.g. corruption), or both? What is the scale of this occurrence? Regulation of recruitment often does not take into account supply and demand as a result of which procedures are introduced that trigger the emergence of new forms of intermediaries that increase the cost of recruitment (e.g. intermediaries to manage health certificates, documents) and strengthen corrupt practices (e.g. intermediaries dealing with fraudulent passports).

v. **Negative effects of regulation**: Does the penalization of labour recruiters and especially sub-agents, reduce livelihood options for migrants in environments where loss of habitat is occurring as a result of different dislocating factors such as conflict, social or gender violence, climate change, lack of livelihood means, collapse of basic services? Does the regulation of recruitment stigmatize necessary informal support networks and reinforce structural violence on people whose only options are to leave?

c. **Structural incentive framework**: General structural incentives shaping recruitment trajectories such as social and economic policies in sending and receiving States and policies that precarize labour supply.

i. **Policies generating labour supply**: These are usually policies that re-shape the economic geography of sending regions leading to significant outflows of migrants. In addition to policies explicitly focused on migration or foreign employment, others may include policies generating loss of habitat and climate change such as logging, mining, industrial agriculture, other extractive industries, policies of fiscal austerity affecting the provision of basic services and triggering migration, and policies causing structural violence (e.g. gender based violence, institutionalized

discrimination or conflict) and distress or forced migration. What is the scale of migration outflows as a result of these combined factors and what are the trends likely to be on the short term?

ii. **Policies generating labour demand**: What is the demand in the particular sector (e.g. sector specific growth rate, productivity rate and employment)? Is the demand being generated by population and development policies affecting demographic and social trends (e.g. aging population requiring care)?

iii. **Policies that precarize labour supply**: Policies that generate discriminatory restrictions on the exercise of human rights such as discriminatory controls of mobility at source and destination, non-recognition of the economic function and value of undocumented workers, and other institutionalized forms of discrimination against migrant workers in receiving countries. Is high demand for workers in that particular sectors leading to higher wages? How is the host population reacting to migrant workers? Is discrimination institutionalized in policies and how does that affect the rights of workers, the recruitment process and its outcomes?

3. Aspiration of practice

a. **Driver of commitment to fair recruitment**: What's the motivation of the organization promoting fair recruitment? Is the driver of commitment to fair recruitment related to an obligation to comply by laws, social pressure to adhere to prevalent values, voluntary moral commitment, or other factor? Is it driven by international organisations? How is the aspirational narrative in consonance or dissonance with the perception of migrant workers? Is commitment to fair recruitment coming from any of the key stakeholders listed above (parameter 2 a)? If so how? Is a cartelization of labour recruiters or intermediaries in place? If so, how does this affect commitment to fair recruitment? Can cartelization at destination combined with some commitments lead to better outcomes for workers? What are the effects of competing or partial cartels, in relation to fair recruitment practices?

b. **Is the process able to ensure recruitment into decent working conditions?** Extent of responsibility and mechanisms in place to ensure that labour recruiters, intermediaries or recruitment systems, provide for decent working and living conditions to migrant workers in specific sector of employment.

c. **Are there aspirational risks in the recruitment practice?** Is the aspiration to improve recruitment practices connected in any way with structural and political inability to address decent work deficits at the workplace? If this is the case, it is important to highlight these factors so that the recruitment process is not disassociated from decent work outcomes and to ensure that discourse of better recruitment does not inadvertently legitimize unacceptable forms of work.

B. Labour market context of recruitment practice

4. Structure of labour market in which recruitment practice takes place

Follow up on parameter 2 c

a. **Scale of labour supply and demand**: What is the demand for migrant workers in specific employment sector at destination and at source? What's the scale of the supply of migrant workers? Are there dislocating factors distorting the supply of workers such as wars, disasters, famine, gender based violence, etc.? How is demand and supply affected by regulatory and other structural incentives at source and destination?

b. **Segmentation of labour supply chain**: (Follow up to question 1 c) Types of intermediaries (sub-agent, passport agent, health and other clearance agent, private recruitment agency at source and destination, relatives, etc.) involved in the process and how? How is responsibility for fair recruitment into decent work eroded or strengthened across the labour supply chain? If cartelization of labour recruiters is in place, what is the structure and formal or informal status and relationship of the cartel(s)?

c. **Social relationships affecting recruitment**: (Follow up to question 1 c) Propensity of recruitment and mediation happening through both formal and informal channels, possibly with the same organisations or agents involved. Whether recruitment takes place through self-channels (e.g. visa sent by relatives)?

5. Costs and scale of recruitment practice

a. **Cost of recruitment for worker, employer and labour recruiter**: Asymmetries and differences of income options for migrant workers between source and destination. Breakdown and factors explaining cost (e.g. regulations, formal clearances, practices, informal payments, etc.) and profits for various actors. How are profits distributed? Are there measures in place to reducing fees for migrants?

Challenges in reducing costs for migrants

Reducing the cost for migrants is not as simple as ensuring that employers cover the cost of recruitment. There are several contexts where informal brokerage plays an important role that should be understood and tackled in order to reduce costs for migrants:

1. Where there are complex yet underfunded bureaucracies governing mobility and foreign employment prompting migrants to opt for informal brokerage to navigate and mediate the systems. The priority in these cases should not be to forbid informal brokerage, but to simplify and make the procedures migrant-friendly and ensure funding and accountability of bureaucracies thus reducing the need for informal brokerage.
2. Where informal agents, often returnees, have increasing contacts with both migrants in source communities and employers at destination, yet formal recruitment agencies refuse to remunerate them and act as a gateway. Informal brokerage in these cases becomes a necessary step to actually jobs. Payment to local agents is a way of holding social networks to which a migrant belongs accountable for poor migration outcomes. Completely denying such payments can undermine migrants' agency. The priority in this case is for regulators to take stock of these trends, register and formalize informal labour recruiters and hold them accountable.
3. In situations of clear loss of habitat (e.g. conflict, disaster, etc.), payment of fees maybe dangerous yet the only option for survival. Ensuring that international refugee law and practices are applied within a peace building or recovery framework is important.

b. **Scale of recruitment process in sector**: How significant is the recruitment process in proportion to the labour market context within that specific sector (e.g. garment, domestic, other) – number of employers, posts available, migrant applicants, posts filled by recruitment process each year? Include the total universe of migrant workers from specific origin within sector (e.g. garment or domestic work) at destination.

c. **Influence of recruitment practice across the labour supply chain**: How does the recruitment practice influence the sector of the labour market in which it operates? Does the recruitment practice influence all stakeholders in the recruitment chain? How is it driving accountability across the labour supply chain? Does the practice have the adverse effect of driving other stakeholders into legally permissible but unethical practices? Does the practice have potential to expand its position in the market?

6. Timeframe of practice in the context of the labour market

a. **Stage of development and maturity of recruitment process**: number of years since initial set up, whether some sort of articulated commitment to fair, responsible or ethical recruitment was there from start. How is the recruitment process expected to mature over the next five years? How resilient is the recruitment process to challenges such as crises?

C. Outcomes of recruitment practice

7. Decent work prospect of recruitment practice

a. **Is work in sector generally decent?** (Follow up to question 3 b) Prevalence of unacceptable forms of work. Literature review of studies of sector (e.g. garment, domestic work): remuneration, time of work (leave, overtime, etc), working and living conditions, space for voice and representation of worker, prevalence of discrimination or harassment, access to social social protection (e.g. pension, injury benefits), possibility of freedom of association and collective bargaining, etc. Prospects for a living wage or income, etc.? Is the sector of recruitment heading towards lower wages? Is the sector expanding at the expense of labour costs? For example if tendering processes for construction do not factor in labour costs including recruitment mechanisms and costs, they can generate incentives for labour exploitation and high recruitment fees for migrants.

b. **Prevalence of forced labour or human trafficking?** Are there filed cases of trafficking and forced labour at either end of the corridor in relation to the specific sector (e.g domestic work from X district to Y city) and with the specific actors involved in this recruitment pilot? Are there identified cases that match ILO's indicators of trafficking of adults for labour exploitation? Are there identified cases of child labour? In case there is a prevalence for forced labour, trafficking, and/or child labour, how does the migrant's identity and previous experience determine or not, their reaction to injustice?

c. **Prevalence of child labour or child trafficking?** Does the recruitment involve the worst forms of child labour, including debt bondage and child trafficking, but also hazardous child labour, especially dealing with 15-18 year olds?

d. **Is the absence of decent work the reason why the labour supply chain is segmented?** Is the primary motivation for the segmentation of the labour supply chain, to avoid accountability to labour regulations and inspection? For example, is the proliferation of

contracting and subcontracting in the garment sector motivated by avoiding accountability to labour laws?

e. **Is the mobility of migrant workers guaranteed at destination?** Are migrant worker's passports or identity documents retained or confiscated in any way (e.g. sponsorship or Kafala practices)? Are there any other types of restraints on the mobility of migrant workers which undermine their human rights?

f. **Hidden factors behind recurrent possible debt bondage situations**: If there is a recruitment cost for the worker, or if she is obliged to share a significant portion of her income, does that financial cost also represent a human capital investment (e.g. to ensure that a relative acting as a recruitment intermediary or creditor performs a social function that compensates the absence of the migrant worker such as caring for children, or paying off for some important social or cultural obligation that determines the social status of the migrant and her family)?

8. Safe travel and transit prospect of recruitment practice

a. **Agency of worker in recruitment and employment:** (Follow up to question 7 c) Are there restrictions to the mobility of workers before or during travel (e.g. age bans, confiscation of documents by agents, other?) How are migrants in the recruitment corridor negotiating their way through obstacles and barriers?

b. **Are there migrant workers who get stranded in transit?** Have any migrants in this particular sector (e.g. domestic or garment work) and channel been stranded? Are migrant workers proportionally spending long and costly periods of time in transit? Are circuitous routes being used to avoid bans, visa regimes or other regulations with or without intermediation of travel agents or labour recruiters?

c. **Do migrants have access to pre-departure information**: Clarity of travel, working and living conditions prior to migration, accuracy of information on migration and work in relation to contract and actual working and living conditions. Do migrants have systemic access to information on their rights? Would the migrant worker know how to identify situations of potential disempowerment and know how to assert their rights?

d. **Do migrants have access to pre-departure, or post arrival skilling**: (Follow up to questions 6a and b). Whether full information on travel, living and working conditions is provided from start in language of migrant? Is contract substitution happening? What are the various stages of pre-departure information, e.g. what is promised by village sub-agent, what is offered by capital agency, actual job in destination country? Whether recruitment process offers possibility of skills certification, career advocacy, and advancement and career mobility options? Do skill programmes offer rights based training or only technical vocational and educational training (TVET)? Are the skills that are provided verifiably demanded by employers?

9. Voice of migrant workers in recruitment practice

a. Satisfaction with recruitment: Are there formal or informal mechanisms in place to gather feedback from migrants on the recruitment process, and if so how elaborate are they? Does the recruitment process meet the expectations of workers? Document narratives and feedback of migrants on recruitment process. Were working conditions that were promised kept, applicable as per contract, or not?

b. Is access to support structures or remedy in place at destination and source?

- Support structures (informal or formal), mechanism in place

- Propensity of migrant worker to seek formal remedy versus informal ones. Numbers of complaints
- Types of complaints and grievances. Refer to UN Guiding Principles on what defines a credible, legitimate grievance mechanism, both operational (e.g. company level) and State-based.
- How complaints and grievances usually solved or not?

10. Outcomes of recruitment for employers

a. **Demand for specific profile and skills:** Is there a clearly identified and verifiable demand from employers for specific types of profiles, aptitudes and skills required from workers? In addition to focus group discussions, check employer surveys undertaken by WIF or other publications. Is the sector of employment expanding and are skills associated with demand?

b. **Profile of labour supply:** Does the profile of workers being hired match the demand identified by employers?

c. **Retention of worker by employer:** number and proportion of workers who remain with employer after one month, after whole contract duration? Is the employer or labour recruiter in any way "labour hoarding"?

11. Outcomes of recruitment for State actors

a. **For sending State**: How does the recruitment practice affect the labour market of the sending State? Does it represent a loss of its demographic dividend, or an opportunity to acquire skills and competencies that are needed at source? Do the potential gains of remittances verifiably supersede the human capital investment of the State (e.g. education, health, etc.) or into recruitment intermediaries outside the country? What is the impact on society and culture (e.g. social impact of parents being away from their children, family or social services required to step in).

b. **For receiving State**: Does the recruitment practice enable the receiving State to fill a verifiable demand in its labour market? Can the State ensure that incoming migrants will not be abused by employers? How effective are measures to prevent forced labour? What mechanisms are in place to ensure that migrant workers have a voice in holding perpetrators of forced labour accountable?

D. Organizational governance of recruitment practice

12. Social and institutional context

a. **Legitimacy and registration**: In the context of the practice, how do intermediaries and organization(s) in the recruitment supply chain obtain social legitimacy to operate? Do they register or build on informal networks? What are the motivations for this? Are there cases of registration under multiple forms or phoenixing to avoid license revocation? How does the form of social legitimacy influence the outcomes of the recruitment for the worker? Is there an oversupply of labour intermediaries and how does this affect the market? How many registered agents are active? Do agencies hold more than one license? How easy is it for new entrants to gain a license and access to government services? Is membership of a national association compulsory? Are progressive companies active in

trade associations? If it's a supply and demand matching system such as a portal, what's the institutional set up of its repository?

b. **Structure**: What is the governance structure of organizations in the labour supply chain? Are the main stakeholders known? Is there an organogram of the formal organizations? What are the determinants of the structure and how does fair recruitment fit in that? Are there any checks in place to ensure fair recruitment?

13. Public accountability

a. **Governance of accountability across labour supply chain**: (follow up to 4 b) How is accountability ensured across multiple stakeholders involved in the recruitment process?

b. **Accountability for employer and worker selection**: Does the practice include a way of black listing employers or workers? What is the criteria used, how was that criteria identified and how reasonable is it? How is such accountability flowing across the labour supply chain?

c. **Reporting on recruitment**: Do the organization(s) or systems produce reports on recruitment? Are the organizations audited? Are strategic decisions explained, documented?

d. **Transparency**: Is reporting on recruitment processes available for public scrutiny in any way? What are the social incentives for transparency if any? Is there institutional oversight capacity to verify accounts about fair, ethical or responsible recruitment (e.g. labour inspection, civil society monitoring, social pressure)? Are organization's members well known? How public is the organization? Does it have a website?

14. Organisational sustainability

a. **Financial viability**: Is the organization(s) or system financially viable? Is it too dependent on other stakeholders in the labour supply chain who are not reliable? If it's a business then how profitable is it? How sustainable is the system or practice?

b. **View on performance**: (Follow up to question 9 a) How is the organization or system viewed by interested parties? How do migrants decide the system is viable or not? If the organization is formal, is it rated in any way? Whose interest does that rating represent?

c. **Liabilities**: Does the organization, network or system have or face any liabilities? Is the organization facing any criminal investigation or proceedings? Is there any manifestation of public opprobrium? Is it based on evidence of malpractices?

E. Replicability of recruitment practice

15. Possibility of scalability or replication

a. **Key contextual factors of success**: What are the main contextual factors that make a recruitment process successful? Economic context including constant demand and capacity to respond? Effective regulation? People's capacity or vision?

b. **Quantitative evidence for scalability or replication**: Has the practice been piloted with a sufficiently representative sample of successful cases to be scalable or replicable?

c. **Qualitative evidence for scalability or replicability**: Is evidence of success sufficiently documented? Is the story of how the recruitment process was set up documented?

d. **Possibility of financial scalability**: How much investment was needed to set up recruitment process? Are further investments sustainable?

16. Formative learning process

a. **Challenges**: What were the challenges faced?

b. **Lessons learned**: How were challenges overcome? What lessons were learned?

c. **Forecast**: Challenges one would face with scalability in different scenarios. Is scaling up or replication possible, advisable in such scenarios or is some other type of intervention recommendable?

d. **Steps for upscaling and replication**: Identify steps needed for upscaling or replication.

F. Specific parameters to assess for different types of labour recruiters (non-exhaustive)

17. Public recruitment agencies

a. **Checks and balances to support fair recruitment**: Are there effective checks and balances to support fair recruitment within the agency? Is the voice and interest of migrant workers feeding into the managerial process? Are there transparency mechanisms in place to enable meaningful public scrutiny?

b. **Public role**: What is the purpose of the public agency? Is it in any way meant to address specific vulnerabilities, protect or uphold the rights of specific types of migrant workers in certain occupations? Is the public agency directly recruiting and placing workers, or is it acting as a regulatory body for private sub-contractors? Does the public agency interact effectively with other public entities to facilitate recruitment related processes?

c. **Prominence of informal networks**: Extent to which class, caste, gender and other social dynamics dominate or not the functionality of the public agency? Are sub-agents acting as intermediaries between migrants and agency? Is the public agency used in anyway as a political platform of patronage?

d. **Financial sustainability**: Is the public agency financially sustainable? How is it financed? How is income distributed or reinvested in the agency? Are the profits of the public agency supporting purposes other than recruitment and protection of migrant's rights?

18. Private recruitment and employment agencies / or formal contractors

a. **Understanding of labour supply chain from employer to migrant**: How familiar are the key staff with employers and how they treat migrant workers? How familiar are they with other parts of the labour supply chain including the migrants, sub-agents, etc.?

b. **Share of the market represented by recruitment agency or contractor**: Proportion and number of migrant workers going through that particular agency or contractor in relation to others in market, and in relation to corridor or channel that is assessed? Are recruitment

agencies members of any associations or are part of a group or other recruitment agencies? Are recruitment agencies or contractors organized into cartels?

c. **Nature of motivation for fair recruitment**: Is the recruitment agency committed to the principles of fair recruitment (e.g. ILO Convention No. 181, CIETT Code of Conduct, etc.) Is the recruitment agency or contractor committed to comply with law, social convention or moral commitment? Does the recruitment agency evaluate employers? Are employers for whom recruitment agencies recruit, guaranteeing decent work for workers? Does it have a formal relationship with model employers? If employers cannot guarantee decent work, can labour recruiters really be held accountable in a business environment?

d. **Staff motivation**: Are recruitment agency or contractor staff simultaneously working as independent agents? Are staff paid on the basis of commissions for migrants recruited? Are staff organizing into interest groups or trade unions (e.g. agent associations or trade union)? If so, what's the motivation for that?

e. **Influence on other networks and regulators**: How influential is the agency or contractor on associations, regulators and lawmakers?

f. **Profitability:** Is the business sustainable? Does it pay taxes? How profitable is it or what's the annual turn-over? What proportion of the business does the does the corridor or channel analyzed represent?

g. **Good practices**: What are the good practices the agency supports in its policies (e.g. byelaws), management practices, human resource policies, protocols for remedy, and grievance procedures?

19. Recruitment agency associations

a. **Nature of motivation for fair recruitment**: Is the recruitment agency associations committed to comply with law, social convention or moral commitment? Does the recruitment agency association evaluate employers? Are employers guaranteeing decent work for workers placed by recruitment agency? Does it have a formal relationship with verifiably committed employer associations?

b. **Capacity of secretariat**: Gamut of services provided to members? Capacity to provide services demanded by member? Capacity to monitor by-law compliance, codes of conduct or other commitments? Mechanisms in place to deal with non-compliance.

c. **Cohesion of association**: Varying sizes of member organisations? Varying degrees of compliance with commitments? Influence of caste, class, political party and gender dynamics and informal networks within association? Does the association operating as a cartel? If so, how does this influence commitments to fair recruitment, if any?

d. **Presence in areas of recruitment**: Is the recruitment agency association represented in areas of recruitment by branch offices, a sub-agent, a formally contracted agency, or is it sending staff to directly recruit?

e. **Influence on regulators**: How influential us the agency vis-à-vis regulators and law makers?

20. Skill service providers

a. **Enrollment of trainees**: How does the organisation select trainees?

b. **Role of agents in identifying trainees**: Are they informal workers, or employees? Do they work on the basis of a commission? Is enrollment happening through labour fairs, or

similar mechanisms? Or are agents present in catchment areas with high outflows of migrants?

c. **Role of skilling**: Is training a cover to mask recruitment payments? Does aptitude profiling, technical vocational and educational training (TVET) respond to a verifiable demand from employers or recruitment agencies further up in the labour supply chain? Does skill curriculum and practice meaningfully include raising awareness and capacity assert ones rights in the context of migration and work?

d. **Selection of migrant workers**: Is the selection of migrant workers done after training or upon identification of trainee?

21. Worker's cooperative recruitment

a. **Identification of employers**: How are good employers identified, ranked?

b. **Membership procedure**: What is the procedure and requirement for new workers to join the cooperative?

c. **Voice and representation of workers**: Do all workers participate in decision making of the cooperative? Are there examples of effective collective bargaining processes?

d. **Anti-corruption system**: Are checks and balances in place to prevent other workers from taking informal fees to place fellow workers? What is the caste, class and origin diversity of the organization and do informal networks play a determining role in the placement of workers? How is remuneration managed?

e. **Capacity to manage legal requirement**: Is the organization registered as a cooperative? Is the organization capable of sustainably managing legal accountability requirements demanded from cooperative organisations?

22. Supply and demand matching systems

a. **Type of repository organization**: Is the repository a public, private or informal entity? Does it represent the key constituents? Does it have a legal status? What is its motivation to fair recruitment? Does it have a protocol of its credentials and commitment on its website or available among constituents? Is the system audited, or is an effective oversight mechanism in place? Are fees collected and if so how are fees collected and from whom? Is the information system playing or have the potential to play a quasi-regulatory function?

b. **Type of employment that is offered**: Do occupations include informal ones? Do these occupations correspond to officially listed occupations covered by labour laws and for which skill categories exist? If so, what are the mechanisms used to effectively reach out to workers? In the case of e-systems, does the organization have extension offices to facilitate web applications? Are the commitments to fair recruitment and protocol of usage visibly available for consultation by applicants? Are intermediaries used to facilitate applications? Is the intermediary role accounted in the protocol?

c. **Verifications and reporting systems**: Are there verification and vetting systems for applications of workers and employers? Are there transparent systems of profiling? Are there black listing systems in place for both workers and employers?

d. **Security of system**: Are security systems in place to prevent misuse? Are there potential loopholes that can be exploited by intermediaries?

e. **Mechanism for remedy**: Is there an effective complaints and grievance redressal mechanism in place?

f. **Financial viability**: Is the repository organization capable of sustainably managing the expansion of its services?

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