

Table A1. Best-Practice Recommendations: Contract Worker Mobility

BEST PRACTICE RECOMMENDATIONS: CONTRACT WORKER MOBILITY			
Item	Problem/Issue	Action	Note
Pre-Employment abroad and pre-departure: Acquiring skills, making informed decisions to work abroad, enhancing information and transparency, harmonizing standards, and regulating recruitment.			
Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	COOs assess efficiency of public & private training institutions to strengthen testing & certification system and standardize skills	Some training institutions are associated with inadequate training and mismatches; need for regulation
COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	Foreign employers or COD authorities visit COO training facilities, review training and certification, and interview workers to improve job-worker matching and increase employer-worker satisfaction	Could begin visits with COO training institutions to encourage higher standards. Institutions could maintain data on the share of graduates offered jobs by foreign employers

<p>Facilitating Job-Matching</p>	<p>Minimize job and worker mis-matches by:</p> <ul style="list-style-type: none"> - improving labor supply and demand data; - harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates 	<p>COOs and CODs cooperate to develop common definition of occupations, and COOs promote use of COD job titles in training institutions and encourage training to meet skill requirements of CODs</p> <p>CODs and COOs cooperate to develop data on supply and demand for workers with various skills to develop job-worker exchange systems</p> <p>COD's and COO's cooperate to align skill certification and testing systems in line with international standards</p>	<p>One starting point is ILO use of employer definitions to modify ISCO-88 occupations</p> <p>COD or 3rd party to evaluate COO skills training and testing standards</p> <p>Improved labor market data can be useful in labor market planning in both COD and COO</p>
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<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Developing labor market indicators to determine the optimal number and skill mix of contract workers by assessing past or similar projects elsewhere.</p> <p>Develop preferences, quotas and/or levy systems to improve the management of employer requests for contract workers</p> <p>Improve systems to allow employers to hire contract workers already in the COD instead of admitting new contract workers from abroad</p> <p>CODs and COOs cooperate to suppress trading in work permits</p>	<p>Goal of contract worker policy should be to increase productivity and enhance national competitiveness.</p> <p>Better labor market information can help to increase the employment of local workers and ensure that contract worker policy supports economic policy</p> <p>Explore management systems so that employers do not have incentives to request "too many" contract workers</p>
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<p>Standard or model contracts</p>	<p>Disputes over terms and requirements of the job once the contract worker has arrived in the COD</p>	<p>Develop and mandate the use of standard or model contracts that contain all key employment terms and conditions. Transfer approved contracts electronically from COD to COO, and ensure that workers understand their rights and obligations by having COO government agencies attest that departing workers receive and understand their contracts</p>	<p>Contract workers can more easily make informed decisions if they are educated about their rights and responsibilities under standard contracts, and COO agencies explain contract terms</p>
<p>Pre-departure and post-arrival education and information</p>	<p>Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services</p>	<p>CODs and COOs can cooperate to produce brochures and multimedia tools that explain to contract workers their jobs and lives abroad in a language they understand</p> <p>Families should be able to learn about and plan for contingencies that arise when a family member is employed abroad</p>	<p>Videos can be screened on COO TV as well as at pre-departure orientation to show typical workplaces, accommodations, lifestyles etc</p>

<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>COOs should adopt realistic and easy to understand maximum recruitment fees, such as 1 month's foreign wages, that departing workers pay</p> <p>COOs educate workers about maximum fees and strengthen enforcement to reduce over charges. Encourage licensed agencies to open branches in labor-source areas.</p> <p>CODs and COOs cooperate to combat trade in employment permits, with enforcement aimed at full disclosure of all fees paid, their purpose, and their recipients</p>	<p>Linking recruitment fees to foreign wages is easy for workers to understand, but may cause complications if CODs require COD employers pay all recruitment fees or inequities between workers with different foreign wages.</p> <p>COD mandates that COD employers and agents collected no fees from contract workers</p>
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<p>Incentives for recruiter self-regulation</p>	<p>Recruitment agencies and sub-agents are difficult to regulate effectively</p>	<p>Provide incentives based on the performance of agencies in placing workers in foreign jobs without complaints (e.g. ABC rating system)</p> <p>A-rated recruiters can receive expedited or special services and gain market share over time</p>	<p>Reward A-recruiters with (1) self-certification of standard contracts after a period of inspection that finds no problems; (2) opportunity to accompany minister abroad</p> <p>Can favor employer-recruiter pairs that establish long-term relationships</p>
<p>Reduce worker debt</p>	<p>Many workers obtain loans from moneylenders at high cost to pay deployment costs</p>	<p>COOs develop programs to protect departing workers from excessive pre-departure debt</p>	
<p>Reducing airfare cost</p>	<p>Some policies of COD and COO may raise travel costs for the workers</p>	<p>Encourage airlines to offer low one-way fares and encourage discount airlines to serve major contract employment corridors</p>	<p>CODs reconsider requirement that workers have return tickets</p> <p>Cooperate to develop low-cost round-trip tickets</p> <p>Re-evaluate requirements that employers pay airfare if this raises costs to workers</p>

Employment Abroad: Preparing workers for new work environment, protecting rights, enhancing communication and access to information

<p>Briefing newly-arrived workers</p>	<p>Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD</p>	<p>COD and COO cooperate to develop content of orientation program for departing and newly arrived workers that explains their rights and responsibilities and how to deal with common issues</p>	<p>CODs to develop and disseminate Standard Operating Procedures to handle arrivals as well as problems, from runaway workers to arrests</p>
<p>Enhancing communications</p>	<p>Lack of common language can cause employer-employee misunderstanding. Foreign workers may not be able to access information, advice, and particular forms of assistance.</p>	<p>Make workers aware of the services provided by COO labor attaches. Establish information services for foreign workers in major cities, and create help/hot lines to answer worker questions.</p>	<p>Korean and Canadian worker centers may be a model to provide multi-language centers and help or hot lines</p> <p>Korea requires workers to learn some Korean before they can be selected by employers to work in Korea</p>

Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	CODs can ensure that contract workers receive the wages due them with wage protection systems and mandatory insurance schemes, and monitor them to ensure compliance	Many workers are employed in dangerous occupations, including construction, highlighting the need for education to minimize occupational risks, effective treatment for injuries, and follow-up care in the COO
Preparing for Return: designing realistic programs, informing workers about earned end-of-contract benefits and savings and investment opportunities at home, and orderly return of irregular workers			
Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Identify and validate necessary elements of return preparation programs by developing appropriate information on worker needs	Baseline data should help identify distinct groups, including savings, goals after return, and needs. This information can improve pre-return and re-integration programs

Financial literacy	<p>Help contract workers abroad to better understand the options for investing their savings in COOs</p> <p>Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions</p>	<p>CODs and COOs can develop financial guides in conjunction with financial institutions in CODs and COOs, NGOs, and other organizations</p> <p>Educate workers about bonuses and contribution refunds in the standard contract and in preparation for return</p>	<p>Not all contract workers have saved enough to justify extensive financial counseling; include options for workers at home with low levels of savings</p>
COO rules on imports	<p>Many contract workers are unaware of COO customs rules and duties, as well as privileges/exemptions</p>	<p>COOs produce and distribute guides to customs rules for returning workers</p>	<p>COOs offer incentives for productive use of savings; more transparent customs rules reduce corruption</p>
Irregular workers	<p>Irregular workers may not be able to leave for COOs without paying fines</p>	<p>COD and COO cooperate to ensure orderly repatriation of irregular workers in conformance with national legislation</p>	<p>COOs and CODs could agree on protocols to return irregular workers</p>
<p>Facilitating re-integration: finding employment, using skills acquired abroad, helping with housing, and promoting linkages.</p>			

<p>COO programs for reintegration of returning workers</p>	<p>Workers may return with savings, but see them disappear quickly if they cannot find gainful employment</p>	<p>COOs could develop special programs to help returnees find jobs, including self-employment that takes advantage of subsidized lending programs and technical assistance</p> <p>Government and private banks could offer safe vehicles to invest foreign-earned savings that protect savers from inflation and exchange rate risks</p>	<p>Many returned workers invest their savings in over-crowded business ventures (e.g. small stores) and end up losing their hard-earned capital.</p> <p>Returned workers should be encouraged to seek assistance to identify viable projects, perhaps by having access to businesses being sold by retirees or workers going abroad.</p>
<p>Productive use of skills acquired abroad</p>	<p>Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>	<p>COOs may need to develop systems for recognizing and certifying the skills of returning workers</p>	<p>COO training centers and industry associations should be invited to help develop skills-recognition program. Use some returned workers in centers that train workers to go abroad</p>

Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Most COOs have Welfare Funds to which departing workers contribute. Explore making loans from these Funds to help returned workers build new or improve housing or generate income in the COO	Singapore's Provident Fund helps workers with relatively few savings to obtain low-cost housing.
Special arrival facilities	Returning workers, especially women, often need assistance and protection	COOs to provide a variety of services to arriving workers including information, telephone services, safe lodging, safe local transport, etc.	On return, workers often encounter problems with hustlers and overcharged for transport
Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Provide services to help workers re-integrate with their families and in their communities by recognizing common problems and strategies to cope with them	Some workers and their families may need access to counseling and other mental-health related services
Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	COOs could motivate returnees to register with public employment offices and make referrals to local employers.	Withdrawal of skilled workers from the labor force while seeking new jobs abroad wastes resources

BEST PRACTICE		BEST PRACTICE		BEST PRACTICE RECOMMENDATION		
Item	Item	Problem	Item	Problem	Item	Problem/Issue

Pre-Employment decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mismatches by: - improving supply and demand data; - harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mismatches by: - improving supply and demand data; - harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mismatches by: - improving labor supply and demand data; 1. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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<p>Ensuring better balance between labor supply and demand</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

<p>Regulating recruitment</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language skills can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many COD employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing	Facilitating re-integration: helping with housing	Facilitating re-integration: helping with housing, and promoting economic growth	Facilitating re-integration: helping with housing, and promoting economic growth	Facilitating re-integration: helping with housing, and promoting economic growth	Facilitating re-integration: helping with housing, and promoting economic growth	Facilitating re-integration: finding employment, helping with housing, and promoting economic growth

COO programs for reintegration of returning workers	COO programs for reintegration of returning workers	Workers with savings disappear quickly if they cannot find employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment
Productive use of skills acquired abroad	Productive use of skills acquired abroad	Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
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BEST PRACTICE RECOMMENDATIONS: CONTRACT WORKER MOBILITY

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Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	COOs assess efficiency of public & private training institutions to strengthen testing & certification system and standardize skills	Some training institutions are associated with inadequate training and mismatches; need for regulation
COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	Foreign employers or COD authorities visit COO training facilities, review training and certification, and interview workers to improve job-worker matching and increase employer-worker satisfaction	Could begin visits with COO training institutions to encourage higher standards. Institutions could maintain data on the share of graduates offered jobs by foreign employers

<p>Facilitating Job-Matching</p>	<p>Minimize job and worker mis-matches by: - improving labor supply and demand data; 2. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates</p>	<p>COOs and CODs cooperate to develop common definition of occupations, and COOs promote use of COD job titles in training institutions and encourage training to meet skill requirements of CODs</p> <p>CODs and COOs cooperate to develop data on supply and demand for workers with various skills to develop job-worker exchange systems</p> <p>COD's and COO's cooperate to align skill certification and testing systems in line with international standards</p>	<p>One starting point is ILO use of employer definitions to modify ISCO-88 occupations</p> <p>COD or 3rd party to evaluate COO skills training and testing standards</p> <p>Improved labor market data can be useful in labor market planning in both COD and COO</p>
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<p>Reduce worker debt</p>	<p>Many workers obtain loans from moneylenders at high cost to pay deployment costs</p>	<p>COOs develop programs to protect departing workers from excessive pre-departure debt</p>	
<p>Reducing airfare cost</p>	<p>Some policies of COD and COO may raise travel costs for the workers</p>	<p>Encourage airlines to offer low one-way fares and encourage discount airlines to serve major contract employment corridors</p>	<p>CODs reconsider requirement that workers have return tickets</p> <p>Cooperate to develop low-cost round-trip tickets</p> <p>Re-evaluate requirements that employers pay airfare if this raises costs to workers</p>

Employment Abroad: Preparing workers for new work environment, protecting rights, enhancing communication and access to information

<p>Briefing newly-arrived workers</p>	<p>Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD</p>	<p>COD and COO cooperate to develop content of orientation program for departing and newly arrived workers that explains their rights and responsibilities and how to deal with common issues</p>	<p>CODs to develop and disseminate Standard Operating Procedures to handle arrivals as well as problems, from runaway workers to arrests</p>
<p>Enhancing communications</p>	<p>Lack of common language can cause employer-employee misunderstanding. Foreign workers may not be able to access information, advice, and particular forms of assistance.</p>	<p>Make workers aware of the services provided by COO labor attaches. Establish information services for foreign workers in major cities, and create help/hot lines to answer worker questions.</p>	<p>Korean and Canadian worker centers may be a model to provide multi-language centers and help or hot lines</p> <p>Korea requires workers to learn some Korean before they can be selected by employers to work in Korea</p>

Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	CODs can ensure that contract workers receive the wages due them with wage protection systems and mandatory insurance schemes, and monitor them to ensure compliance	Many workers are employed in dangerous occupations, including construction, highlighting the need for education to minimize occupational risks, effective treatment for injuries, and follow-up care in the COO
Preparing for Return: designing realistic programs, informing workers about earned end-of-contract benefits and savings and investment opportunities at home, and orderly return of irregular workers			
Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Identify and validate necessary elements of return preparation programs by developing appropriate information on worker needs	Baseline data should help identify distinct groups, including savings, goals after return, and needs. This information can improve pre-return and re-integration programs

Financial literacy	<p>Help contract workers abroad to better understand the options for investing their savings in COOs</p> <p>Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions</p>	<p>CODs and COOs can develop financial guides in conjunction with financial institutions in CODs and COOs, NGOs, and other organizations</p> <p>Educate workers about bonuses and contribution refunds in the standard contract and in preparation for return</p>	<p>Not all contract workers have saved enough to justify extensive financial counseling; include options for workers at home with low levels of savings</p>
COO rules on imports	<p>Many contract workers are unaware of COO customs rules and duties, as well as privileges/exemptions</p>	<p>COOs produce and distribute guides to customs rules for returning workers</p>	<p>COOs offer incentives for productive use of savings; more transparent customs rules reduce corruption</p>
Irregular workers	<p>Irregular workers may not be able to leave for COOs without paying fines</p>	<p>COD and COO cooperate to ensure orderly repatriation of irregular workers in conformance with national legislation</p>	<p>COOs and CODs could agree on protocols to return irregular workers</p>
<p>Facilitating re-integration: finding employment, using skills acquired abroad, helping with housing, and promoting linkages.</p>			

<p>COO programs for reintegration of returning workers</p>	<p>Workers may return with savings, but see them disappear quickly if they cannot find gainful employment</p>	<p>COOs could develop special programs to help returnees find jobs, including self-employment that takes advantage of subsidized lending programs and technical assistance</p> <p>Government and private banks could offer safe vehicles to invest foreign-earned savings that protect savers from inflation and exchange rate risks</p>	<p>Many returned workers invest their savings in over-crowded business ventures (e.g. small stores) and end up losing their hard-earned capital.</p> <p>Returned workers should be encouraged to seek assistance to identify viable projects, perhaps by having access to businesses being sold by retirees or workers going abroad.</p>
<p>Productive use of skills acquired abroad</p>	<p>Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>	<p>COOs may need to develop systems for recognizing and certifying the skills of returning workers</p>	<p>COO training centers and industry associations should be invited to help develop skills-recognition program. Use some returned workers in centers that train workers to go abroad</p>

Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Most COOs have Welfare Funds to which departing workers contribute. Explore making loans from these Funds to help returned workers build new or improve housing or generate income in the COO	Singapore's Provident Fund helps workers with relatively few savings to obtain low-cost housing.
Special arrival facilities	Returning workers, especially women, often need assistance and protection	COOs to provide a variety of services to arriving workers including information, telephone services, safe lodging, safe local transport, etc.	On return, workers often encounter problems with hustlers and overcharged for transport
Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Provide services to help workers re-integrate with their families and in their communities by recognizing common problems and strategies to cope with them	Some workers and their families may need access to counseling and other mental-health related services
Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	COOs could motivate returnees to register with public employment offices and make referrals to local employers.	Withdrawal of skilled workers from the labor force while seeking new jobs abroad wastes resources

BEST PRACTICE		BEST PRACTICE		BEST PRACTICE RECOMMENDATION		
Item	Item	Problem	Item	Problem	Item	Problem/Issue

Pre-Employment decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mismatches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mismatches by: - improving supply and demand data; 5. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mismatches by: - improving labor supply and demand data; 6. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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Ensuring better balance between labor supply and demand	Ensuring better balance between labor supply and demand	Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity	Ensuring better balance between labor supply and demand	Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity	Ensuring better balance between labor supply and demand	Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

<p>Regulating recruitment</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment Rights, enhancing	Employment Abroad: Preparing workers		Employment Abroad: Preparing workers		Employment Abroad: Preparing workers	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid labor and immigration. Explain access to other in the and the provided in the	Briefing newly-arrived workers	Avoid labor and immigration. Explain how access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language employment. Foreign may not access advice particular assistance	Enhancing communication	Lack of common language can cause employer-employee misunderstanding. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstanding. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many COD employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, helping with housing, and promoting

COO programs for reintegration of returning workers	COO programs for reintegration of returning workers	Workers with savings disappear quickly if they cannot find employment	COO programs for reintegration of returning workers	Workers may return with savings but see them disappear quickly if they cannot find gainful employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment
Productive use of skills acquired abroad	Productive use of skills acquired abroad	Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers
BEST PRACTICE	BEST PRACTICE	BEST PRACTICE	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION
Item	Item	Problem/Issue	Item	Problem/Issue	Item	Problem/Issue

Pre-Employment decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mismatches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mismatches by: - improving supply and demand data; 9. harmonizing occupational classification systems using the International Standard Classification of Occupations - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mismatches by: - improving labor supply and demand data; 10. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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<p>Ensuring better balance between labor supply and demand</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

<p>Regulating recruitment</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many COD employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting

COO programs for reintegration of returning workers	COO programs for reintegration of returning workers	Workers with savings disappear quickly if they cannot find employment	COO programs for reintegration of returning workers	Workers may return with savings but see them disappear quickly if they cannot find gainful employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment
Productive use of skills acquired abroad	Productive use of skills acquired abroad	Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers

BEST PRACTICE	BEST PRACTICE		BEST PRACTICE RECOMMENDATION		BEST PRACTICE RECOMMENDATION	
Item	Item	Problem	Item	Problem	Item	Problem/Issue
Pre-Employment decisions to work abroad and harmonizing standards	Pre-Employment abroad decisions to work abroad and harmonizing standards		Pre-Employment abroad decisions to work abroad, and harmonizing standards, and		Pre-Employment abroad and pre-decisions to work abroad, enhancing standards, and regulatory	
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mismatches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mismatches by: - improving supply and demand data; 13. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mismatches by: - improving labor supply and demand data; 14. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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<p>Ensuring better balance between labor supply and demand</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

<p>Regulating recruitment</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language skills can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many COD employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting

COO programs for reintegration of returning workers	COO programs for reintegration of returning workers	Workers with savings disappear quickly if they cannot find employment	COO programs for reintegration of returning workers	Workers may return with savings but see them disappear quickly if they cannot find gainful employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment
Productive use of skills acquired abroad	Productive use of skills acquired abroad	Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers

BEST PRACTICE	BEST PRACTICE		BEST PRACTICE RECOMMENDATION		BEST PRACTICE RECOMMENDATION	
Item	Item	Problem	Item	Problem	Item	Problem/Issue
Pre-Employment decisions to work abroad and harmonizing standards	Pre-Employment abroad and harmonizing standards		Pre-Employment abroad and harmonizing standards, and		Pre-Employment abroad and pre-decisions to work abroad, enhancing standards, and regulation	
Skills training and certification	Skills training and certification	Without a standard there can be costly mismatches abroad	Skills training and certification	Without a standardized system there can be costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mismatches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mismatches by: - improving supply and demand data; 17. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mismatches by: - improving labor supply and demand data; 18. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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<p>Ensuring better balance between labor supply and demand</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

<p>Regulating recruitment</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are routinely violated; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are routinely violated; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are routinely violated; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers require end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive contributions		Many COD employers require end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO customs rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO customs rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing	Facilitating re-integration: helping with housing	Facilitating re-integration: finding employment, helping with housing, and promoting social integration	Facilitating re-integration: helping with housing, and promoting social integration	Facilitating re-integration: finding employment, helping with housing, and promoting social integration	Facilitating re-integration: helping with housing, and promoting social integration	Facilitating re-integration: finding employment, helping with housing, and promoting social integration

COO programs for reintegration of returning workers	COO programs for reintegration of returning workers	Workers with savings disappear quickly if they cannot find employment	COO programs for reintegration of returning workers	Workers may return with savings but see them disappear quickly if they cannot find gainful employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment
Productive use of skills acquired abroad	Productive use of skills acquired abroad	Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers
BEST PRACTICE	BEST PRACTICE	BEST PRACTICE	BEST PRACTICE	BEST PRACTICE	BEST PRACTICE	BEST PRACTICE
Item	Item	Problem/Issue	Item	Problem	Item	Problem/Issue

Pre-Employment decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mismatches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mismatches by: - improving supply and demand data; 21. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mismatches by: - improving labor supply and demand data; 22. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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<p>Ensuring better balance between labor supply and demand</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

<p>Regulating recruitment</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers do not offer end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many COD employers do not offer end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing	Facilitating re-integration: helping with housing	Facilitating re-integration: finding employment, helping with housing, and promoting social integration	Facilitating re-integration: helping with housing, and promoting social integration	Facilitating re-integration: helping with housing, and promoting social integration	Facilitating re-integration: helping with housing, and promoting social integration	Facilitating re-integration: finding employment, helping with housing, and promoting social integration

<p>COO programs for reintegration of returning workers</p>	<p>COO programs for reintegration of returning workers</p>	<p>Workers with savings disappear quickly if they cannot find employment</p>	<p>COO programs for reintegration of returning workers</p>	<p>Workers may return with savings, but see them disappear quickly if they cannot find gainful employment</p>	<p>COO programs for reintegration of returning workers</p>	<p>Workers may return with savings, but see them disappear quickly if they cannot find gainful employment</p>
<p>Productive use of skills acquired abroad</p>	<p>Productive use of skills acquired abroad</p>	<p>Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>	<p>Productive use of skills acquired abroad</p>	<p>Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>	<p>Productive use of skills acquired abroad</p>	<p>Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers
BEST PRACTICE	BEST PRACTICE	BEST PRACTICE	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION
Item	Item	Problem/Issue	Item	Problem/Issue	Item	Problem/Issue

Pre-Employment decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mis-matches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mis-matches by: - improving supply and demand data; 25. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mis-matches by: - improving labor supply and demand data; 26. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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<p>Ensuring better balance between labor supply and demand</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

<p>Regulating recruitment</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language skills can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing realistic return programs	Preparing for Return: designing realistic return programs	Preparing for Return: designing realistic return programs	Preparing for Return: designing realistic return programs	Preparing for Return: designing realistic return programs	Preparing for Return: designing realistic return programs
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many COD employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting

COO programs for reintegration of returning workers	COO programs for reintegration of returning workers	Workers with savings disappear quickly if they cannot find employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment
Productive use of skills acquired abroad	Productive use of skills acquired abroad	Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers

BEST PRACTICE	BEST PRACTICE		BEST PRACTICE RECOMMENDATION		BEST PRACTICE RECOMMENDATION	
Item	Item	Problem	Item	Problem	Item	Problem/Issue
Pre-Employment decisions to work abroad and harmonizing standards	Pre-Employment abroad decisions to work abroad and harmonizing standards		Pre-Employment abroad decisions to work abroad, harmonizing standards, and		Pre-Employment abroad and pre-decisions to work abroad, enhancing standards, and regula	
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mismatches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mismatches by: - improving supply and demand data; 29. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mismatches by: - improving labor supply and demand data; 30. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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Ensuring better balance between labor supply and demand	Ensuring better balance between labor supply and demand	Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity	Ensuring better balance between labor supply and demand	Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity	Ensuring better balance between labor supply and demand	Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

<p>Regulating recruitment</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many COD employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting

COO programs for reintegration of returning workers	COO programs for reintegration of returning workers	Workers with savings disappear quickly if they cannot find employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment
Productive use of skills acquired abroad	Productive use of skills acquired abroad	Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers
BEST PRACTICE	BEST PRACTICE	BEST PRACTICE	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION
Item	Item	Problem/Issue	Item	Problem	Item	Problem/Issue

Pre-Employment decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mismatches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mismatches by: - improving supply and demand data; 33. harmonizing occupational classification systems using the International Standard Classification of Occupations - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mismatches by: - improving labor supply and demand data; 34. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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<p>Ensuring better balance between labor supply and demand</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

<p>Regulating recruitment</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many COD employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, helping with housing, and promoting

<p>COO programs for reintegration of returning workers</p>	<p>COO programs for reintegration of returning workers</p>	<p>Workers with savings, but see them disappear quickly if they cannot find gainful employment</p>	<p>COO programs for reintegration of returning workers</p>	<p>Workers may return with savings, but see them disappear quickly if they cannot find gainful employment</p>	<p>COO programs for reintegration of returning workers</p>	<p>Workers may return with savings, but see them disappear quickly if they cannot find gainful employment</p>
<p>Productive use of skills acquired abroad</p>	<p>Productive use of skills acquired abroad</p>	<p>Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>	<p>Productive use of skills acquired abroad</p>	<p>Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>	<p>Productive use of skills acquired abroad</p>	<p>Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers
BEST PRACTICE	BEST PRACTICE	BEST PRACTICE	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION
Item	Item	Problem/Issue	Item	Problem	Item	Problem/Issue

Pre-Employment decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mis-matches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mis-matches by: - improving supply and demand data; 37. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mis-matches by: - improving labor supply and demand data; 38. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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<p>Ensuring better balance between labor supply and demand</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

Regulating recruitment	Regulating recruitment	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	Regulating recruitment	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	Regulating recruitment	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many COD employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting

<p>COO programs for reintegration of returning workers</p>	<p>COO programs for reintegration of returning workers</p>	<p>Workers with savings disappear quickly if they cannot find employment</p>	<p>COO programs for reintegration of returning workers</p>	<p>Workers may return with savings, but see them disappear quickly if they cannot find gainful employment</p>	<p>COO programs for reintegration of returning workers</p>	<p>Workers may return with savings, but see them disappear quickly if they cannot find gainful employment</p>
<p>Productive use of skills acquired abroad</p>	<p>Productive use of skills acquired abroad</p>	<p>Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>	<p>Productive use of skills acquired abroad</p>	<p>Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>	<p>Productive use of skills acquired abroad</p>	<p>Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers
BEST PRACTICE	BEST PRACTICE	BEST PRACTICE	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION
Item	Item	Problem/Issue	Item	Problem/Issue	Item	Problem/Issue

Pre-Employment decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, enhancing standards, and regula
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mis-matches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mis-matches by: - improving supply and demand data; 41. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mis-matches by: - improving labor supply and demand data; 42. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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<p>Ensuring better balance between labor supply and demand</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

Regulating recruitment	Regulating recruitment	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	Regulating recruitment	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	Regulating recruitment	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real	Preparing for Return: designing real	Preparing for Return: designing real	Preparing for Return: designing real	Preparing for Return: designing real	Preparing for Return: designing real
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many COD employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting

COO programs for reintegration of returning workers	COO programs for reintegration of returning workers	Workers with savings disappear quickly if they cannot find employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment
Productive use of skills acquired abroad	Productive use of skills acquired abroad	Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers

BEST PRACTICE RECOMMENDATIONS: CONTRACT WORKER MOBILITY

Item	Problem/Issue	Action	Note
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Pre-Employment abroad and pre-departure: Acquiring skills, making informed decisions to work abroad, enhancing information and transparency, harmonizing standards, and regulating recruitment.

Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	COOs assess efficiency of public & private training institutions to strengthen testing & certification system and standardize skills	Some training institutions are associated with inadequate training and mismatches; need for regulation
COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	Foreign employers or COD authorities visit COO training facilities, review training and certification, and interview workers to improve job-worker matching and increase employer-worker satisfaction	Could begin visits with COO training institutions to encourage higher standards. Institutions could maintain data on the share of graduates offered jobs by foreign employers

<p>Facilitating Job-Matching</p>	<p>Minimize job and worker mis-matches by: - improving labor supply and demand data; 43. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates</p>	<p>COOs and CODs cooperate to develop common definition of occupations, and COOs promote use of COD job titles in training institutions and encourage training to meet skill requirements of CODs</p> <p>CODs and COOs cooperate to develop data on supply and demand for workers with various skills to develop job-worker exchange systems</p> <p>COD's and COO's cooperate to align skill certification and testing systems in line with international standards</p>	<p>One starting point is ILO use of employer definitions to modify ISCO-88 occupations</p> <p>COD or 3rd party to evaluate COO skills training and testing standards</p> <p>Improved labor market data can be useful in labor market planning in both COD and COO</p>
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<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Developing labor market indicators to determine the optimal number and skill mix of contract workers by assessing past or similar projects elsewhere.</p> <p>Develop preferences, quotas and/or levy systems to improve the management of employer requests for contract workers</p> <p>Improve systems to allow employers to hire contract workers already in the COD instead of admitting new contract workers from abroad</p> <p>CODs and COOs cooperate to suppress trading in work permits</p>	<p>Goal of contract worker policy should be to increase productivity and enhance national competitiveness.</p> <p>Better labor market information can help to increase the employment of local workers and ensure that contract worker policy supports economic policy</p> <p>Explore management systems so that employers do not have incentives to request "too many" contract workers</p>
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Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Develop and mandate the use of standard or model contracts that contain all key employment terms and conditions. Transfer approved contracts electronically from COD to COO, and ensure that workers understand their rights and obligations by having COO government agencies attest that departing workers receive and understand their contracts	Contract workers can more easily make informed decisions if they are educated about their rights and responsibilities under standard contracts, and COO agencies explain contract terms
Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	<p>CODs and COOs can cooperate to produce brochures and multimedia tools that explain to contract workers their jobs and lives abroad in a language they understand</p> <p>Families should be able to learn about and plan for contingencies that arise when a family member is employed abroad</p>	Videos can be screened on COO TV as well as at pre-departure orientation to show typical workplaces, accommodations, lifestyles etc

<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>COOs should adopt realistic and easy to understand maximum recruitment fees, such as 1 month's foreign wages, that departing workers pay</p> <p>COOs educate workers about maximum fees and strengthen enforcement to reduce over charges. Encourage licensed agencies to open branches in labor-source areas.</p> <p>CODs and COOs cooperate to combat trade in employment permits, with enforcement aimed at full disclosure of all fees paid, their purpose, and their recipients</p>	<p>Linking recruitment fees to foreign wages is easy for workers to understand, but may cause complications if CODs require COD employers pay all recruitment fees or inequities between workers with different foreign wages.</p> <p>COD mandates that COD employers and agents collected no fees from contract workers</p>
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<p>Incentives for recruiter self-regulation</p>	<p>Recruitment agencies and sub-agents are difficult to regulate effectively</p>	<p>Provide incentives based on the performance of agencies in placing workers in foreign jobs without complaints (e.g. ABC rating system)</p> <p>A-rated recruiters can receive expedited or special services and gain market share over time</p>	<p>Reward A-recruiters with (1) self-certification of standard contracts after a period of inspection that finds no problems; (2) opportunity to accompany minister abroad</p> <p>Can favor employer-recruiter pairs that establish long-term relationships</p>
<p>Reduce worker debt</p>	<p>Many workers obtain loans from moneylenders at high cost to pay deployment costs</p>	<p>COOs develop programs to protect departing workers from excessive pre-departure debt</p>	
<p>Reducing airfare cost</p>	<p>Some policies of COD and COO may raise travel costs for the workers</p>	<p>Encourage airlines to offer low one-way fares and encourage discount airlines to serve major contract employment corridors</p>	<p>CODs reconsider requirement that workers have return tickets</p> <p>Cooperate to develop low-cost round-trip tickets</p> <p>Re-evaluate requirements that employers pay airfare if this raises costs to workers</p>

Employment Abroad: Preparing workers for new work environment, protecting rights, enhancing communication and access to information

<p>Briefing newly-arrived workers</p>	<p>Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD</p>	<p>COD and COO cooperate to develop content of orientation program for departing and newly arrived workers that explains their rights and responsibilities and how to deal with common issues</p>	<p>CODs to develop and disseminate Standard Operating Procedures to handle arrivals as well as problems, from runaway workers to arrests</p>
<p>Enhancing communications</p>	<p>Lack of common language can cause employer-employee misunderstanding. Foreign workers may not be able to access information, advice, and particular forms of assistance.</p>	<p>Make workers aware of the services provided by COO labor attaches. Establish information services for foreign workers in major cities, and create help/hot lines to answer worker questions.</p>	<p>Korean and Canadian worker centers may be a model to provide multi-language centers and help or hot lines</p> <p>Korea requires workers to learn some Korean before they can be selected by employers to work in Korea</p>

<p>Strengthen enforcement of labor and other laws</p>	<p>COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints</p>	<p>CODs can ensure that contract workers receive the wages due them with wage protection systems and mandatory insurance schemes, and monitor them to ensure compliance</p>	<p>Many workers are employed in dangerous occupations, including construction, highlighting the need for education to minimize occupational risks, effective treatment for injuries, and follow-up care in the COO</p>
<p>Preparing for Return: designing realistic programs, informing workers about earned end-of-contract benefits and savings and investment opportunities at home, and orderly return of irregular workers</p>			
<p>Design realistic return programs</p>	<p>Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad</p>	<p>Identify and validate necessary elements of return preparation programs by developing appropriate information on worker needs</p>	<p>Baseline data should help identify distinct groups, including savings, goals after return, and needs. This information can improve pre-return and re-integration programs</p>

Financial literacy	<p>Help contract workers abroad to better understand the options for investing their savings in COOs</p> <p>Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions</p>	<p>CODs and COOs can develop financial guides in conjunction with financial institutions in CODs and COOs, NGOs, and other organizations</p> <p>Educate workers about bonuses and contribution refunds in the standard contract and in preparation for return</p>	<p>Not all contract workers have saved enough to justify extensive financial counseling; include options for workers at home with low levels of savings</p>
COO rules on imports	<p>Many contract workers are unaware of COO customs rules and duties, as well as privileges/exemptions</p>	<p>COOs produce and distribute guides to customs rules for returning workers</p>	<p>COOs offer incentives for productive use of savings; more transparent customs rules reduce corruption</p>
Irregular workers	<p>Irregular workers may not be able to leave for COOs without paying fines</p>	<p>COD and COO cooperate to ensure orderly repatriation of irregular workers in conformance with national legislation</p>	<p>COOs and CODs could agree on protocols to return irregular workers</p>
<p>Facilitating re-integration: finding employment, using skills acquired abroad, helping with housing, and promoting linkages.</p>			

<p>COO programs for reintegration of returning workers</p>	<p>Workers may return with savings, but see them disappear quickly if they cannot find gainful employment</p>	<p>COOs could develop special programs to help returnees find jobs, including self-employment that takes advantage of subsidized lending programs and technical assistance</p> <p>Government and private banks could offer safe vehicles to invest foreign-earned savings that protect savers from inflation and exchange rate risks</p>	<p>Many returned workers invest their savings in over-crowded business ventures (e.g. small stores) and end up losing their hard-earned capital.</p> <p>Returned workers should be encouraged to seek assistance to identify viable projects, perhaps by having access to businesses being sold by retirees or workers going abroad.</p>
<p>Productive use of skills acquired abroad</p>	<p>Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>	<p>COOs may need to develop systems for recognizing and certifying the skills of returning workers</p>	<p>COO training centers and industry associations should be invited to help develop skills-recognition program. Use some returned workers in centers that train workers to go abroad</p>

Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Most COOs have Welfare Funds to which departing workers contribute. Explore making loans from these Funds to help returned workers build new or improve housing or generate income in the COO	Singapore's Provident Fund helps workers with relatively few savings to obtain low-cost housing.
Special arrival facilities	Returning workers, especially women, often need assistance and protection	COOs to provide a variety of services to arriving workers including information, telephone services, safe lodging, safe local transport, etc.	On return, workers often encounter problems with hustlers and overcharged for transport
Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Provide services to help workers re-integrate with their families and in their communities by recognizing common problems and strategies to cope with them	Some workers and their families may need access to counseling and other mental-health related services
Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	COOs could motivate returnees to register with public employment offices and make referrals to local employers.	Withdrawal of skilled workers from the labor force while seeking new jobs abroad wastes resources

BEST PRACTICE		BEST PRACTICE		BEST PRACTICE RECOMMENDATION		
Item	Item	Problem	Item	Problem	Item	Problem/Issue

Pre-Employment decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mis-matches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mis-matches by: - improving supply and demand data; 46. harmonizing occupational classification systems using the International Standard Classification of Occupations - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mis-matches by: - improving labor supply and demand data; 47. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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<p>Ensuring better balance between labor supply and demand</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

<p>Regulating recruitment</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many COD employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting

COO programs for reintegration of returning workers	COO programs for reintegration of returning workers	Workers with savings disappear quickly if they cannot find employment	COO programs for reintegration of returning workers	Workers may return with savings but see them disappear quickly if they cannot find gainful employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment
Productive use of skills acquired abroad	Productive use of skills acquired abroad	Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers

BEST PRACTICE	BEST PRACTICE		BEST PRACTICE RECOMMENDATION		BEST PRACTICE RECOMMENDATION	
Item	Item	Problem	Item	Problem	Item	Problem/Issue
Pre-Employment decisions to work abroad and harmonizing standards	Pre-Employment abroad decisions to work abroad and harmonizing standards		Pre-Employment abroad decisions to work abroad, and harmonizing standards, and		Pre-Employment abroad and pre-decisions to work abroad, enhancing standards, and regulatory	
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mismatches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mismatches by: - improving supply and demand data; 50. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mismatches by: - improving labor supply and demand data; 51. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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<p>Ensuring better balance between labor supply and demand</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

<p>Regulating recruitment</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers require end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive contributions		Many COD employers require end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO customs rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO customs rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting

COO programs for reintegration of returning workers	COO programs for reintegration of returning workers	Workers with savings disappear quickly if they cannot find employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment
Productive use of skills acquired abroad	Productive use of skills acquired abroad	Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers
BEST PRACTICE	BEST PRACTICE	BEST PRACTICE	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION
Item	Item	Problem/Issue	Item	Problem	Item	Problem/Issue

Pre-Employment decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mis-matches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mis-matches by: - improving supply and demand data; 54. harmonizing occupational classification systems using the International Standard Classification of Occupations - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mis-matches by: - improving labor supply and demand data; 55. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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Ensuring better balance between labor supply and demand	Ensuring better balance between labor supply and demand	Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity	Ensuring better balance between labor supply and demand	Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity	Ensuring better balance between labor supply and demand	Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

<p>Regulating recruitment</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many COD employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting

COO programs for reintegration of returning workers	COO programs for reintegration of returning workers	Workers with savings disappear quickly if they cannot find employment	COO programs for reintegration of returning workers	Workers may return with savings but see them disappear quickly if they cannot find gainful employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment
Productive use of skills acquired abroad	Productive use of skills acquired abroad	Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers

BEST PRACTICE RECOMMENDATIONS: CONTRACT WORKER MOBILITY

Item	Problem/Issue	Action	Note
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Pre-Employment abroad and pre-departure: Acquiring skills, making informed decisions to work abroad, enhancing information and transparency, harmonizing standards, and regulating recruitment.

Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	COOs assess efficiency of public & private training institutions to strengthen testing & certification system and standardize skills	Some training institutions are associated with inadequate training and mismatches; need for regulation
COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	Foreign employers or COD authorities visit COO training facilities, review training and certification, and interview workers to improve job-worker matching and increase employer-worker satisfaction	Could begin visits with COO training institutions to encourage higher standards. Institutions could maintain data on the share of graduates offered jobs by foreign employers

<p>Facilitating Job-Matching</p>	<p>Minimize job and worker mis-matches by: - improving labor supply and demand data; 56. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates</p>	<p>COOs and CODs cooperate to develop common definition of occupations, and COOs promote use of COD job titles in training institutions and encourage training to meet skill requirements of CODs</p> <p>CODs and COOs cooperate to develop data on supply and demand for workers with various skills to develop job-worker exchange systems</p> <p>COD's and COO's cooperate to align skill certification and testing systems in line with international standards</p>	<p>One starting point is ILO use of employer definitions to modify ISCO-88 occupations</p> <p>COD or 3rd party to evaluate COO skills training and testing standards</p> <p>Improved labor market data can be useful in labor market planning in both COD and COO</p>
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<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Developing labor market indicators to determine the optimal number and skill mix of contract workers by assessing past or similar projects elsewhere.</p> <p>Develop preferences, quotas and/or levy systems to improve the management of employer requests for contract workers</p> <p>Improve systems to allow employers to hire contract workers already in the COD instead of admitting new contract workers from abroad</p> <p>CODs and COOs cooperate to suppress trading in work permits</p>	<p>Goal of contract worker policy should be to increase productivity and enhance national competitiveness.</p> <p>Better labor market information can help to increase the employment of local workers and ensure that contract worker policy supports economic policy</p> <p>Explore management systems so that employers do not have incentives to request "too many" contract workers</p>
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Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Develop and mandate the use of standard or model contracts that contain all key employment terms and conditions. Transfer approved contracts electronically from COD to COO, and ensure that workers understand their rights and obligations by having COO government agencies attest that departing workers receive and understand their contracts	Contract workers can more easily make informed decisions if they are educated about their rights and responsibilities under standard contracts, and COO agencies explain contract terms
Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	<p>CODs and COOs can cooperate to produce brochures and multimedia tools that explain to contract workers their jobs and lives abroad in a language they understand</p> <p>Families should be able to learn about and plan for contingencies that arise when a family member is employed abroad</p>	Videos can be screened on COO TV as well as at pre-departure orientation to show typical workplaces, accommodations, lifestyles etc

<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>COOs should adopt realistic and easy to understand maximum recruitment fees, such as 1 month's foreign wages, that departing workers pay</p> <p>COOs educate workers about maximum fees and strengthen enforcement to reduce over charges. Encourage licensed agencies to open branches in labor-source areas.</p> <p>CODs and COOs cooperate to combat trade in employment permits, with enforcement aimed at full disclosure of all fees paid, their purpose, and their recipients</p>	<p>Linking recruitment fees to foreign wages is easy for workers to understand, but may cause complications if CODs require COD employers pay all recruitment fees or inequities between workers with different foreign wages.</p> <p>COD mandates that COD employers and agents collected no fees from contract workers</p>
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<p>Incentives for recruiter self-regulation</p>	<p>Recruitment agencies and sub-agents are difficult to regulate effectively</p>	<p>Provide incentives based on the performance of agencies in placing workers in foreign jobs without complaints (e.g. ABC rating system)</p> <p>A-rated recruiters can receive expedited or special services and gain market share over time</p>	<p>Reward A-recruiters with (1) self-certification of standard contracts after a period of inspection that finds no problems; (2) opportunity to accompany minister abroad</p> <p>Can favor employer-recruiter pairs that establish long-term relationships</p>
<p>Reduce worker debt</p>	<p>Many workers obtain loans from moneylenders at high cost to pay deployment costs</p>	<p>COOs develop programs to protect departing workers from excessive pre-departure debt</p>	
<p>Reducing airfare cost</p>	<p>Some policies of COD and COO may raise travel costs for the workers</p>	<p>Encourage airlines to offer low one-way fares and encourage discount airlines to serve major contract employment corridors</p>	<p>CODs reconsider requirement that workers have return tickets</p> <p>Cooperate to develop low-cost round-trip tickets</p> <p>Re-evaluate requirements that employers pay airfare if this raises costs to workers</p>

Employment Abroad: Preparing workers for new work environment, protecting rights, enhancing communication and access to information

<p>Briefing newly-arrived workers</p>	<p>Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD</p>	<p>COD and COO cooperate to develop content of orientation program for departing and newly arrived workers that explains their rights and responsibilities and how to deal with common issues</p>	<p>CODs to develop and disseminate Standard Operating Procedures to handle arrivals as well as problems, from runaway workers to arrests</p>
<p>Enhancing communications</p>	<p>Lack of common language can cause employer-employee misunderstanding. Foreign workers may not be able to access information, advice, and particular forms of assistance.</p>	<p>Make workers aware of the services provided by COO labor attaches. Establish information services for foreign workers in major cities, and create help/hot lines to answer worker questions.</p>	<p>Korean and Canadian worker centers may be a model to provide multi-language centers and help or hot lines</p> <p>Korea requires workers to learn some Korean before they can be selected by employers to work in Korea</p>

<p>Strengthen enforcement of labor and other laws</p>	<p>COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints</p>	<p>CODs can ensure that contract workers receive the wages due them with wage protection systems and mandatory insurance schemes, and monitor them to ensure compliance</p>	<p>Many workers are employed in dangerous occupations, including construction, highlighting the need for education to minimize occupational risks, effective treatment for injuries, and follow-up care in the COO</p>
<p>Preparing for Return: designing realistic programs, informing workers about earned end-of-contract benefits and savings and investment opportunities at home, and orderly return of irregular workers</p>			
<p>Design realistic return programs</p>	<p>Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad</p>	<p>Identify and validate necessary elements of return preparation programs by developing appropriate information on worker needs</p>	<p>Baseline data should help identify distinct groups, including savings, goals after return, and needs. This information can improve pre-return and re-integration programs</p>

Financial literacy	<p>Help contract workers abroad to better understand the options for investing their savings in COOs</p> <p>Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions</p>	<p>CODs and COOs can develop financial guides in conjunction with financial institutions in CODs and COOs, NGOs, and other organizations</p> <p>Educate workers about bonuses and contribution refunds in the standard contract and in preparation for return</p>	<p>Not all contract workers have saved enough to justify extensive financial counseling; include options for workers at home with low levels of savings</p>
COO rules on imports	<p>Many contract workers are unaware of COO customs rules and duties, as well as privileges/exemptions</p>	<p>COOs produce and distribute guides to customs rules for returning workers</p>	<p>COOs offer incentives for productive use of savings; more transparent customs rules reduce corruption</p>
Irregular workers	<p>Irregular workers may not be able to leave for COOs without paying fines</p>	<p>COD and COO cooperate to ensure orderly repatriation of irregular workers in conformance with national legislation</p>	<p>COOs and CODs could agree on protocols to return irregular workers</p>
<p>Facilitating re-integration: finding employment, using skills acquired abroad, helping with housing, and promoting linkages.</p>			

<p>COO programs for reintegration of returning workers</p>	<p>Workers may return with savings, but see them disappear quickly if they cannot find gainful employment</p>	<p>COOs could develop special programs to help returnees find jobs, including self-employment that takes advantage of subsidized lending programs and technical assistance</p> <p>Government and private banks could offer safe vehicles to invest foreign-earned savings that protect savers from inflation and exchange rate risks</p>	<p>Many returned workers invest their savings in over-crowded business ventures (e.g. small stores) and end up losing their hard-earned capital.</p> <p>Returned workers should be encouraged to seek assistance to identify viable projects, perhaps by having access to businesses being sold by retirees or workers going abroad.</p>
<p>Productive use of skills acquired abroad</p>	<p>Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>	<p>COOs may need to develop systems for recognizing and certifying the skills of returning workers</p>	<p>COO training centers and industry associations should be invited to help develop skills-recognition program. Use some returned workers in centers that train workers to go abroad</p>

Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Most COOs have Welfare Funds to which departing workers contribute. Explore making loans from these Funds to help returned workers build new or improve housing or generate income in the COO	Singapore's Provident Fund helps workers with relatively few savings to obtain low-cost housing.
Special arrival facilities	Returning workers, especially women, often need assistance and protection	COOs to provide a variety of services to arriving workers including information, telephone services, safe lodging, safe local transport, etc.	On return, workers often encounter problems with hustlers and overcharged for transport
Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Provide services to help workers re-integrate with their families and in their communities by recognizing common problems and strategies to cope with them	Some workers and their families may need access to counseling and other mental-health related services
Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	COOs could motivate returnees to register with public employment offices and make referrals to local employers.	Withdrawal of skilled workers from the labor force while seeking new jobs abroad wastes resources

BEST PRACTICE		BEST PRACTICE		BEST PRACTICE RECOMMENDATION		
Item	Item	Problem	Item	Problem	Item	Problem/Issue

Pre-Employment decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mis-matches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mis-matches by: - improving supply and demand data; 59. harmonizing occupational classification systems using the International Standard Classification of Occupations - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mis-matches by: - improving labor supply and demand data; 60. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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<p>Ensuring better balance between labor supply and demand</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

<p>Regulating recruitment</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language skills can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many COD employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting

COO programs for reintegration of returning workers	COO programs for reintegration of returning workers	Workers with savings disappear quickly if they cannot find employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment
Productive use of skills acquired abroad	Productive use of skills acquired abroad	Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers
BEST PRACTICE	BEST PRACTICE	BEST PRACTICE	BEST PRACTICE	BEST PRACTICE	BEST PRACTICE	BEST PRACTICE
Item	Item	Problem/Issue	Item	Problem	Item	Problem/Issue

Pre-Employment decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad and pre-decisions to work abroad, enhancing harmonizing standards, and regula
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mis-matches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mis-matches by: - improving supply and demand data; 63. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mis-matches by: - improving labor supply and demand data; 64. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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<p>Ensuring better balance between labor supply and demand</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

<p>Regulating recruitment</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many COD employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting

<p>COO programs for reintegration of returning workers</p>	<p>COO programs for reintegration of returning workers</p>	<p>Workers with savings, but see them disappear quickly if they cannot find gainful employment</p>	<p>COO programs for reintegration of returning workers</p>	<p>Workers may return with savings, but see them disappear quickly if they cannot find gainful employment</p>	<p>COO programs for reintegration of returning workers</p>	<p>Workers may return with savings, but see them disappear quickly if they cannot find gainful employment</p>
<p>Productive use of skills acquired abroad</p>	<p>Productive use of skills acquired abroad</p>	<p>Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>	<p>Productive use of skills acquired abroad</p>	<p>Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>	<p>Productive use of skills acquired abroad</p>	<p>Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers
BEST PRACTICE	BEST PRACTICE	BEST PRACTICE	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION
Item	Item	Problem/Issue	Item	Problem	Item	Problem/Issue

Pre-Employment decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mis-matches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mis-matches by: - improving supply and demand data; 67. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mis-matches by: - improving labor supply and demand data; 68. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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<p>Ensuring better balance between labor supply and demand</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

<p>Regulating recruitment</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing comm		Employment Abroad: Pre / rights, enhancing commu		Employment Abroad: Preparing wo / rights, enhancing communication a	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiar labor and immigr Explain access other in and the provid in the	Briefing newly-arrived workers	Avoid prob familiarizin workers wi labor and immigratio Explain hov access healt other in the and the ser provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language emplo misun Foreign may n access advice particu assista	Enhancing communication	Lack of con language ca employer-ens misunderst Foreign wo may not be access infor advice, and particular f assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstanding. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many COD employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing	Facilitating re-integration: helping with housing	Facilitating re-integration: finding employment, helping with housing, and promoting social integration	Facilitating re-integration: helping with housing, and promoting social integration	Facilitating re-integration: helping with housing, and promoting social integration	Facilitating re-integration: helping with housing, and promoting social integration	Facilitating re-integration: finding employment, helping with housing, and promoting social integration

COO programs for reintegration of returning workers	COO programs for reintegration of returning workers	Workers with savings disappear quickly if they cannot find employment	COO programs for reintegration of returning workers	Workers may return with savings but see them disappear quickly if they cannot find gainful employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment
Productive use of skills acquired abroad	Productive use of skills acquired abroad	Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers
BEST PRACTICE	BEST PRACTICE	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION
Item	Item	Problem/Issue	Item	Problem	Item	Problem/Issue

Pre-Employment decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mismatches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mismatches by: - improving supply and demand data; 71. harmonizing occupational classification systems using the International Standard Classification of Occupations - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mismatches by: - improving labor supply and demand data; 72. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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<p>Ensuring better balance between labor supply and demand</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

<p>Regulating recruitment</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers require end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive contributions		Many COD employers require end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO customs rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting

COO programs for reintegration of returning workers	COO programs for reintegration of returning workers	Workers with savings disappear quickly if they cannot find employment	COO programs for reintegration of returning workers	Workers may return with savings but see them disappear quickly if they cannot find gainful employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment
Productive use of skills acquired abroad	Productive use of skills acquired abroad	Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers

BEST PRACTICE RECOMMENDATIONS: CONTRACT WORKER MOBILITY

Item	Problem/Issue	Action	Note
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Pre-Employment abroad and pre-departure: Acquiring skills, making informed decisions to work abroad, enhancing information and transparency, harmonizing standards, and regulating recruitment.

Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	COOs assess efficiency of public & private training institutions to strengthen testing & certification system and standardize skills	Some training institutions are associated with inadequate training and mismatches; need for regulation
COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	Foreign employers or COD authorities visit COO training facilities, review training and certification, and interview workers to improve job-worker matching and increase employer-worker satisfaction	Could begin visits with COO training institutions to encourage higher standards. Institutions could maintain data on the share of graduates offered jobs by foreign employers

<p>Facilitating Job-Matching</p>	<p>Minimize job and worker mis-matches by: - improving labor supply and demand data; 73. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates</p>	<p>COOs and CODs cooperate to develop common definition of occupations, and COOs promote use of COD job titles in training institutions and encourage training to meet skill requirements of CODs</p> <p>CODs and COOs cooperate to develop data on supply and demand for workers with various skills to develop job-worker exchange systems</p> <p>COD's and COO's cooperate to align skill certification and testing systems in line with international standards</p>	<p>One starting point is ILO use of employer definitions to modify ISCO-88 occupations</p> <p>COD or 3rd party to evaluate COO skills training and testing standards</p> <p>Improved labor market data can be useful in labor market planning in both COD and COO</p>
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<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Developing labor market indicators to determine the optimal number and skill mix of contract workers by assessing past or similar projects elsewhere.</p> <p>Develop preferences, quotas and/or levy systems to improve the management of employer requests for contract workers</p> <p>Improve systems to allow employers to hire contract workers already in the COD instead of admitting new contract workers from abroad</p> <p>CODs and COOs cooperate to suppress trading in work permits</p>	<p>Goal of contract worker policy should be to increase productivity and enhance national competitiveness.</p> <p>Better labor market information can help to increase the employment of local workers and ensure that contract worker policy supports economic policy</p> <p>Explore management systems so that employers do not have incentives to request "too many" contract workers</p>
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Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Develop and mandate the use of standard or model contracts that contain all key employment terms and conditions. Transfer approved contracts electronically from COD to COO, and ensure that workers understand their rights and obligations by having COO government agencies attest that departing workers receive and understand their contracts	Contract workers can more easily make informed decisions if they are educated about their rights and responsibilities under standard contracts, and COO agencies explain contract terms
Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	<p>CODs and COOs can cooperate to produce brochures and multimedia tools that explain to contract workers their jobs and lives abroad in a language they understand</p> <p>Families should be able to learn about and plan for contingencies that arise when a family member is employed abroad</p>	Videos can be screened on COO TV as well as at pre-departure orientation to show typical workplaces, accommodations, lifestyles etc

<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>COOs should adopt realistic and easy to understand maximum recruitment fees, such as 1 month's foreign wages, that departing workers pay</p> <p>COOs educate workers about maximum fees and strengthen enforcement to reduce over charges. Encourage licensed agencies to open branches in labor-source areas.</p> <p>CODs and COOs cooperate to combat trade in employment permits, with enforcement aimed at full disclosure of all fees paid, their purpose, and their recipients</p>	<p>Linking recruitment fees to foreign wages is easy for workers to understand, but may cause complications if CODs require COD employers pay all recruitment fees or inequities between workers with different foreign wages.</p> <p>COD mandates that COD employers and agents collected no fees from contract workers</p>
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<p>Incentives for recruiter self-regulation</p>	<p>Recruitment agencies and sub-agents are difficult to regulate effectively</p>	<p>Provide incentives based on the performance of agencies in placing workers in foreign jobs without complaints (e.g. ABC rating system)</p> <p>A-rated recruiters can receive expedited or special services and gain market share over time</p>	<p>Reward A-recruiters with (1) self-certification of standard contracts after a period of inspection that finds no problems; (2) opportunity to accompany minister abroad</p> <p>Can favor employer-recruiter pairs that establish long-term relationships</p>
<p>Reduce worker debt</p>	<p>Many workers obtain loans from moneylenders at high cost to pay deployment costs</p>	<p>COOs develop programs to protect departing workers from excessive pre-departure debt</p>	
<p>Reducing airfare cost</p>	<p>Some policies of COD and COO may raise travel costs for the workers</p>	<p>Encourage airlines to offer low one-way fares and encourage discount airlines to serve major contract employment corridors</p>	<p>CODs reconsider requirement that workers have return tickets</p> <p>Cooperate to develop low-cost round-trip tickets</p> <p>Re-evaluate requirements that employers pay airfare if this raises costs to workers</p>

Employment Abroad: Preparing workers for new work environment, protecting rights, enhancing communication and access to information

<p>Briefing newly-arrived workers</p>	<p>Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD</p>	<p>COD and COO cooperate to develop content of orientation program for departing and newly arrived workers that explains their rights and responsibilities and how to deal with common issues</p>	<p>CODs to develop and disseminate Standard Operating Procedures to handle arrivals as well as problems, from runaway workers to arrests</p>
<p>Enhancing communications</p>	<p>Lack of common language can cause employer-employee misunderstanding. Foreign workers may not be able to access information, advice, and particular forms of assistance.</p>	<p>Make workers aware of the services provided by COO labor attaches. Establish information services for foreign workers in major cities, and create help/hot lines to answer worker questions.</p>	<p>Korean and Canadian worker centers may be a model to provide multi-language centers and help or hot lines</p> <p>Korea requires workers to learn some Korean before they can be selected by employers to work in Korea</p>

Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	CODs can ensure that contract workers receive the wages due them with wage protection systems and mandatory insurance schemes, and monitor them to ensure compliance	Many workers are employed in dangerous occupations, including construction, highlighting the need for education to minimize occupational risks, effective treatment for injuries, and follow-up care in the COO
Preparing for Return: designing realistic programs, informing workers about earned end-of-contract benefits and savings and investment opportunities at home, and orderly return of irregular workers			
Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Identify and validate necessary elements of return preparation programs by developing appropriate information on worker needs	Baseline data should help identify distinct groups, including savings, goals after return, and needs. This information can improve pre-return and re-integration programs

Financial literacy	<p>Help contract workers abroad to better understand the options for investing their savings in COOs</p> <p>Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions</p>	<p>CODs and COOs can develop financial guides in conjunction with financial institutions in CODs and COOs, NGOs, and other organizations</p> <p>Educate workers about bonuses and contribution refunds in the standard contract and in preparation for return</p>	<p>Not all contract workers have saved enough to justify extensive financial counseling; include options for workers at home with low levels of savings</p>
COO rules on imports	<p>Many contract workers are unaware of COO customs rules and duties, as well as privileges/exemptions</p>	<p>COOs produce and distribute guides to customs rules for returning workers</p>	<p>COOs offer incentives for productive use of savings; more transparent customs rules reduce corruption</p>
Irregular workers	<p>Irregular workers may not be able to leave for COOs without paying fines</p>	<p>COD and COO cooperate to ensure orderly repatriation of irregular workers in conformance with national legislation</p>	<p>COOs and CODs could agree on protocols to return irregular workers</p>
<p>Facilitating re-integration: finding employment, using skills acquired abroad, helping with housing, and promoting linkages.</p>			

<p>COO programs for reintegration of returning workers</p>	<p>Workers may return with savings, but see them disappear quickly if they cannot find gainful employment</p>	<p>COOs could develop special programs to help returnees find jobs, including self-employment that takes advantage of subsidized lending programs and technical assistance</p> <p>Government and private banks could offer safe vehicles to invest foreign-earned savings that protect savers from inflation and exchange rate risks</p>	<p>Many returned workers invest their savings in over-crowded business ventures (e.g. small stores) and end up losing their hard-earned capital.</p> <p>Returned workers should be encouraged to seek assistance to identify viable projects, perhaps by having access to businesses being sold by retirees or workers going abroad.</p>
<p>Productive use of skills acquired abroad</p>	<p>Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>	<p>COOs may need to develop systems for recognizing and certifying the skills of returning workers</p>	<p>COO training centers and industry associations should be invited to help develop skills-recognition program. Use some returned workers in centers that train workers to go abroad</p>

Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Most COOs have Welfare Funds to which departing workers contribute. Explore making loans from these Funds to help returned workers build new or improve housing or generate income in the COO	Singapore's Provident Fund helps workers with relatively few savings to obtain low-cost housing.
Special arrival facilities	Returning workers, especially women, often need assistance and protection	COOs to provide a variety of services to arriving workers including information, telephone services, safe lodging, safe local transport, etc.	On return, workers often encounter problems with hustlers and overcharged for transport
Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Provide services to help workers re-integrate with their families and in their communities by recognizing common problems and strategies to cope with them	Some workers and their families may need access to counseling and other mental-health related services
Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	COOs could motivate returnees to register with public employment offices and make referrals to local employers.	Withdrawal of skilled workers from the labor force while seeking new jobs abroad wastes resources

BEST PRACTICE	BEST PRACTICE		BEST PRACTICE RECOMMENDATION		BEST PRACTICE RECOMMENDATION	
Item	Item	Problem	Item	Problem	Item	Problem/Issue
Pre-Employment decisions to work abroad and harmonizing standards	Pre-Employment abroad decisions to work abroad and harmonizing standards		Pre-Employment abroad decisions to work abroad, and harmonizing standards, and		Pre-Employment abroad and pre-decisions to work abroad, enhancing standards, and regulatory	
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mis-matches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mis-matches by: - improving supply and demand data; 76. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mis-matches by: - improving labor supply and demand data; 77. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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<p>Ensuring better balance between labor supply and demand</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

<p>Regulating recruitment</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many COD employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting

COO programs for reintegration of returning workers	COO programs for reintegration of returning workers	Workers with savings disappear quickly if they cannot find employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment
Productive use of skills acquired abroad	Productive use of skills acquired abroad	Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers
BEST PRACTICE	BEST PRACTICE	BEST PRACTICE	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION
Item	Item	Problem/Issue	Item	Problem/Issue	Item	Problem/Issue

Pre-Employment decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mis-matches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mis-matches by: - improving supply and demand data; 80. harmonizing occupational classification systems using the International Standard Classification of Occupations - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mis-matches by: - improving labor supply and demand data; 81. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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<p>Ensuring better balance between labor supply and demand</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

<p>Regulating recruitment</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many COD employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting

<p>COO programs for reintegration of returning workers</p>	<p>COO programs for reintegration of returning workers</p>	<p>Workers with savings disappear quickly if they cannot find employment</p>	<p>COO programs for reintegration of returning workers</p>	<p>Workers may return with savings, but see them disappear quickly if they cannot find gainful employment</p>	<p>COO programs for reintegration of returning workers</p>	<p>Workers may return with savings, but see them disappear quickly if they cannot find gainful employment</p>
<p>Productive use of skills acquired abroad</p>	<p>Productive use of skills acquired abroad</p>	<p>Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>	<p>Productive use of skills acquired abroad</p>	<p>Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>	<p>Productive use of skills acquired abroad</p>	<p>Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers
BEST PRACTICE	BEST PRACTICE	BEST PRACTICE	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION
Item	Item	Problem/Issue	Item	Problem	Item	Problem/Issue

Pre-Employment decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mis-matches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mis-matches by: - improving supply and demand data; 84. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mis-matches by: - improving labor supply and demand data; 85. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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<p>Ensuring better balance between labor supply and demand</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

<p>Regulating recruitment</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many COD employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting

<p>COO programs for reintegration of returning workers</p>	<p>COO programs for reintegration of returning workers</p>	<p>Workers with savings, but see them disappear quickly if they cannot find gainful employment</p>	<p>COO programs for reintegration of returning workers</p>	<p>Workers may return with savings, but see them disappear quickly if they cannot find gainful employment</p>	<p>COO programs for reintegration of returning workers</p>	<p>Workers may return with savings, but see them disappear quickly if they cannot find gainful employment</p>
<p>Productive use of skills acquired abroad</p>	<p>Productive use of skills acquired abroad</p>	<p>Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>	<p>Productive use of skills acquired abroad</p>	<p>Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>	<p>Productive use of skills acquired abroad</p>	<p>Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad.</p> <p>Perhaps begin with letters from foreign employer attesting to worker skills and experience.</p>

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers
BEST PRACTICE	BEST PRACTICE	BEST PRACTICE	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION
Item	Item	Problem/Issue	Item	Problem/Issue	Item	Problem/Issue

Pre-Employment decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mis-matches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mis-matches by: - improving supply and demand data; 88. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mis-matches by: - improving labor supply and demand data; 89. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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<p>Ensuring better balance between labor supply and demand</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

<p>Regulating recruitment</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many COD employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting

COO programs for reintegration of returning workers	COO programs for reintegration of returning workers	Workers with savings disappear quickly if they cannot find employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment
Productive use of skills acquired abroad	Productive use of skills acquired abroad	Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers
BEST PRACTICE	BEST PRACTICE	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION
Item	Item	Problem/Issue	Item	Problem	Item	Problem/Issue

Pre-Employment decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mismatches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mismatches by: - improving supply and demand data; 92. harmonizing occupational classification systems using the International Standard Classification of Occupations - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mismatches by: - improving labor supply and demand data; 93. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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<p>Ensuring better balance between labor supply and demand</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

<p>Regulating recruitment</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	<p>Regulating recruitment</p>	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers require end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many COD employers require end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting

COO programs for reintegration of returning workers	COO programs for reintegration of returning workers	Workers with savings disappear quickly if they cannot find employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment
Productive use of skills acquired abroad	Productive use of skills acquired abroad	Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers
BEST PRACTICE	BEST PRACTICE	BEST PRACTICE	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION	BEST PRACTICE RECOMMENDATION
Item	Item	Problem/Issue	Item	Problem/Issue	Item	Problem/Issue

Pre-Employment decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	Pre-Employment abroad decisions to work abroad, harmonizing standards, and	
Skills training and certification	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad	Skills training and certification	Without a system to train and test standardized skills, there can lead to costly mismatches abroad
COD employer access to information on workers and training in COOs	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities	COD employer access to information on workers and training in COOs	Reduce information asymmetry between employer expectations and contract worker abilities

Facilitating Job-Matching	Facilitating Job-Matching	Minimize worker mis-matches by: - improving supply and demand data; - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job worker mis-matches by: - improving supply and demand data; 96. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates	Facilitating Job-Matching	Minimize job and worker mis-matches by: - improving labor supply and demand data; 97. harmonizing occupational classification systems using the International Standard Classification of Occupations (ISCO); - facilitating recognition of standards and certificates
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<p>Ensuring better balance between labor supply and demand</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>	<p>Ensuring better balance between labor supply and demand</p>	<p>Admitting contract workers largely on the basis of employer requests can result in too many workers, reducing productivity and perhaps encouraging irregularity</p>
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Standard or model contracts	Standard or model contracts	Disputes and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD	Standard or model contracts	Disputes over terms and requirements of the job once the contract worker has arrived in the COD
Pre-departure and post-arrival education and information	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services	Pre-departure and post-arrival education and information	Potential workers need to be better informed of what to expect in COD before departure, including the job, local laws, and information on health and social services

Regulating recruitment	Regulating recruitment	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	Regulating recruitment	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>	Regulating recruitment	<p>Unlicensed recruiters take advantage of low-skilled workers</p> <p>Maximum fees set by COOs are violated routinely; many fees are paid by workers to subagents and other intermediaries</p> <p>Recruiters engage in visa trading</p> <p>Improve pre-departure health screening to avoid sending workers abroad who are found to be medically unfit</p>
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Incentives for recruiter self-regulation	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively	Incentives for recruiter self-regulation	Recruitment agencies and sub-agents are difficult to regulate effectively
Reduce worker debt	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs	Reduce worker debt	Many workers obtain loans from moneylenders at high cost to pay deployment costs
Reducing airfare cost	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers	Reducing airfare cost	Some policies of COD and COO may raise travel costs for the workers

Employment / rights, enhancing	Employment Abroad / rights, enhancing communication		Employment Abroad: Pre / rights, enhancing communication		Employment Abroad: Preparing work / rights, enhancing communication	
Briefing newly-arrived workers	Briefing newly-arrived workers	Avoid familiarizing labor and immigration. Explain how to access health and other in the and the services provided in the	Briefing newly-arrived workers	Avoid problems by familiarizing workers with labor and immigration. Explain how to access health and other in the and the services provided by in the COD	Briefing newly-arrived workers	Avoid problems by familiarizing workers with local labor and immigration laws. Explain how to access health and other in the COD, and the services provided by COOs in the COD
Enhancing communication	Enhancing communication	Lack of language skills can cause employment misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.	Enhancing communication	Lack of common language can cause employer-employee misunderstandings. Foreign workers may not be able to access information, advice, and particular forms of assistance.

Strengthen enforcement of labor and other laws	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints	Strengthen enforcement of labor and other laws	COD may find it hard to detect violations of wage and other labor laws that protect contract workers if they rely on worker complaints
Preparing for earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular	Preparing for Return: designing real earned end-of-contract benefits and orderly return of irregular
Design realistic return programs	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad	Design realistic return programs	Avoiding returns considered unsuccessful Worker needs vary. Most workers want to return, but some may not be ready to return if they failed to achieve goals abroad

Financial literacy	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers better understand the options for investing their savings in COOs	Financial literacy	Help contract workers abroad to better understand the options for investing their savings in COOs
		Many employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many COD employers do not provide end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions		Many CODs require employers to pay end-of-service bonuses and allow withdrawal of social security contributions; some workers do not receive bonuses or contributions
COO rules on imports	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions	COO rules on imports	Many contract workers are unaware of COO rules and duties, as well as privileges/exemptions
Irregular workers	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines	Irregular workers	Irregular workers may not be able to leave for COOs without paying fines
Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: helping with housing, and promoting	Facilitating re-integration: finding employment, and promoting

COO programs for reintegration of returning workers	COO programs for reintegration of returning workers	Workers with savings disappear quickly if they cannot find employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment	COO programs for reintegration of returning workers	Workers may return with savings, but see them disappear quickly if they cannot find gainful employment
Productive use of skills acquired abroad	Productive use of skills acquired abroad	Develop recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.	Productive use of skills acquired abroad	Develop credentials recognition systems so that local industries know about the skills acquired by workers who have been abroad. Perhaps begin with letters from foreign employer attesting to worker skills and experience.

Capital for new or improved housing	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers	Capital for new or improved housing	New or improved housing is often the top priority of returned contract workers
Special arrival facilities	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection	Special arrival facilities	Returning workers, especially women, often need assistance and protection
Promote re-integration of workers with their families and in communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities	Promote re-integration of workers with their families and in communities	Returning workers may have trouble re-adapting to their families and communities
Consider re-deployment abroad	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers	Consider re-deployment abroad	Many returned workers seek to go abroad again as contract workers