



# The Nordic Initiative

Combating unethical recruitment  
and discrimination of migrant  
workers in Thailand

2019 Pilot Report



# CONTENTS

INTRODUCTION	1	INTERVIEWS	
<hr/>		<hr/>	
ABOUT THE TOOL	2	Results	
<hr/>		Training topic and Impact	19
Learning objectives		Quizrr	20
Introduction		<hr/>	
Employment Practices		CONCLUSIONS AND RECOMMENDATIONS	21
Workplace Policies		<hr/>	
Workplace Dialogue		NEXT STEPS 2019 AND ONWARDS	23
Management Practices		<hr/>	
<hr/>		APPENDIX	
SCOPE OF THE PILOT	3		
<hr/>			
PROJECT TIMELINE	4		
<hr/>			
TRAINING OVERVIEW	5		
Training Performance	5		
Introduction			
Employment Practices	6		
Workplace Policies			
Workplace Dialogue	8		
Management Practices			
<hr/>			
BASELINE AND FOLLOW-UP SURVEY	9		
<hr/>			
Results	10		
Quizrr analysis			
Comments			
<hr/>			
POST-TRAINING SURVEY	11		
<hr/>			
Results	12		
The tool	13		
Implementation and support training			
Quizrr portal			
Scalability and expansion	14		
Open-ended questions			
Best aspects of training			
Issues and suggestions for improvement	15		
Feedback on Quizrr			
Quizrr analysis and comments on post-training survey	16		

# INTRODUCTION

Millions of migrant workers risk exploitation and exposure to discrimination and human trafficking. There are an estimated 3.9 million documented and undocumented migrant workers working in Thailand, according to the UN – Migrant Report 2019. Migrant workers help fill labour shortages and contribute to economic growth. Most of them come from neighbouring Cambodia, Myanmar, Lao People’s Democratic Republic and Viet Nam. Thailand benefits significantly from their presence and that is becoming ever more important as Thai society ages. Migrant workers constitute over 10 per cent of the total labour force, their work is thought to contribute between 4.3 to 6.6 per cent of Thailand’s Gross Domestic Product.

## AIMS

- Promote ethical recruitment practices for migrant workers
- Ensure a high standard of practice regarding rights and responsibilities by building knowledge about current Thai labour laws.
- Provide scalable, engaging and effective training to workers and especially migrant workers in Thailand
- Improve working conditions in factories in Thailand
- Create a basis for further expansion of the training for factory workers and managers

A great number of migrant workers in Thailand work in the food sector, during a time when a multitude of international reports criticize the industry for instances of poor working conditions. “While the situation for migrants in Thailand has improved in some ways since the last report in 2014, many challenges remain the same” (Benjamin Harkins, 2019). Despite this, large quantities of fish, fruits and processed foods are continually imported into Europe by various companies in the sector.

In response to the challenges related to business operations in Thailand, several of the largest food retailers in the Nordic countries approached Quizrr to search for an effective and scalable solution relevant to their supply chains in Thailand. Axfoundation – a non-profit organization who is one of the leads in sustainable action, facilitated numerous meetings with companies and organisations to gauge the interest in a joint approach. With a shared cost model, the brands could participate in the development and pilot the training.

The Nordic Initiative was formed in 2017, consisting of Axfood, Axfoundation, Coop, CPF Denmark, ICA, Martin & Servera, Menigo, Norvida, S Group Finland, Unil Norway and Quizrr. Quizrr took a first step to conduct a pre-study to explore the potential of using digital training tools in capacity building in the supply chain in Thailand. Quizrr also identified costs and funding for the project.

Quizrr provides engaging digital training. The content is based on customised film dramas and quiz questions to help global brands educate work forces, measure impact and share their social investments in supply chains. The training developed for the Thailand pilot is focused on ethical recruitment, employment rights and responsibilities targeting migrant and Thai workers and managers within the factory. The content is based on international guidelines on sustainable development, corporate responsibility and Thai law. The training was designed using local languages and settings to capture the interest of workers and convey a sense of realism. The simplicity of the platform makes it easy for users to track their progress, which then motivates suppliers to change behaviour. Apart from developing the training, Quizrr implemented the rollout and acted as the service provider throughout the pilot process. The development was partly funded by the Swedish Government Agency for Innovations Systems (Vinnova).

The Nordic Initiative pilot phase is intended to form the initial step in a durable approach to improve workplace conditions and recruitment processes in Thailand for both migrant and Thai workers. The long-term scope includes different tiers and industries, as well as diverse stakeholders, such as recruitment agencies and centres in sending countries. It is envisaged that there could be further development of the digital training to produce films and content adapted for workers, in line with Quizrr solutions.



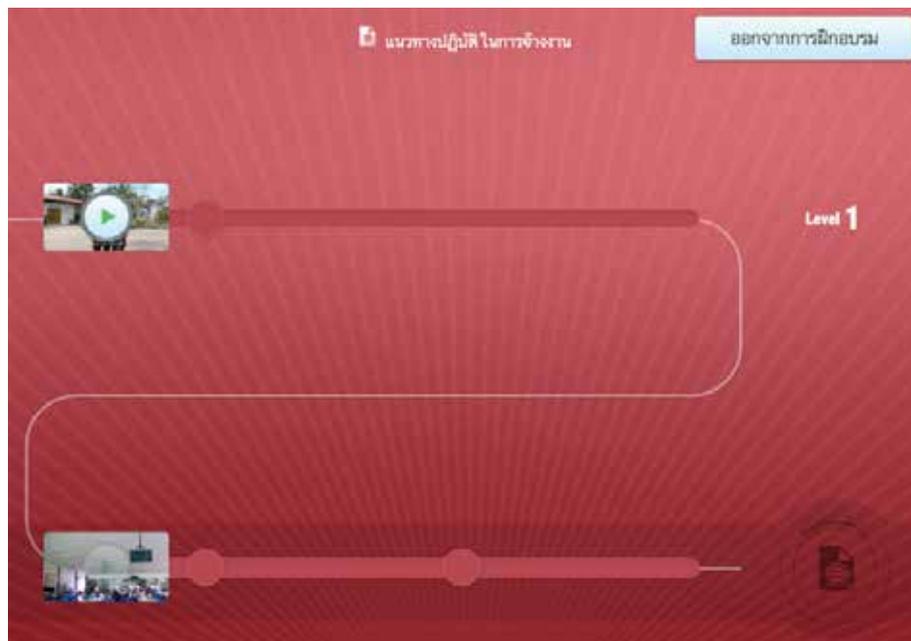


# ABOUT THE TOOL

- 12 film clips between 1 to 3 minutes, in total 23 minutes
- Films available in three languages with actors from Thailand, Myanmar and Cambodia.
- Full training available in Thai, Burmese and Khmer with voice support to match different languages for trainees with reading difficulty.
- Learning Modules: Introduction, Employment Practices, Workplace Policies, Workplace Dialogue, and Management Practices (only for management training)
- There are 6 questions in Introduction, 15 questions in Employment Practices, 23 questions in Workplace Policies, 15 questions in Workplace Dialogue for workers, and in addition of 32 questions in Management Practices
- Training with tablet can be conducted individually for managers and middle managers/supervisors, and in groups of three to five for workers
- All aggregate training results are saved and displayed in the Quizrr web dashboard.

The Quizrr Right and Responsibilities training is a gamified tablet-based training with short film live action dramas and quiz questions. The quiz questions and answers reflect the information in the film clips as well as expand on the learning

In this pilot, the development of the tool is initiated by brands in the food sector. Naturally the scope of the pilot participants is limited to that sector. However, the training is developed to fit different industries and tiers.



## LEARNING OBJECTIVES

### Introduction

Introduction to the training topics.

### Employment Practices

Recruitment, contracts and retention of documents.

### Workplace Policies

Wages and benefits, working hours, overtime and leave.

### Workplace Dialogue

Worker representatives, proper grievance channels and welfare committees.

### Management Practices

For management at different levels, focusing on processes and systems.

The content, focusing on rights and responsibilities, is based on research and case studies and practices from standards including ILO GLP, TLS 8001, IHRB Dhaka Principle, corporate code of conducts such as BSCI, ETI, IHRB Dhaka Principles and Thai law.

# SCOPE OF THE PILOT

There were 10 factories across Thailand that participated in the pilot. The companies in the Nordic Initiative selected and invited the participating factories. A total of 9 companies participated with factories from their supply chain. The factories ranged in size from 100 employees to more than 600 employees.

This pilot training was targeting top managers and middle managers, supervisors, and workers in 3 nationalities –Thai, Myanmar, Cambodia. The number of staff that participated in the training depended on the size of the factory ranging from 100 trainees in the smaller factories to 500+ in the larger factories.

\*SOK and Norvida did not participate with any factories directly.

BRAND	FACTORY NAME	LOCATION
Axfood	Factory 1	Pathumthani
Axfood	Factory 2	Ratchaburi
Coop	Factory 1	Ratchaburi
Coop	Factory 2	Rayong
CPF Denmark	Factory 1	Bangkok
CPF Denmark	Factory 2	Bangkok
CPF Denmark / Menigo	Factory 3	Chonburi
Ica	Factory 1	Kanchanaburi
Martin & Servera	Factory 1	Bangkok
Unil	Factory 1	Trat



# PROJECT TIMELINE

STAGE	TASK	DATE
Preparation and development	Phase I – Define project, scope and budget – Vinnova funding and approvals	– April/July 2017 – August/November 2017
	Phase II – Research – Stakeholder engagement; meetings and webinars – Content development – Tech development	– January 2018/January 2019
Recruitment and Onboarding	Factory events in Bangkok	– June 2018/November 2018
	Factory webinars	– September 2018/October 2018
	Kick-off/tablets handed out to factories	– 27 <sup>th</sup> of November 2018
	Revised translation; Thai, Burmese and Khmer	– December 2018
Pilot	Start-up meeting with factories	– December 2018/January 2019
	Training start; Baseline, training and follow-up	– January 2019/June 2019
	Feedback from factories	– 17 <sup>th</sup> to 30 <sup>th</sup> of June 2019
Evaluation and report	In -depth interview and survey	– June/August 2019
	Final report	– September 2019
	Pilot summary seminar (Sep 17th) and webinars	– September 2019



# TRAINING OVERVIEW

- Pilot period January 2019 to June 2019
- Over the course of the pilot, \*2288 employees included managers, middle-managers/supervisors, and workers, were trained in 9793 sessions
- There were \*1539 Thai, 540 Myanmar, 223 Cambodian users were trained in total time of 1919 hours in all sessions.
- The average time it took to complete the full training for the workers (trained 4 modules) was 1 hrs 20 minutes, and for the managers and middle-managers/supervisors (trained 5 modules) was 1 hrs 46 minutes.



\*According to Quizrr both total numbers are correct. They add up differently because there were some trainees who seem to have trained in several languages. This observation could suggest that the factories might have asked their translators to test languages before training their employees.

## Training Performance

Training performance is measured using the percentage of trainees that answer the quiz question correctly on the first try. The questions with the highest number of correct answers on the first attempt suggest that trainees have grasped the learning objectives associated with those questions. The questions with the lowest number of correct answers on the first try suggest that there is a lower level of mastery for those learning objectives.

Note: There are instances where the lowest training performance questions still have a relatively high correct first answer percentage. However, even in these cases, a lot can be learned about where the gaps are in terms of learning objective comprehension. For example: A factory which has a high score at 92% in one of the modules, could still have a lower score at 76% in some question(s) within that module. By looking at the results per question, Quizrr data can indicate to the factory which areas their trainees need extra efforts in training and information.

---

### Module: Introduction

Overall trainees were able to show their understanding of migrant workers situation regarding to work permit and indicate their trust when needs help and clarification on the concern issue. This is demonstrated in the high first correct answer scores for questions such as:

**Question:** *Vichet is worried about his work permit and his friend Sopiap is trying to help him. What is management's responsibility regarding workers' problems?*

**Answer:** *Management must make sure that all workers feel safe to turn to HR or management for help and clarification.*

In addition, migrant trainees recalled their right to move freely in and out of their workplaces or dormitories. This is displayed in the high first correct answer scores for question such as:

**Question:** *After a long work day you might want to spend time with your friends or go out for a snack. What are the rules for workers after working hours?*

**Answer:** *All employees, locals or migrants, have the right to move freely after working hours.*

Overall trainees had a comparatively lower scores on questions regarding workers voice. This is seen in the lower first correct answer scores for questions such as:

**Question:** *The workers and managers in the film look for ways to improve conditions at the workplace. How can the management ensure that problems can be solved?*

**Answer:** *The management must make sure that there are different structures for employees to share worries, concerns and ideas.*

Additionally, the majority of migrant trainees did not remember how to find the information regarding the rules on leave. This is demonstrated in the lower first correct answer scores for question such as:

**Question:** *Desha, one of the workers in the film, just returned from leave. Where can you turn if you have any questions regarding the rules on leave?*

**Answer:** *Read your employment contract or ask the HR department.*

# TRAINING OVERVIEW

## Module: Employment Practices

Overall trainees demonstrated a high level of comprehension in this module. They recalled the legal requirements regarding general employment practices on language requirements. This can be seen in the high first correct answer scores for questions such as:

**Question:** *Which of the following statements is correct regarding your employment contract?*

**Answer:** *When starting your employment, you should get a copy of the signed contract in your native language.*

Migrant trainees also recognised the importance to understand the contract thoroughly. This can be seen in the high first correct answer scores for questions such as:

**Question:** *Aung Ko says that he sometimes finds the employment contract difficult to understand. What do you think should be done?*

**Answer:** *Employment terms should be explained at the time of recruitment to ensure that the worker understands and agrees.*

Whereas overall trainees did not recognise some form of discrimination in the workplace. This is displayed in the lower first correct answer scores for question such as:

**Question:** *What are some examples of discrimination in the workplace?*

**Answer:** *When people get different job opportunities, tasks, and wages because of their gender or place of birth.*

Migrant trainees had short knowledge regarding security deposits, they did not recognise the information on employment contract and were not aware of the prohibited retention of employee's property. This is demonstrated in the lower first correct answer scores for questions such as:

**Question:** *Should the employment contract include information about security deposits required by the employer?*

**Answer:** *No, security deposits are not permitted under Thai labour law, as they can be used to create forced labour.*

**Question:** *What information can you find in an employment contract?*

**Answer:** *Information about your working hours, overtime compensation, salary, and payment day.*

**Question:** *It is illegal for the employer to keep a worker's salary or demand security deposits. What are other examples of forced labour?*

**Answer:** *The employer withholds a worker's passport and legal documents without the workers consent.*

---

## Module: Workplace Policies

Both Thai and migrant trainees demonstrated knowledge of information on their payslip which displayed in the high first correct answer scores for questions such as:

**Question:** *Your payslip must be provided in your local language. What information can be found on your payslip?*

**Answer:** *How much you have worked and how your pay has been calculated.*

**Question:** *What other information should always be included in his/her payslip?*

**Answer:** *The amount of his/her basic pay, any overtime pay, holiday pay, bonuses and deductions.*

# TRAINING OVERVIEW

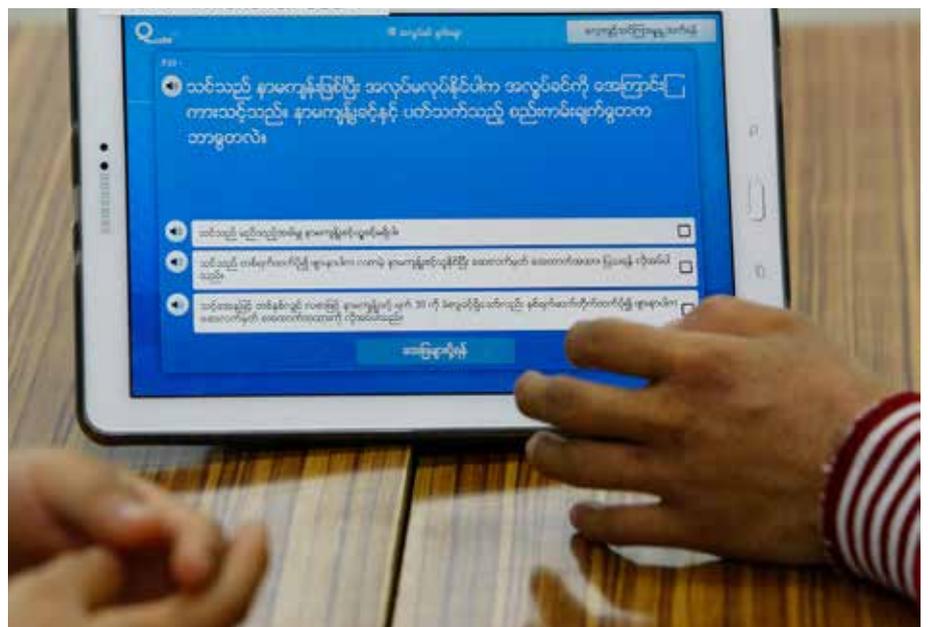
However, trainees had a harder time to understand the components of grievance. This is demonstrated in lower first correct answer scores for questions such as:

**Question:** *It is against the law to fire or punish an employee for raising a grievance. What else is important to know when you want to raise a grievance?*

**Answer:** *You can always raise a grievance confidentially and anonymously.*

**Question:** *What else is important for workers to know about filing a grievance?*

**Answer:** *It should be possible to raise a grievance confidentially or anonymously, and it is illegal to punish an employee for raising a grievance.*



# TRAINING OVERVIEW

## Module: Workplace Dialogue

Overall trainees demonstrated awareness of harassment and abuse, and importance in grievance mechanisms. This can be seen in the high first correct answer scores for questions such as:

**Question:** *Well-functioning grievance channels make it easier for a company to detect harassment and abuse. What kind of abuse and harassment should be reported to management?*

**Answer:** *All kinds of abuse – physical and verbal.*

On the contrary, the majority of trainees had a lack of understanding in the nature of Welfare Committee and worker representatives which displayed in the lower first correct answer scores for questions such as:

**Question:** *How can a factory make sure that all workers feel comfortable bringing up sensitive issues to worker representatives?*

**Answer:** *Have workers from different genders and nationalities as representatives.*

---

## Module: Management Practices

Only for managers and supervisors

Overall trainees demonstrated an understanding in general nature of stipulations in labour law, as well as in sourcing country legislation regarding fees and costs, as displayed in the high first correct answer scores for questions such as:

**Question:** *In the film, the Factory Manager Ladawan and the HR Manager Poramet talk about the importance of recruiting in a fair way to attract and keep good workers. International initiatives such as Amfori BSCI and the IHRB Dhaka Principles, give guidance on fair and ethical recruitment, based around the Employer Pays Principle (EPP). What do you think the main idea of EPP is?*

**Answer:** *The employer does not charge recruitment fees from workers, and covers fees and travel costs involved in recruitment processes in both receiving and sending countries.*

Whilst, trainees had incomplete concept in the importance and benefits of worker representatives. This is demonstrated in lower first correct answer scores for questions such as:

**Question:** *Having worker representatives at a factory is known to create stability, and may contribute to reduced employee turnover. What do you think could be another benefit of worker representatives?*

**Answer:** *Worker representatives can reduce the risk and spreading of rumours, conflicts, and unrest.*

---

# BASELINE AND FOLLOW UP SURVEY

The baseline and follow up surveys are used to measure and evaluate the knowledge gained over the training period. The baseline is given to at least 10% of the target trainees, included managers, middle-managers/ supervisors, and workers. The baseline can be used as a benchmark for the current level of knowledge trainees have about the topic of rights and responsibilities. Following the training, the follow up survey is given to at least 10% of those who participated in the training or at least 10 trainees for smaller factories. The follow up can be used to measure the level of knowledge trainees have on the topic after participating in the training. The results from baseline can then be compared to the follow up to see the increase or decrease in knowledge as a result of participating in the training.

The baseline and follow up surveys were conducted on tablets in official Thai/ Burmese/ Khmer. Quizrr recommended that factories conduct the baseline, training, and follow up in separate sessions. However, some of the factories, especially smaller ones, conducted all three parts in one day\*\*. Additionally, factories were instructed to make sure those selected for the baseline and follow up were diverse in terms of department, age, gender, nationality etc.

All 8 factories met the 10% minimum participation for the baseline and follow up. There were 2 factories that could not conduct the follow up in time for the end of the pilot project, one due to internal change of responsible staff and the other could not complete the 10% minimum participation due to peak production season. Baseline and follow up participation ranged from 8.14% to 68.63% of all trainees.

---

*\*\*Quizrr's Operations Team received comments during the pilot that having the baseline, training, and follow up conducted in different, separate session was not efficient since it requires trainees to be pulled out of work in three instances.*

*Quizrr believes that the factories know best when it comes to planning the training for the needs of their factory. The baseline and training can be conducted in the same session. However, it is recommended that the follow up is done at least a few weeks following the training in order to get an accurate sense of what participants retained from the training.*

# BASELINE AND FOLLOW UP SURVEY

## RESULTS

The average baseline score for the Quizrr Rights and Responsibilities Training Pilot was 78.66%. Baseline scores ranged from 59.20% to 95.83% across the participating factories.

The average follow up score was 89.12% and ranged from 71.80% to 98.84% depending on the factory. 9 out of 10 participation factories saw an increase in scores from the baseline to follow up surveys. Average increase among these factories was 10.45%\*.

One factory that saw -2.65% decrease this could have been due to high baseline scores making it more difficult to increase the follow up scores\*.

The calculation of the average Baseline and Follow up score has been done for 9 factories since one factory was not able to conduct the follow up.

\*Average baseline score 78.66%, average follow up score 89.12%

## QUIZRR ANALYSIS AND COMMENTS

\*One risk regarding the baseline is that trainees guess the answer correctly instead of honestly answering “I don’t know”. This also could have contributed to the decrease in scores for one factory that declined from baseline to follow up.

Some of the very high baseline scores and much lower performance scores could suggest the possibility of assistance to the trainees doing the survey. This is not uncommon, as Quizrr has found in other trainings, trainees can see the baseline as a test and feel pressured to do well.

Alternatively, the high baseline scores could be reflective of the fact that trainees have good knowledge from previous capacity building training.

---

# POST-TRAINING SURVEY

The post-training survey was sent to all participating factory points-of-contact on June 18th, 2019 via email. The points-of-contact were instructed to send the survey link to everyone who participated in the training. The survey was conducted between June 18th and July 14th, 2019. The survey was asked overall respondents to evaluate Quizrr, the digital training, training topics, the tool (films and quiz questions), language/translations, and additional survey for managers and middle management/supervisors on implementation and support, and scalability.

The multiple-response statements used a four-point Likert scale from “Strongly Disagree” to “Strongly Agree”, and also include mid-points, for those who are not a point of contact on subject matter. There were also five open response questions included for more detailed feedback. The principle is to get a holistic view of respondents’ opinions and their level of agreement.

Some of the survey statements and questions included were:

- Tablet training is an effective way to train factory management and workers.
- It was easy to plan the Quizrr training.
- Rights and Responsibilities, is an important topic to learn.
- I gained new knowledge on the topic of involuntary work.
- The films helped improve my learning on the topic.
- The language used in the questions was correct.
- Employees would benefit from Quizrr training on Rights and Responsibilities topic.
- What suggestions do you have to improve the training?
- Would you recommend Quizrr training to others? Why or why not?

---

\*7.87% (180 out of 2288) of trainees participated in the post-training survey and the average time it took respondents to complete the survey for managers and middle management/supervisors was 8 minutes and for workers 4 minutes 30 seconds.

\*According to Survey sample size calculator, confidence level is 95%, and margin of error is 7%.

The main difficulty in surveying at this time is due to it coinciding with many factories peak production period. One factory could not participate due to internal change of responsible staff.

# POST-TRAINING SURVEY

## RESULTS

### General

9 factories participated in the survey. However, one of the factories had relatively low response rates based on the number of that participated in the Quizrr training. The other factory could not find the responsible person in time for the survey period.

#### From 180 respondents:

- 9% of participants identified themselves as managers
- 12% of participants identified themselves as middle managers and supervisors
- 59% of participants identified themselves as Thai workers
- 9% of participants identified themselves as Myanmar workers
- 11% of participants identified themselves as Cambodian workers

For 72% of all participants and 92% of all migrant participants, this was their first training on the topic of rights and responsibilities.

#### Factory size in the post training survey:

- 50% – 1–500 workers
- 14% – 501–1000 workers
- 11% – 1001–2000 workers
- 19% – 2001–4000 workers
- 6% are not aware of their size of factory

90% of all respondents and 86% of migrant respondents agreed or strongly agreed that digital training is easy to use.

---

\*Quizrr's comment: This finding is a common one. Face-to-face training has traditionally been the training method used in factories. It may take time to change the mindset of how trainings are best conducted.

In addition, the subject of rights and responsibilities is complex and detailed and may require more reflection and discussion. In instances where the training topic is particularly complicated, Quizrr may introduce blended learning that uses both digital training and face-to-face workshops.

However, due to the cost and time required for face-to-face trainings, digital trainings are a more cost- and time-efficient alternative without sacrificing quality.

# POST-TRAINING SURVEY

## THE TOOL

- 82% could relate to the situations and characters in the film.
- 88% believe that the film clips helped improve their knowledge on the topic.
- 87% of respondents said that the quiz questions helped improve their knowledge on rights and responsibilities.

### Language

#### Thai

- 87% agreed that Thai language in the film and question was correct.
- 84% of Thai worker respondents agreed that language was easy to understand.

However, only \*50% of management respondents agreed that language was easy to understand.

*\*Quizrr comment: Some vocabulary in the films and quizzes were official and difficult to comprehend if trainees are unfamiliar with the topic. This can suggest Quizrr to include a simplified definition of particular words in training films or quizzes.*

#### Burmese

- 75% agreed that Burmese language in the film and question was correct.
- 78% agreed that Burmese language in the film and question was easy to understand.

#### Khmer

- 45% agreed that Khmer language in the film and question was correct.
- 58% agreed that Khmer language in the film and question was easy to understand.

#### Management respondents

- 90% agreed or strongly agreed that tablet training is a good way to learn.
- 87% said that tablet training is an effective way to train factory managers and workers.

---

## Implementation and Support/Training

- 88% said they agree that the brand provided important and relevant information on the pilot.
- 3% of respondents were not the assigned point-of-contact with the brand.
- 89% said they agree and strongly that Quizrr provided important and relevant information on the pilot.
- 8% of respondents were not the assigned point-of-contact with Quizrr.
- Of those that were the point-of-contact, 87% believe that Quizrr provided professional support throughout the pilot.

### Quizrr Portal

- 87% agreed Quizrr dashboard is easy to use.
- 80% agreed Quizrr dashboard data is easy to understand and to follow the training progress.
- 89% agreed Quizrr dashboard data is useful.

# POST-TRAINING SURVEY

## Scalability and Expansion

- 90% of managers surveyed believe that Quizrr digital training is a good way of learning.
- 87% believe that Quizrr digital training is an effective way to train factory management and workers.
- 84% said Quizrr training was easy to plan for workers.

The most important consideration when management considering using Quizrr trainings is:

- 74% learning outcomes and benefits
- 13% training time per person
- 10% training cost
- 3% buyer relationships

## Open-ended questions

In this section the respondents had a chance to write their opinion in their own words and languages. There were 4 groups of respondents; management, Thai workers, Myanmar workers, and Cambodian workers. Unfortunately, we did not receive any comment from Myanmar respondents.

## Best Aspects of the Training

Many managers said that the best part of the Quizrr training was the ability to easily and effectively train factory staff. One person said: “Convenient and easy-to-plan training”

Others said that:

*“Vivid samples from films make it easy to understand the content”*

*“Easy to train and learn because there are film clips tell stories which lead to questions immediately”*

*“Modern technology makes it easy to test the knowledge”*

*“No need to arrange trainer”*

*“Thinking and answering questions without pressure”*

Many workers, especially migrant workers said the best part is film clips for each training module which make the learning more fun and easier to understand, and not boring. Here are some quotes from workers:

*“Enjoy watching the films and they are useful to me”*

*“I do not have to read all this by myself”*

*“The films were easy to understand”*

*“Not a sleepy training”*

*“It is exciting to use modern technology”*

Additionally, workers cited the learning outcomes as the best parts. Responses included:

*“I have learned some new knowledge about the rights of workers”*

*“I have learned about migrant labour law”*

*“Making it easier to know about labour law”*

*“I can use this knowledge in my workplace”*

# POST-TRAINING SURVEY

## Issues and Suggestions for Improvement

The Language used in the questions and answers is the main issue among overall respondents. Here are some quotes of the issues which suggested improvement:

*“Some questions and answers are too long until I got confused”*

*“Some words or questions are too difficult to understand, have to translate from Thai to Thai or read the sentences many times”*

*“Please use workers language”*

One Cambodian worker said:

*“Questions should be interpreted more easily”.*

The other Cambodian worker also reported that Cambodian translation needs improvement.

Further suggestion of improvement was in the area of content in the films. Most of respondents mentioned that there was not enough information in the films to answer the questions\*:

*“Please provide enough content in the films accordingly to the questions.”*

*“Films content does not convey to questions and answers.”*

\*Explanation of learning design is in Quizrr analysis and comments on post-training survey.

Another often mentioned providing more case studies and information on specific legislation in the training:

*“Provide more details on welfare and wages”*

*“Provide more details on labour laws related to Thai people. This one focuses too much on the migrants.”*

In addition, there are mentions over technical issue such as:

*“The fonts should be bigger and clearer”*

*“It will be very good if this can be connected to the projector. I am old. I cannot see well”*

*“Rewind button for the films please”*

*“I wish I can add more specific content for my company”*

---

## Feedback on QuizRR

Majority of trainees believed that the Quizrr training was better than other trainings they have done previously citing its flexibility and engaging learning process.

Management respondents commented:

*“Employees can participate in the training more than other types of training”*

*“Quizrr is better than the other training in the aspect of training can be done in small groups, instead of having to train in a large group”*

*“Using films as a medium make training becomes more interesting.”*

*“We can learn (the content) from quiz game.”*

# POST-TRAINING SURVEY

Worker respondents said:

*“Other training methods are boring, but with QuizRR training, I felt engaged and alert with interaction. I did not feel sleepy.”*

*“It is not a boring training as the trainees were allowed to participate in quizzes.”*

*“It is better as I could watch the film clips, answering the quiz and gained the knowledge.”*

*“I can do the training when I can.”*

*“Very easy to reach out the training, but I wish I can train on my phone too.”*

Also, a large number of respondents said they would recommend Quizrr training to others. One person said:

*“It can engage trainees to learn more than other kinds of training.”*

Another person said that he/she would recommend QuizRR training because:

*“The training content is easy to understand and is suitable for all levels of employees.”*

*“Useful training. It allows all trainees to learn and understand their own rights and responsibilities.”*

---

## Quizrr analysis and comments on post-training survey

The post-training survey feedback suggests that the pilot was well executed and the Quizrr training had been given high regards in term of learning technique, content, training engagement, planning and flexibility.

The quiz questions and film clips received high marks in the multiple-choice questions. However, in the open response questions, both were the one of the most often mentioned areas for improvement.

A large number of trainees in all language’s comments that Quizrr needs to simplify and shorten some questions and use more of “worker language” in the quizzes. There was also an issue of language translation in quizzes at the Kick-off Seminar in Bangkok in November 27th, 2018 which was revised directly before the actual pilot training started. After the pilot training there is still some remarks on Khmer language errors which will be revised again in future version.

The other feedback among majority trainees is about the lack of information in the films to answer quizzes. Furthermore, some interviewees mentioned wanting more specific case studies in the training. Quizrr has received this feedback before and has previously tested other ways of producing more informative films. The learning from these tests was that workers do not find the films engaging and inspiring enough if they become solely information segments. To avoid “fact-fatigue”, the training must be kept balanced in regards of length, information and motivation.

In addition, Quizrr training aims to encourage dialogue in workplace and part of the learning design is to learn the knowledge through gamification or quiz game. With films lead questions, the strategy is to engage and motivate the trainees, and also encourage the interaction and discussions within the group while training or outside the group after training. Finding the answer and clarification after the training is a part of learning stimulation and engagement.

# POST-TRAINING SURVEY

Through our research, Quizrr understands that learning culture in Thailand gives a lot of pressure and value in exam result. Quizrr training is not an exam. Quizrr is also aware of the learning curve and knowledge gap between different employment stage/status and education background in different employees. There is no judgement on how high or low the scores which trainees made. The measurable function in Quizrr tool is there for the trainees to be motivated and aware of what can be improved. As we described that factories can use Quizrr to train their employees repeatedly, so the tool can serve the purpose of sustainable learning.

In addition, during pilot there were minor 6 IT issues. The problems were isolated to a few factories. Four issues were about users understanding on technology. Two issues were an error set up from Quizrr IT team. One issue was about the understanding of users on how to read the dashboard information and how training was set up. All issues were solved quickly without further problem. Quizrr appreciated all the IT reports and questions from factories. (See appendix for detail)

At large, the significant positive feedback on the benefits of tablet training and the ease of training plan suggests that factories would considering to continue with Quizrr. This conclusion is further supported based on the favourable responses on the scalability and expansion. (See the percentage at its topic)

The survey was constructed in English and then translated into Thai, Burmese, and Khmer. The act of translation could have led to the translator or respondents interpreting the questions differently than intended.







# POST-TRAINING INTERVIEWS

Semi-structured interviews were used in order to collect information about participants' perceptions, experiences, and attitudes. This method was chosen due to its ability to encourage the interviewees to express views and feelings in their own words, which can be missed using a more rigid structure such as the post-training survey.

Interviews were conducted in 6 factories by a member of Quizrr's Client Success Team. Methods in conducting the interviews are, face-to-face with 6 groups of training participant (3-4 interviewees in each interview), one-to-one phone call, and open-ended question form. A total of interviewees are 9 managers and Supervisors, 6 Thai workers, 4 Myanmar and 4 Cambodian workers. All interviews took place between June 21st and July 10th, 2019 and were conducted in Thai, Burmese and Khmer through translators.

It is important to note that interviews are an unnatural social situation created by the interviewer where the respondents are sought out by the interviewer for their own aim. Participants were informed about the purpose of the interview and how it would be used.

---

## Results

### Learnings

2 groups of migrant worker interviewees said that they find Quizrr training was fun and easy to understand. They also had learnt new knowledge about their working permit from Quizrr training. A group of Myanmar workers at a large factory gave their opinions via the translator that,

*"We like the training because it was in Burmese. We can understand the lesson easily and we can read it too. If we can't read it, some of us can also listen from the voice over... We feel we can relate to the characters in the movie because it feels like our lives. We learnt some new information on how to extend our work permit. We were worrying that when our work permit expired, we would have to go home. After the training, we now know that the company will help us with our work permits and passports. We are very happy about this."*

In addition, a group of Cambodian workers at the other large factory also gave their opinion through their translator. A person in the group said:

*"I like that Quizrr film shows a good example of a work place. The films are fun, just like watching movie. They are informative and easy to understand. I learned some new knowledge from them. I can answer the quizzes after I watched the films..."*

The other person from this group of Cambodian workers expressed his/her opinion via translator that:

*"I could learn about rules and regulations in films and quizzes. It is easier to learn this way. I like Quizrr more than classroom training. Because with tablet, I just need to push the buttons on the screen to answer the questions and find out right the way if I answer correct or not. It is an instant learning."*

Another group of Thai workers also said that the training helped him/her recognized the importance of learning about rights and responsibilities, discovered new information and recalled what they trained previously. One person in the group said:

# POST-TRAINING INTERVIEW

*“I think this training is important because there are issues that we didn’t know before. It is important to learn these topics to protect our rights, so we aren’t taken advantage by our employer. It is also important to learn about the rights of our Burmese colleagues. I am glad to know that they have the same rights as ours. We all should have equal rights as we work on the same production line.”*

By enlarge, several managers and supervisors reflected that by using films and quizzes makes trainees become more engaged while learning, but they would like to have seen more comprehensive films, compact questions, and simplified language. The main reason they gave was, there are big gap of knowledge among workers regarding to training experience, knowledge in technology, and language capability, subsequently learning curves and results are various. Managers from various factories reported that they needed to have assistant or/and translator to assist the workers while they were training to help in language and information clarification.

## Training Topic and Impact

All the trainees interviewed said that learning about rights and responsibilities is very important for themselves and the factory, as a whole. Even a manager from a factory which has no migrant worker said:

*“I noticed that our employees started to discuss more about what they had learnt, such as what kind of rights migrant workers actually have. It has broadened up our knowledge about labour law.”*

Nevertheless, there is a difficulty in how to provide a sufficient training during a short pilot period. Managers from various factories gave us a same reason that the main difficulty for training workers is time constraint and peak production periods.

But even so, a group of workers reflected their positive point of view from using training like Quizrr during the peak production period in the other production line:

*“Some of our colleagues are so busy with their production until they have no time to come out for training. Our supervisor neither can cover with all of us about this information (rights and responsibilities). So we just tell each other about this information instead. With this kind of training, we all get the same information. There is no misunderstanding. We also have a chance to update our information from previous training too.”*

From this positive finding on the attitude towards training topic among worker interviewees, yet the impact measurement was considered as a spark for change. One worker from a large factory said:

*“I don’t see much of a change in our factory right now as we are the only 100 people who got trained like this. But I think if everyone has been trained in this way, it should encourage some more discussion on these topics.”*

Other worker from a smaller factory also said from an individual perspective:

*“I learned more about the worker’s voice and worker’s representative. Now I know that if I have some questions which I don’t dare to talk directly to the employer, I can speak through my worker representative... We do have a worker welfare committee here and now I know that I can ask my questions through them.”*

# POST-TRAINING INTERVIEW

These specific comments indicated that the training has enabled overall trainees to think more about their own and others working conditions. However, majority of interviewees said that the training has promoted better communication among workers as well as with management.

## Quizrr

Worker interviewees described the QuizRR training in their own words as:

*“Not boring training”, “Easy to understand”, “Visualized lessons”, “Instant learning”, “No need to read this myself”, “Encourage us to talk to each other”, “Learning together”*

Manager interviewees also described the QuizRR training in their words as:

*“Fun and playful training”, “Visualized training”, “Easy to train” “Convenient”, “Flexible”, “Innovative”, “Training cost saving”*

In final overview, an implementation team of a factory gave a reflection on how to operate Quizrr in their training:

*“New exciting training with no need for a trainer. This aligns to our human resource development strategy... Regarding to our tight production schedule and limited staff, we find Quizrr tool helps us to save time in term of training management (organizing training time, trainer, location arrangement, and budget) comparing to the old school classroom style. The digital training also helps us to update our brand image which we would like to become a forward-thinking brand. We want to keep up with the digital age.”*

---

## CONCLUSIONS AND RECOMMENDATIONS

Quizrr Nordic Initiative rights and responsibilities training pilot was a successful first step in developing a digital training to spread awareness on migrant workers among workers and management of participant factories. The increase in knowledge on the topic as demonstrated by the improvement from the baseline to follow up as well as the positive feedback in both the post-training surveys and the post-training interviews supports this conclusion.

Overview learning after the pilot, the majority of respondents expressed positive feedback on how easy and engaging it was to learn from the Quizrr training because of the short films and gamification approach allowed the trainees to learn using their own language and at their own pace. Trainees with difficulty in reading could also listen to the quizzes from the voice support function. Both worker and manager respondents confirmed that they learned some new information and updated their previous knowledge.

In addition, trainees who had trained in other form of capacity building training beforehand, responded that Quizrr training helped them recognise the importance of learning about rights and responsibilities, discovering new information, and recalling what they have previously learnt. Some respondents thought that with Quizrr training, all trainees will receive the same information without miscommunication.

Nearly every manager and implementation team respondents said that Quizrr training needs much fewer resources to plan and is very flexible to use. They could detect the positive engagement in workers with Quizrr training but there are areas of improvement which they would like to see in the future, such as comprehensive films, compact questions, and simplified language.

Regarding to areas for improvement for future development and expansion, Quizrr is taking all feedback into consideration.

### Focus for further development and Quizrr's comments

The next phases for Quizrr in the Nordic Initiative pilot is to analyze and prioritise feedback and findings to identify potential further developments; to secure the effectiveness of the training, to expand the scope to include more factories and their employees, and to explore how the training can reach the 2nd and 3rd tier units.

During the pilot, by request from the factories, Quizrr added a function in the portal to measure data based on the nationalities of the employees. Factories and brands now can follow how many people from each nationality have conducted the training. Below are other pilot findings which are being investigated for potential development post-pilot.

1) Language – Pilot findings show that some of the wordings in films and quizzes were hard to understand, especially for first-time trainees and there are several complaints about the quality of Khmer language. For Quizrr, it is a priority to ensure that the trainings have accurate terminology and the language is easy to understand. We will revise the terminology, including re-structuring and shortening complex questions, and revising Khmer language.

2) User interface – Font size and type – The Quizrr digital training is developed for individual or group training up to five people. For an interactive engaging training, Quizrr recommends group trainings with 3 people. Findings from the pilot shows that the font size in the quizzes was too small and not easy to read. Quizrr will investigate how to enlarge font size and replace font type to improve the user experience.

## CONCLUSIONS AND RECOMMENDATIONS

Film rewind button – Some trainees feel that during the training, they want to be able to rewind films sometimes because, for example, they might have trained in the factory with loud background noise et cetera. Quizrr have identified this important aspect for trainees and we will investigate on this request.

Grey-out function – There are trainees request a Grey-out function to show which training module trainees they had already trained. Technically grey-out-function cannot be done until all tablets are syncing on-line all of the time. The reason for the Quizrr current setup is because, most of factories has no internet or wifi access on the premise. In order to create accessible training for all factories, Quizrr digital training is set as off-line training. Regarding the training plan support, Quizrr local team is on stand by to provide guidance and help for all training levels and phases. In addition, Quizrr always maintains up-to-date technology and is continuously improving our digital training.

Quizrr user guide video – There are further requests on a video on how to use Quizrr training. Currently we have written a user guide for Thailand and will produce a video in the near future. We are also investigating on whether the user guide video will be incorporated on the Quizrr tablets or will be shared through the dashboard, to ensure the best platform from a user perspective.

3) Training content – Several feedback from the post-training survey requests to add more information in the films on the existing modules. Quizrr would like to explain that the purpose of the films is primarily to engage and motivate trainees with carefully selected key messages. The quizzes stimulate interactive learning and deepen the information on the topics.

With more than five years of application testing in different markets and users, Quizrr summarises the reasons for the current setup of Quizrr films below:

– The length of film – If more facts and content should be added in the film, the length of the film and training would increase. This would affect the willingness to use the training by the factory.

– The film scenario and the quality of training – The films should answer the question on why this is important for the employee. Workers often express how much they like the films as they think the situations are realistic, relatable and fun to watch. By adding more facts, the films would become too long and boring. Quizrr aims to educate and engage which is why it is important to keep the films inspiring. From our experience the quality of training would decrease if too many facts are added to the films. This of course is a balance we frequently discuss and are open for your suggestions.

– Change of facts, rules and regulations – laws, policies and terms change frequently. When making films it is important to not use facts that will change frequently. We aim to develop high quality live-action films with longevity. But at the same time, Quizrr also regularly updates the training content in such as updating the quiz questions. Due to the complexity and cost of film production, this is one of efficient ways to create a sustainable and flexible training.

There is also a request from factories to add a module about company policy. By adding the particular content such as company policy, Quizrr can no longer take any responsibility for the content. This is the reason for Quizrr, as a separate entity, cannot stand for a request from particular factory(ies).

## NEXT STEPS 2019 AND ONWARDS

In addition, there are further requests from factories on adding modules about work safety, food safety and hygiene – especially for migrant workers, and separating the training module between Thai and migrant workers. These are all important topics which were not included in the agenda of this pilot. Nonetheless we will investigate the request and reply with recommendation for further or extended modules.

Ultimately, Quizrr believes that further developing the training in rights and responsibilities for managers and workers, and scaling the training to larger number of trainees would ensure an even greater impact and awareness about employment practices, workplace policies and dialogue, and management practices for Thai and migrant workers in the supply chains in Thailand and beyond.

### Expanding the scope

During autumn 2019, the brands in the pilot will continue encouraging their factories to scale up the training. Quizrr in collaboration with Ax-foundation is exploring how to reach out to the other tiers in the supply chain such as farms. Quizrr training will also be introduced to second tier factories and other industries. Quizrr will uphold an active dialogue with the stakeholders in the Nordic Initiative, as well as widening the dialogue to include other stakeholders in various industries in order to further expand the impact. The intention is to offer scalable and effective digital trainings to diverse industries in Thailand, as well as recruitment agencies and centres in sending countries (i.e. Myanmar, Cambodia). The aim is to reduce the risk of exploitation before employment as well as to contribute to fair and safe working conditions for all employees, and to promote a better ethical recruitment practice in the region.

---



## APPENDIX

### Summary hardware, software and portal issues during pilot:

- Issue: One factory saw their log-in page on the tablet looked different from user manual
- Problem: User understanding on technology
- Solution: Advised user to rotate the tablet screen

Issue solved: Yes.

- Issue: One factory user used the bug test log-on to log-in the application, instead of using their own account
- Problem: Using wrong log-in
- Solution: Pointed out that they needed to use their own account

Issue solved: Yes.

- Issue: A factory account got logged-in by the other factory
- Problem: A mistake from Quizrr IT team when set up the tablets
- Solution: Quizrr IT moved the data and exchanged the accounts from the backend

Issue solved: Yes.

- Issue: Factory user did not know how to download and install application from portal.
- Problem: User understanding on how-to
- Solution: Quizrr IT team gave an advice on how-to

Issue solved: Yes.

- Issue: One factory got a wrong account
- Problem: Quizrr team set up account wrongly
- Solution: Quizrr IT team gave factory a new account

Issue solved: Yes.

- Issue: Three factories portals showed uncoordinated data between 'user' and 'information' page when synced tablets
- Problem I : Wrong calculation set up in the backend
- Solution: I) Quizrr IT team fixed the calculation set up
- Problem II: Factories were late in their training according to their training plans
- Solution II: Quizrr IT team updated factories training period according to the actual ended date in the backend

Issue solved: Yes.

# THE ISSUE OF UNETHICAL WORK FOR MIGRANT WORKERS IN THAILAND

More than three million men and women have migrated to Thailand to work in the food sector, during a time when a multitude of international reports criticize the industry for instances of bad working conditions. Despite this, enormous quantities of fish, fruits and process foods are continually imported into Europe. Millions of migrant workers risk exploitation and exposure to discrimination and human trafficking.

Read more at [www.quizrr.se](http://www.quizrr.se)

