

USING TECHNOLOGY TO RECRUIT AND EMPLOY MIGRANT WORKERS RESPONSIBLY

LESSONS LEARNED REPORT



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ACRONYMS

APK	Android Package
COVID-19	Coronavirus disease 2019
CREST FASHION	Corporate Responsibility in Eliminating Slavery and Trafficking in Fashion
FGD	Focus group discussion
GCM	Global Compact for Safe, Orderly and Regular Migration
IOM	International Organization for Migration
KII	Key informant interview
NGO	Non-governmental organization
PDF	Portable Document Format
QR code	Quick Response Code
UNGP	United Nations Guiding Principles on Business and Human Rights

INTRODUCTION

Labour migration is a defining feature of the modern economy. The Global Compact for Safe, Orderly and Regular Migration¹ (GCM), consistent with target 10.7 of *Transforming our world: the 2030 Agenda for Sustainable Development*, recognizes that “safe, orderly and regular migration works for all when it takes place in a well-informed, planned and consensual manner.”

However, ensuring that migrant workers’ human and labour rights are protected throughout the labour migration cycle is often difficult.

Within Asia, exploitative recruitment practices are omnipresent. High recruitment fees leading to debt bondage (an indicator of forced labour), deceit about the terms and conditions of employment contracts, processing of fake employment and immigration documents, confiscation of identity documents as well as emotional and physical violence have all been well documented as occurring during the recruitment process.

Governments face numerous challenges in regulating and monitoring the international recruitment industry. As a result, a range of other actors, including businesses, trade unions and civil society organizations are stepping in. According to the United Nations Guiding Principles on Business and Human Rights (UNGP), businesses are responsible for respecting the rights of all stakeholders, including through undertaking an ongoing human rights due diligence process, which should encompass labour recruiters.

While technology and blockchain solutions are not a panacea to the systemic issues fueling human and labour rights’ violations of migrant workers in international recruitment industry, they can aid the ongoing efforts to combat exploitation.

ABOUT THIS REPORT

Based on a project implemented between August 2020 and August 2021 by the International Organization for Migration (IOM) in partnership with Diginex, an impact tech business, this paper shares learnings on the impact and feasibility of deploying eMin, a blockchain solution to assess the recruitment and employment experiences of migrant workers, in Thailand in two sectors: in the garment manufacturing sector with

Delta Galil Industries and its Thai facility Thai Progress Garment, and in the rubber supply chain with IKEA and its Thailand-based supplier Tat Win Company Limited. In addition, the report seeks to provide guidance and practical recommendations to employers and technology providers to improve future iterations of eMin rollout.

1. International Organization for Migration (IOM). (2016). Global compact for safe, orderly and regular migration. Available from: <https://www.iom.int/global-compact-migration>.

2. IOM. (2015). Recruitment monitoring & migrant welfare assistance what works? Available from: https://www.iom.int/sites/g/files/tmzbd1486/files/migrated_files/What-We-Do/docs/Recruitment-Monitoring-Book.pdf.

3. Diginex [internet]. Available from: <https://www.diginex.com>.



WHAT IS BLOCKCHAIN AND HOW CAN IT BE USED TO PROMOTE FAIR AND ETHICAL RECRUITMENT AND EMPLOYMENT?

Blockchain is a digital system of recording information in a way that makes it difficult or impossible to alter that information. With blockchain, contracts are embedded in digital code and stored in transparent, shared databases, where they are protected from deletion, tampering and revision. “Every agreement, every process, every task (...) has a digital record and signature that could be identified, validated, stored, and shared.”⁴

Transparency and monitoring of recruitment and employment in international supply chains remain a challenge. Recruitment processes – which take place in migrant workers’ countries or communities of origin and involve numerous actors such as labour recruiters, sub-agents and brokers – are difficult to oversee and

monitor. The fragmented nature of production within global supply chains, as well as disrupted information flows between brands and suppliers, present additional challenges.

To improve supply chain transparency, the potential of blockchain is currently being put to test by multiple actors around the world. Organizations aim to use blockchain solutions to enhance information flows between migrant workers and their employers, empower migrant workers to voice their concerns, and drive systemic reforms.⁵ One of these solutions is eMin, a mobile-optimized and blockchain-based platform developed by Diginex and built on the open-source and secure Tezos Protocol.⁶ The application has been designed to:

01 Upload key documents such as employment contracts and identity documents securely and share them with migrant workers. Copies stored on eMin cannot be altered or destroyed. The documents are secured using a private personal key, offering outstanding levels of security to workers.

02 Connect employers directly with migrant workers via customized surveys to verify compliance with fair and ethical recruitment and employment principles and conditions as laid out in workers’ employment contracts. eMin allows employers to upload customized surveys, for example to gather feedback from migrant workers on their recruitment experiences and employment conditions. Examples of questions that could be asked to migrant workers include:

- i. Did you have your personal documents retained during the recruitment process?
- ii. Were you provided with a contract in a language you understand?

Once the surveys are filled by workers, eMin anonymizes and consolidates all data provided. Through the data provided by migrant workers, areas for further validation, where migrant workers may be particularly at risk during the migration journey, can be identified. Examples of risks may include migrant workers:

- i. Having paid recruitment fees or related costs,
- ii. Not being provided with a contract prior to departure in a language they can understand,
- iii. Having their documents retained at any stage of the labour migration process,
- iv. Working hours exceeding legal limits,
- v. Not having access to effective grievance mechanisms available at the company level.

4. Marco Iansiti and Karim R. Lakhani (2017). The Truth About Blockchain. It will take years to transform business, but the journey begins now. Available from: <https://hbr.org/2017/01/the-truth-about-blockchain>.

5. Migrant worker justice initiative (2018). Transformative technology for migrant workers. Available from: <https://www.mwji.org/highlights/2018/11/report-transformative-technology-for-migrant-workers>.

6. Tezos is a self-upgradable blockchain with an established history and one of the first projects to incorporate proof-of-stake - a consensus mechanism that aligns the incentives of participants to keep costs low, avoid centralization and put network power in the hands of stakeholders <https://www.tezos.com/>

03

Provide access to e-learning materials to migrant workers and employers. Materials can be uploaded to the application and viewed by its users. These e-learning materials are tailored to the unique challenges and needs of migrant workers and provided in the workers' language. Links to e-learning materials stored on eMin can also be shared externally, allowing workers to send and post helpful content, so that other migrant workers can also benefit from the materials.

Through these functions, eMin expands the use of technology to increase transparency of recruitment and employment processes, aiming to address modern slavery risks facing migrant workers. Documenting relevant risk factors such as recruitment fees and related costs or providing key documents such as employment contracts on an immutable ledger from the very beginning of the recruitment process provides

greater transparency to both migrant workers and their employers. By making the recruitment and employment processes transparent, recruiters and employers can be held accountable for their commitments and for adhering to policies they have established. Such accountability strengthens both honest communication and trust between employers and workers.



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CASE STUDY

LATEX AND GARMENT MANUFACTURING IN THAILAND



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Between August 2020 and August 2021, IOM partnered with the tech firm Diginex to deploy eMin in the latex and garment manufacturing sectors in Thailand.

This pilot project was implemented in the framework of IOM's Corporate Responsibility in Eliminating Slavery and Trafficking in Fashion (CREST Fashion) programme⁷ funded in part by Laudes Foundation.

Between April and August 2021, IOM partnered with Delta Galil Industries and its Thai facility Thai Progress Garment, as well as with IKEA and its Thailand-based supplier Tat Win Company Limited to test blockchain solutions and assess the recruitment and employment experiences of Myanmar migrant workers, to pinpoint the stages of the labour migration journey where migrants are particularly vulnerable to exploitation. During the project, there has been a focus on testing blockchain solutions and data protection of information provided by migrant workers.

A total of 238 Myanmar workers (100 men and 138 women) employed at the two companies operating in the garment and latex manufacturing sectors participated in the project. At one of the companies, the employer also uploaded employment contracts of 69 migrant workers onto eMin for their review. Document uploading was done through eMin's desktop-based employer's module.

Prior to the rollout of the assessment, migrant workers were provided with a written information sheet outlining ethical research principles and IOM's data protection principles. In addition, human resources staff verbally explained the project and the information sheet to migrant workers to secure their informed consent ahead of the data collection. In order to share information, migrant workers had to download the eMin app on their phones. Since 87 per cent of workers had their own smartphones, doing so was possible. However, eMin can only be operated on devices using an operating system featuring Android 7.0 or above, which not all migrant workers had access to. In addition, not all workers' phones were fully functioning. Because of these unavoidable constraints, some migrant workers were unable to participate in the assessment.

During the assessments, all data were collected anonymously during in-person sessions with 20 to 25 migrant workers at the time. Interpreters and either IOM or human resources staff were available during the data collection sessions to help workers download the app and answer any questions they might have had about the survey. The human resources staff, however, remained in a remote place of the room to make migrant workers comfortable while filling the eMin survey. Collected data were robust and identified initial risks for further validation, possibly thanks to the trust

7. IOM (2019). CREST Fashion: IOM is partnering with the fashion industry to eliminate slavery and trafficking. Available from: <https://crest.iom.int/en/event/crest-fashion-iom-partnering-fashion-industry-eliminate-slavery-and-trafficking>.

between migrant workers and the employer, and the encouragement they received from their supervisors to provide honest answers.

Brand and supplier representatives also participated in the project and received the anonymized assessment findings so that they could identify potential risks facing migrant workers employed in their supply chains. These

findings could inform required actions from respective stakeholders to prevent identified risks from occurring.

Following the project, IOM consulted both the companies' staff and migrant workers on the usage of the app and the rollout of the assessment. The methodology is summarized in Annex 1. The feedback and perceptions provided by stakeholders are provided below.

BRANDS AND EMPLOYERS: WELL-INFORMED DECISION-MAKING AND IMPROVED DUE DILIGENCE

Brand and employer representatives who participated in the pilot found **great value in having an overall view** of “the dynamics” during the recruitment process and in the workplace as reported by employed migrant workers. The app was effective in allowing companies **to pinpoint the stages of the labour migration journey where migrant workers are particularly vulnerable**

to exploitation. An employer representative noted that the company gained more insights into recruitment fees and costs paid by migrant workers and to whom these costs were paid. Based on these findings, companies could take necessary action to implement the ‘Employer Pays Principle’ (meaning that workers do not pay for their recruitment).

“The project helped identify areas where our company must take a deeper dive to improve conditions for migrant workers in the facility. It has also informed the direction of a forthcoming review of its factory management system and the employer-worker communication channels,”

..... said a company's representative.

Companies also felt that the app was a tool to enhance communication between employers and migrant workers in the workplace. The app was considered

to provide a unique opportunity to receive migrant workers' honest feedback, as migrant workers could share their feedback anonymously.

“Even though companies encourage migrant workers to speak freely if they face any challenges, migrant workers may feel more comfortable to share their feedback through a survey conducted online through a third party,”

..... said a company's representative.

However, employer representatives recognized that for migrant workers, recognizing the benefits they could gain from sharing their recruitment and employment experiences through eMin was more difficult. Therefore, employers deemed that having human resources staff

present during the rollout of the assessment was key for the assessment to be effective, so that staff could again verbally explain to workers why taking part in the assessment is important.

MIGRANT WORKERS: WANTING TO LEARN BUT HESITANT

Through eMin, migrant workers were provided with learning opportunities and watched audiovisual materials related to the coronavirus disease 2019 (COVID-19), for instance on how to protect themselves during the pandemic, and on regulations to enter Thailand from Myanmar. The videos were created and uploaded onto the app by Diginex and a non-governmental organization (NGO), The Mekong Club, through co-funding provided by the Foreign, Commonwealth and Development Office in Thailand of the Government of the United Kingdom of Great Britain and Northern Ireland. Migrant workers reported that they appreciated these materials and indicated they would benefit from similar materials covering different topics related to their human and labour rights, and from other workplace and recruitment-related information. Most workers reported that videos should not exceed five minutes and that they should be able to watch the videos 'offline' as well. Some workers stated that they would show the videos to their friends in their free time.

Migrant workers who had employment contracts uploaded to eMin saw value in having this option. Although workers were provided with their contract during the recruitment process, for some of them this was the first time they read the contract – once it was uploaded to eMin. Therefore, by having access to their contracts at all times on the application, workers may be more likely to go through it. Migrant workers would benefit from having access to their employment contracts during the recruitment and deployment stage in their communities or countries of origin prior to departing on their migration journey and commencing their employment, when 'trust' between the migrant worker and employer has not yet been established.

Even though migrant workers noted that having access to their employment contracts on eMin was beneficial to them, Diginex representatives added that safely and securely sharing sensitive documents through the app is

challenging because migrant workers may not have email addresses to register in eMin. Therefore, alternatives may need to be considered to share sensitive documents with migrant workers while ensuring data protection principles and without limiting workers' accessibility to the documents.

While migrant workers were positive about the learning opportunities and having access to their employment contract through eMin, their opinions were divided in relation to sharing their recruitment experiences and employment conditions. Some migrant workers reported that it is important to be able to share their experiences with their employers to inform them of challenges they may face and allow them to undertake the necessary actions. Migrant workers thought such experience sharing is important to be able to receive remedy and so that new workers do not experience similar issues.

However, some workers thought that sharing information through an app could be more beneficial if other workers could also see this information. For example, workers thought it would be useful to compare salary deductions for accommodation or taxes. They also indicated the need for an in-app forum function to allow the employer to respond directly to any queries raised and for workers to hear from their employer.

Some migrant workers who participated in the assessment found it difficult to recognize the benefits they could gain from sharing their recruitment and employment information through eMin. Because the app was introduced to workers by their employer, it was perceived as being "imposed" on them, despite all the measures taken by IOM and the employer as described in the methodology section. Migrant workers indicated that having fellow workers introduce them to the app would be more effective in getting everyone's buy-in to use it.

"This application will be useful if migrant workers see the value and want to use it,"
 said a migrant worker

Despite an introductory session provided by human resources staff to explain the project and reassure migrant workers that their data would remain confidential, participants remained doubtful as to whether their responses would stay anonymous and were worried that they would face retaliation should they provide negative responses. Migrant workers had the option to provide their data anonymously, and most migrant workers chose to do so.

Participants also admitted that using an application to share their experiences was very new to many of them. They usually discuss workplace issues directly with the human resources staff rather than raise them via an app.

Last, user experience played a major role in the way migrant workers received the app. Many migrant workers who participated in the assessment did not have email addresses or did not remember their password, which was required to log into the Google Playstore. Therefore, to facilitate the downloading and registration processes of eMin, it was beneficial that during the assessments undertaken, migrant workers

were provided different ways of downloading the app, for example through in-phone store app, Quick Response (QR) code or Android Package (APK) file, and that migrant workers were enabled to register to eMin using their Facebook account, which most migrant workers have.

While using the application, several issues – such as font glitches, survey design, inability to edit one's responses, difficulties in downloading the app and connecting to personal accounts – significantly affected migrant workers' impressions. Glitches experienced were largely related to types of phones used by migrant workers. While no correlation between the glitches and types of phones was found, many workers facing challenges while using eMin used 'Oppo' and 'Vivo' phones. Diginex representatives also noted that it is challenging to overcome the font glitches because there are two kinds of Myanmar fonts used for typesetting - Zawgyi and Unicode - and different mobile phones can read different font codes, while applications can only operate one at a time.



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LESSONS LEARNED



Overall, eMin generated valuable insights for the participating companies and helped them strengthen communication with migrant workers they employed. eMin also contributed to increasing the transparency of labour migration processes within international supply chains.

For companies, incentives of using the application and participating in the project were tangible, clear and straightforward. Having access to feedback from migrant workers on their migration journey was extremely useful given the difficulties in oversight of the recruitment processes in the countries of origin, and challenges and costs required to collect feedback from migrant workers employed in the facilities.

However, migrant workers were not fully convinced of the value of the project, particularly due to lack of tangible incentives to participate, lack of trust and unfamiliarity with a new application.

While incentives were clear for companies, this was not the case for migrant workers. Employers reassuring migrant workers that collected information would help improve organizational processes was not sufficient or tangible enough for the workers to see the value in using the app or motivate them to participate. As well, at the time of writing this report, companies were still in the process of validating the assessment findings and developing a corrective action plan. Addressing the identified challenges could help build trust with migrant workers, encouraging further participation and engagement with apps such as eMin.

Familiarity with different types of technology also affected the workers' feedback. Sharing information through mobile apps was new to many migrant workers, which might have affected the trust of migrant workers in the eMin solution, leaving them uncertain as to what to expect from the app, and how their data were protected.

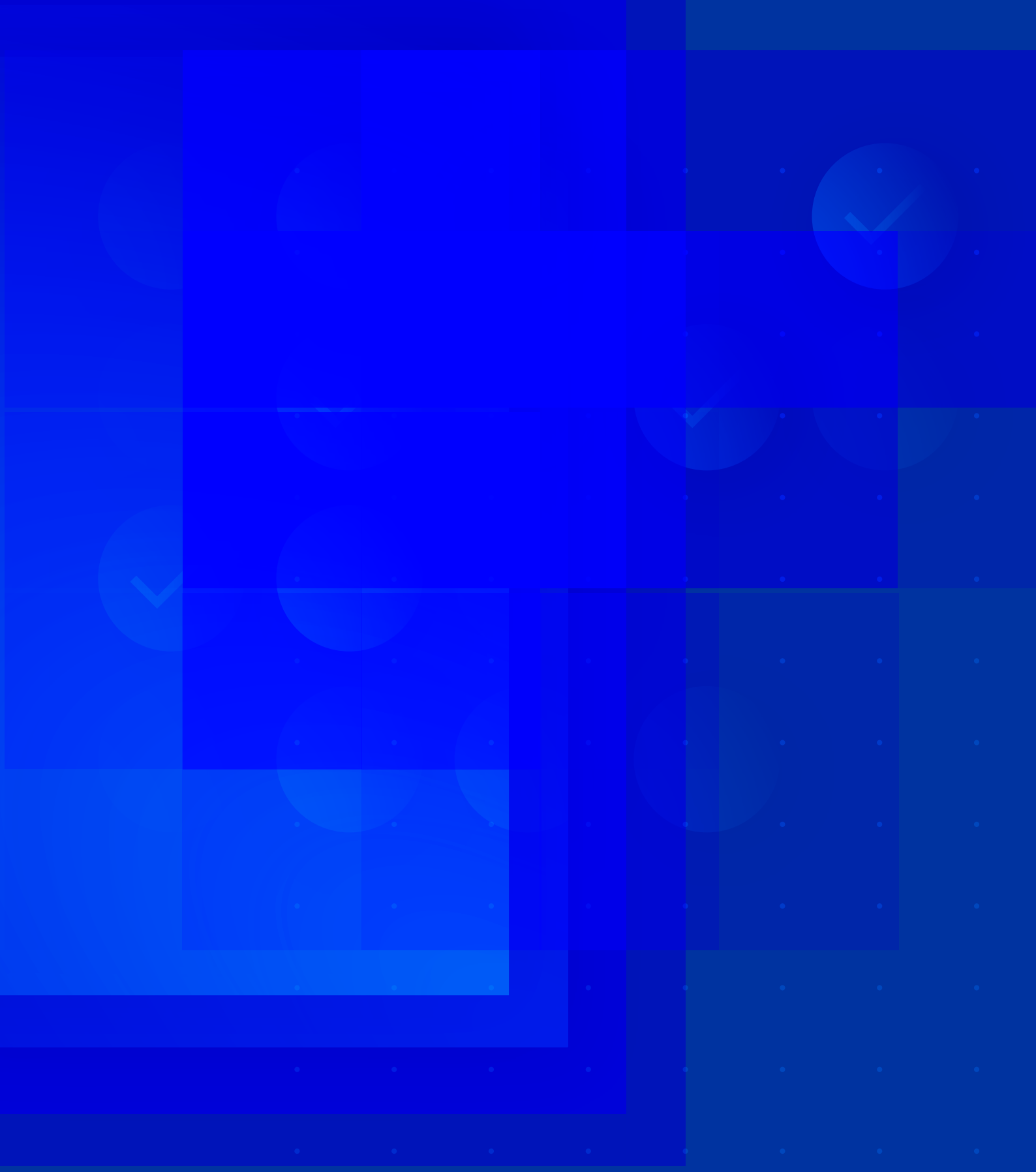
In addition, while some workers indicated that they would like the employer to respond directly to queries raised, the protection of migrant workers' privacy and security through anonymous engagement may be at odds with the ability of the employer to verify the data collected and provide remediation to individual workers.

Other shortcomings identified include that data collected through mobile apps may be inaccurate, and questions prone to misinterpretation. Digital surveys pose limitations to asking follow-up questions or seeking clarifications from respondents. These surveys are, however, very effective in identifying key trends that can then guide company efforts to better understand recruitment and employment processes.

To conclude, blockchain solutions help improve information flows between migrant workers and employers. Migrant workers can share anonymous feedback with employers and provide them with insights into recruitment and employment processes that are hard to monitor otherwise. Such feedback offers potential to enhance migrant workers' access to remediation and to drive worker-centered improvements of company management systems. "However, it must be noted that blockchain cannot fix structural inequalities, missing institutional capacity or a lack of human intent."



8. Migrant worker justice initiative (2018). Transformative technology for migrant workers. Available from: <https://www.mwji.org/highlights/2018/11/report-transformative-technology-for-migrant-workers>.



RECOMMENDATIONS



Based on the feedback and suggestions provided by participating employers, brands and migrant workers, the following recommendations will be helpful to improve future rollout of eMin:

FOR EMPLOYERS

- **Include migrant workers and their representatives in the design and rollout of assessments**, so that migrant workers see value in using blockchain solutions. Migrant workers shared that they prefer to be introduced to such solutions by their peers, meaning that companies may benefit from training a small group of migrant workers who would then train the others in using the app. Migrant workers must be given time to familiarize themselves with the application and test its functions.
- **Create trust** and build a workplace environment where migrant workers feel comfortable sharing their experiences, including those who may raise red flags with the employers. “Employers have to be able to put themselves in the shoes of migrant workers and understand the challenges and risks they may face throughout their migration journey. Employers must also be **open to receiving migrant workers’ feedback** and **should not fear receiving this information**,” said a representative of Delta Galil Industries. Building trust means involving migrant workers and representatives in the design and implementation of management systems and policies, and providing reliable and predictable processes to migrant workers such as remediation mechanisms.
- **Communicate clearly to migrant workers the purpose, modality, confidentiality and expected outcomes of a project using technology solutions to collect migrant workers’ feedback**. This can help employers to generate buy-in from workers, create incentives and manage expectations. Gains and incentives for migrant workers to participate in the data collection should be determined before the assessment starts and should be clearly explained to migrant workers. These incentives should be meaningful to migrant workers and potentially lead to real engagement between the employer and migrant workers. In addition, data confidentiality arrangements and expected action that will be taken by the employer following the data collection should also be determined and clearly explained to migrant workers prior to commencing the assessment. Informational sessions should be organized in small groups in the presence of an interpreter, including women interpreters, to allow migrant workers to ask questions.
- **Clarify and explain the protection of collected data to migrant workers from the very beginning of the project**. Depending on the expected outcomes, companies may choose whether to collect information from migrant workers anonymously or not. Anonymity is likely to translate into more honest responses; however, it can affect the company’s ability to verify data or provide remedies to migrant workers. If companies would like to provide remedy to individual migrant workers, workers should be provided with the option to choose whether to share selected data with their employer. If companies choose to address migrant workers’ issues, they must act timely on the complaints raised to avoid migrant workers losing trust if no solutions are provided.
- **Account for varying educational attainment and literacy levels of migrant workers, and for the different types of phones that migrant workers use**. Ensure that survey questions are simple, short and easy to understand by migrant

workers, even without the support of trainers or interpreters. Otherwise, migrant workers may misunderstand certain questions and could provide ‘wrong data’ or choose to leave questions blank. Companies should ensure that staff or peer migrant workers who can support filling in the survey are available. Additionally, most apps and blockchain solutions such as eMin require updated software and operating systems. However, not all migrant workers may obtain such devices. Therefore, to ensure workers’ participation, employers or trainers should have additional devices on hand that integrate eMin, which migrant workers could borrow to take part in the assessment.

- **Ensure access to adequate support to analyse assessment findings and determine follow-up actions.** Once migrant workers have provided information regarding their recruitment experiences and employment conditions, companies should ensure that they are able to analyse the findings and conclude whether these are in line with relevant national legislation and international standards or whether they pose a risk to migrant workers and corrective actions are required. If corrective actions are required, companies also need support to determine what actions they could undertake to mitigate or address the potential risks identified.

FOR TECHNOLOGY PROVIDERS

- **Create an optimal user experience for migrant workers and account for the different types of phones migrant workers use,** which means that blockchain solutions should be easy to use and available in the languages they can understand. As noted, a challenge is that certain phones may not be able to read certain fonts of migrant workers’ languages, and that migrant workers may use many types of phones (such as Oppo or Vivo). Therefore, to avoid glitches and challenges during assessment rollout, technology providers should ensure that the app is well tested on types of phones often used by migrant workers. An optimal user experience contributes to building trust among migrant workers in technology solutions and can also boost workers’ motivation or willingness to participate in data collection. eMin was designed with Facebook integration capacity because migrant workers like to see applications designed in a similar manner as those that they are already comfortable in using, particularly Facebook.
- **Involve migrant workers and employers in the development of the application** from the beginning, so that their needs are addressed and the application is user friendly. Doing so is critical in applying a rights-based approach and contributes to a continued positive user experience of involved

stakeholders. Technology providers should also continuously seek the feedback of migrant workers and their employer and continue enhancing and refining the technology to keep up with changing demands and trends.

- **Account for the varying digital literacy levels of migrant workers** and ensure that downloading and setting up of the application is easy. Migrant workers may not have e-mail accounts necessary to log into an app. Many may be unaware of or unable to download and set up the apps. Providing migrant workers with different ways of downloading the application through for example in-phone store app, QR code or APK file were shown to be beneficial in the July 2021 pilot.
- **Sharing key documents such as employment contracts should be done safely and securely.** Many migrant workers do not have email addresses, which makes it difficult to share sensitive documents safely and securely through an app. Therefore, sharing of documents with some groups of migrant workers may be limited, and alternatives may need to be considered. An example could be to share with migrant workers the agreements signed between suppliers and labour recruiters, including policies both parties should adhere to.

- **Do not require migrant workers to download documents to their phones** if they want to view documents such as their employment contracts on the app. Migrant workers are often unfamiliar with portable document format (PDF) and Word files, and when files are downloaded, they may not know where these are stored on their phones. In some cases, migrant workers even need to download a separate application to proceed with the downloading, posing another challenge. Should downloading documents to a worker's phone be absolutely necessary for the app to function, training on where and how PDF and Word files go after being downloaded into phones should be integrated into overall training of the app.
- **Provide additional guidance to companies to help them assess and address assessment findings.** Therefore, consolidated data should be presented to companies in a clear manner, flagging where migrant workers may face challenges, where corrective actions are required, and providing practical recommendations. Data could also be presented in a gender-disaggregated form so that employers can pinpoint issues that particularly affect women migrant workers. However, ensuring that such disaggregation does not compromise respondents' anonymity is important.



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ANNEX I

METHODOLOGY

Information presented in this report has been collected using qualitative methods between July and September 2021. The lessons learned assessment followed the eMin rollout that was conducted between April and July 2021 in two companies.

A total of **18 key informant interviews (KII)** and two focus group discussions (FGD) with migrant workers, supplier and brand representatives as well as IOM staff were conducted (Table 1).

Data Collection Method	Type of Respondent	Number of Respondents	Gender	
			Women	Men
Qualitative: FGD	Migrant worker	16	4	12
Qualitative: KII	Migrant worker	10	1	9
	Supplier representative	3	1	2
	Brand representative	3	2	1
	IOM personnel	2	2	0
Total		34	10	24

Table 1: **DATA COLLECTION BETWEEN 26 JULY AND 27 AUGUST 2021**

DATA COLLECTION AND VALIDATION

Questionnaires were designed to understand: 1) whether the project had increased employers and brands' understanding of migrant workers' past recruitment experiences and employment conditions, and whether increased understanding had prompted changes to their decision-making or commitment; 2) how migrant workers perceive eMin; 3) key challenges during the implementation of technology, and 4) how future iterations of the project and the app can be improved.

The data collection process was conducted under IOM's data protection policy. No personal or organization's names have been used in the report. Participation in the online survey, focus group discussions and key informant interviews were voluntary, with the respondents' right to decline answers to any questions.

SAMPLING

Migrant workers who were interviewed indicated in the survey on eMin that they agreed to be contacted by IOM at a later stage to gather their feedback on

the assessment. These migrant workers have been complemented by others proposed by their employer to be interviewed.

DATA SATURATION

Data saturation, understood as "a number of interviews needed to get a reliable sense of thematic exhaustion and variability within the data set,"⁹ was reached during

qualitative interviews with migrant workers, employer and brand representatives and IOM personnel.

LIMITATIONS AND CHALLENGES

Due to a COVID-19 outbreak at one of the companies at the end of July 2021, it was not possible to gather

feedback on the assessment and the blockchain solution among migrant workers of this company.

9. Guest et al. (2006). How Many Interviews Are Enough? An Experiment with Data Saturation and Variability. Available from: <https://chip.uconn.edu/wp-content/uploads/sites/1245/2019/05/Guest-et-al-2006-Saturation.pdf>.





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