

## Highlighted Figures

In 2010, the garment workers' union received **450** individual complaints from workers of labor abuses, compared to 1,444 filed in 2009, a sharp **decrease** that may indicate some improvements in labor conditions in the garment sector.

**48%** of garment factories in Jordan do not properly inform workers about wage payments and deductions.

In Jordan, workplace accidents occur every **29** minutes.

Over **350** workers have participated in Better Work Jordan's Occupational Safety and Health training program.

## OSH Good Practices

Better Work Jordan has produced a number of Good Practice Sheets related to Occupational Safety and Health (OSH) for the apparel industry. They are cost efficient and easy to implement.

The Good Practice Sheets are available for download at: <http://www.betterwork.org/jordan> (under Resources)

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Better Work Jordan

# Newsletter

No. 2, Apr-Jun 2011



BETTER WORK  
Jordan

## Better Work Jordan Hosts Third Annual International Buyers' Forum



Above: Better Work Staff at the Buyers Forum. Below: Buyers at the Forum

Better Work Jordan (BWJ) hosted its Third Annual International Buyers' Forum on April 12-13. The forum was attended by representatives of the five major international buyers sourcing from Jordan and provided a valuable opportunity for BWJ and international buyers to discuss more effective collaboration to overcome challenges in improving compliance with labour standards in Jordanian garment factories. The forum was also attended by representatives from the Ministry of Labour (MoL), Ministry of Industry and Trade, trade unions, suppliers, investors and other stakeholders.

The forum provided a venue for participants to learn more about BWJ's aims and its progress in the field. Dan Rees, Director of Better Work Global, familiarized participants with the program and its value to governments, employers and workers alike. He also stressed the importance of BWJ in developing the Better Work model globally.

Phil Fishman, Programme Manager of BWJ, provided local programme updates including on the publication of the BWJ 2<sup>nd</sup> Compliance Synthesis Report (which can be accessed [here](#)), increased factory participation in BWJ and the Government of Jordan's legislation to make BWJ mandatory.



The first day of the Buyers' Forum was attended by the buyers' representatives, giving them an opportunity to highlight issues of concern from their perspective. Some issues raised during the session included working hours, curfew, coercion and the implementation of BWJ's training curriculum. The session concluded with the buyers and BWJ forming a joint action plan for further cooperation. (continued on next page)

The Buyers' Forum gave BWJ an opportunity to build on its partnerships with stakeholders to collectively improve labour standards in Jordan's garment sector and highlighted stakeholder support for the Better Work Program. In his opening remarks the Minister of Labour, Mahmoud Al-Kafaween, asserted his support for BWJ and ILO standards, saying: "MoL believes that BWJ is a valuable programme and will continue to support its efforts. MoL wants to achieve compliance with all International Labour Standards and is ready to work with the ILO to rectify any shortcomings in this regard."

## Better Work's Global Enterprise Advisor Summit 2011

Two of Better Work Jordan's (BWJ) Enterprise Advisors, **Roa'a Al-Khudairi** and **Zainab Yang** and BWJ's Technical Officer, **Tareq Abu Qaoud**, joined nearly 50 staff from all of the Better Work country programs and Better Factories Cambodia at the first global Enterprise Advisor Summit held from the 26-29 April 2011 in Phnom Penh, Cambodia. The summit allowed staff to reflect on experiences at the local chapters and discuss ways to continue enhancing Better Work's services.

Throughout the summit, participants discussed the challenges in conducting assessment and advisory services and came up with strategies for moving forward. The key areas covered include worker interview techniques, working with factory-level Performance Improvement Consultative Committees (PICCs), management systems and productivity. Better Work staff were offered technical training on productivity issues and their links to compliance by LL Bean, a Better Work brand partner.

Senior EAs were offered Training of Trainers (ToT) during the summit to help them coach and support new staff joining their local offices. This is essential to ensure the quality and sustainability of Better Work services while the programs continue to expand.



Above: Group Picture. Below: Team work during the Enterprise Advisor Summit



## Better Work Jordan and Ministry of Labour Continue to Build on Partnership

Better Work Jordan (BWJ) met with representatives from the Ministry of Labour (MoL) for the second meeting in a series of quarterly meetings with the Ministry's Inspection Directorate. These meetings are a key component of the collaboration plan between BWJ and MoL and aim to facilitate the exchange of information and best practices between the two.

In the most recent meeting, BWJ also presented its systems and procedures for data collection and reporting to familiarize MoL labour inspectors with BWJ's mode of operations. BWJ and MoL held a session on recent strikes in the garment sector and discussed the role that labour inspectors in the governates can play in mediating these disputes.

On June 15<sup>th</sup>, BWJ Enterprise Advisors (EAs) also attended a workshop with labour inspectors from MoL facilitated by legal expert, Hamada Abu Nijmeh. Mr. Abu Nijmeh presented the 2010 amendments to the labour law and explained their implications for the work of EAs and labour inspectors. The 2010 amendments to the labour law include the elimination of language that specifically forbids migrant workers from joining trade unions.

# Occupational Safety and Health Training for Managers Program Successfully Piloted



Better Work Jordan (BWJ) has completed piloting its *Occupational Safety and Health for Management* training programme, funded by the Labour Programme of Human Resources and Skills Development, Canada. Seventeen participants from ten factories participated in the pilot session.

Occupational Safety and Health (OSH) issues account for half of all non-compliances in Jordan's garment sector. This three-day modular training program aims to bridge the gap between BWJ standards and current practices in garment factories.

The curriculum was designed jointly between BWJ and Better Work Global to address specific challenges of the sector in Jordan. The management module covers generic OSH issues.

## Hazard Analysis Training to Address Occupational Safety and Health Issues

In line with our efforts to address non-compliances related to Occupational Health and Safety (OSH) in Jordan's garment sector Better Work Jordan (BWJ) conducted hazard analysis training to help factories respond to OSH issues effectively. The training was delivered by OSH expert, Christophe Margot, in six factories. BWJ's Performance Improvement Consultative Committees in those factories were trained to conduct hazard analyses of their workplace to enable them to address OSH issues on a continuous basis.

## Promoting Communication Between Management and Workers

BWJ Enterprise Advisors have been conducting ongoing training for members of factory Performance Improvement Consultative Committees (PICCs) to facilitate communication between management and workers. These training sessions have aimed to improve PICC members' communication and conflict resolution skills.

According to Better Work Jordan Enterprise Advisor Zainab Yang "These training sessions aim to develop soft skills among PICC members to enable them to more effectively contribute to improving working conditions in their factories."

## Better Work Jordan Holds Second Human Resources Management Training Course

Human Resources officers and managers from 13 garment factories attended Better Work Jordan's (BWJ) *Introduction to Human Resources Management* training program held in June. This program was piloted in the first quarter of 2011 and aims to build the capacity of HR staff in garment factories to improve compliance with labour standards.

Issues related to Human Resources Management amount to 31% of all non-compliances in Jordan's garment sector. (continued on next page)



This five-day modular training programme aims to bridge the gap between BWJ standards and current practices in garment factories.

This training curriculum was designed jointly between BWJ and Better Work Global to address specific challenges of the sector in Jordan. The training programme covers: Human Resources roles, work- place cooperation, compliance with national labour legislation and personnel administration. Factories are guided to create concrete action plans, and encouraged to implement them. BWJ Enterprise Advisors monitor factories' progress through regular visits.

BWJ's *Introduction to Human Resources Management* is funded by the Labour Programme of Human Resources and Skills Development, Canada.

## Better Work Jordan Partners with Garment Union to Promote Collective Bargaining



Group Picture from the Collective Bargaining Workshop

This April, the International Textile Garment and Leather Workers Federation (ITGLWF) conducted a series of workshops on collective bargaining for the Jordanian garment workers union as part of the capacity building program for the union funded by Better Work Jordan.

The workshops were facilitated by Steve Grinter, Education Secretary of the ITGLWF, and included workers from diverse backgrounds (Jordanian, Sri Lankan, Indian and Bangladeshi).

The workshops provided a venue for organized discussion between the workers and the union about the various problems and issues faced by the workers, including living conditions, wages, treatment by supervisors and overtime. It also highlighted the freedom of all workers to engage in collective bargaining, irrespective of their nationality.

The workshops also highlighted the importance of the union in mediating workers' problems through tripartite committees (which include representatives from the workers, factory management and government).

## Strikes in Jordan Garment Sector

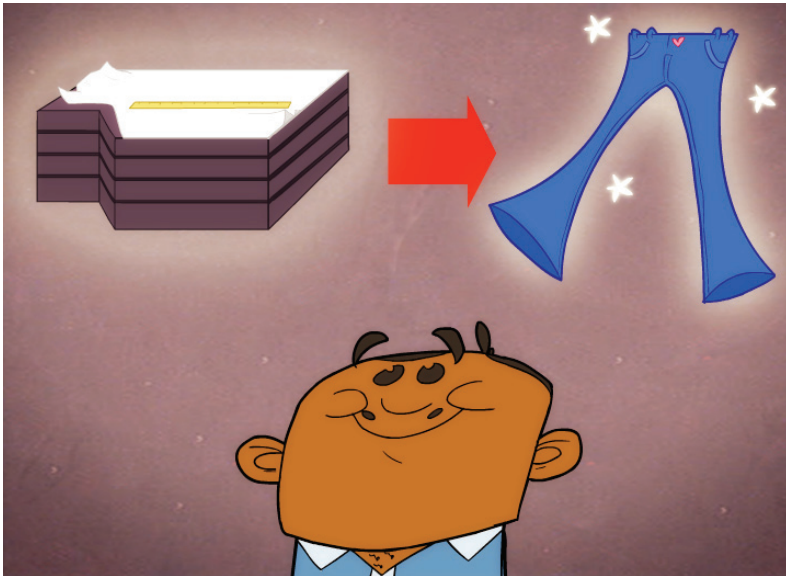
A series of strikes in Jordan's garment sector ended in late May after a 3-week work stoppage in its Qualifying Industrial Zones (QIZ) which cost the industry millions of dollars in losses.

Although the strikes were not organized by the union, workers from different factories were in communication and extended support to one another between the different QIZs. The strikes witnessed some violence, tense confrontation between sides and destruction of property. In one instance, tear gas was used by police against the workers.

In most cases, the striking workers demanded wage increases and the elimination of monthly deductions for food and accommodation, which are in accordance with Jordanian law. The strikes were eventually resolved through direct negotiations between striking workers and factory management. Most factories ended the work stoppages by raising wages and eliminating deductions.

Better Work Jordan (BWJ) is actively addressing the issue of improving industrial relations in registered factories through its training and capacity building programs. BWJ's emphasis on social dialogue in its training programs for factory management will lead to better communication between workers and management to avoid disputes as well as better resolution of disputes when they emerge. The program is also working closely with the International Textile, Garment and Leather Workers Federation to strengthen the capacity of the union to effectively represent workers and bargain on their behalf.

# Better Work Jordan Unveils New Animated Video Series



A still from the new animated series about workers' rights and responsibilities

Better Work Jordan (BWJ) is working to raise awareness about workers' rights and responsibilities through animated video clips funded by a grant from the Levi Strauss Foundation.

BWJ clips about Occupational Safety and Health (OSH) issues will be used to train workers about their OSH responsibilities in the workplace. These will be the first in a series of videos that guide workers through their rights and responsibilities.

BWJ's animated clips are designed to be fun and easy to understand. Because of the diversity of workers' backgrounds and languages, the video clips will illustrate these issues clearly without words. The animated video clips will be supplemented by distributing comic books and posters in the factories and will be finalized by August.

## Better Work Jordan is funded and supported by:

- United States Agency for International Development (USAID)
- Jordanian Ministry of Labour
- Labour Programme of Human Resources and Skills Development, Canada

The Better Work global programme is supported by the following (in alphabetical order):

- Australian Agency for International Development (AusAID)
- Federal Ministry for Economic Cooperation and Development, Germany (BMZ)
- International Finance Corporation (funds provided by IrishAid and The Walt Disney Company)
- Netherlands Ministry of Foreign Affairs
- State Secretariat for Economic Affairs, Switzerland (SECO)
- United States Council Foundation, Inc. (funds provided by select USCIB member companies)"

## Participating Enterprises and Buyers

### Participating Suppliers

Al Hanan for clothes manufacturing.  
Al Masera Textile  
APPAREL CONCEPTS L.L.C.  
Aseel Universal Garments Mfrg Co Ltd.  
Atlanta Garment Manufacturing Company.  
Business Faith  
Camel Textile International Corp.  
Casual Wear  
Century Miracle.  
Century Standards Textile.  
Century Wear.  
Classic Fashion Apparel Industry Ltd Co.  
Classic Jeans Apparel Manufacturing Co.  
EAM Maliban Textile Jordan (PVT) Ltd.  
EAM Maliban Textile Jordan (PVT) Ltd.  
El Zay.  
Fine Apparel Ltd.  
Galaxy Apparel Industry.  
Hi-Tech Textile L.L.C.  
International British Garments Co. Ltd.  
Ivory Garments Factory L.L.C.  
Jerash Classic Garments Manufacturing Co.  
Maintrend International Corp.  
Mustafa and Kamal Ashraf Trading (Jordan) Garment Ltd.  
Needle Craft Ltd. Jordan  
Prestige Apparel Manufacturing Ltd.  
Sterling Apparel Manufacturing.  
The Sun Jordan Textiles Co. Ltd.  
Third Dimension Apparel L.L.C.  
United Creations L.L.C.  
Vega Textile Ltd  
W&D Apparel (Jordan) Corp.

### Participating Buyers

American Eagle Outfitters, Inc.  
Gap, Inc.  
Jones Apparel Group, Inc.  
L.L. Bean.  
Marks & Spencer.  
New Balance.  
Patagonia, Inc.  
Sears Holding Corporation.  
Talbots.  
Wal-Mart Stores, Inc.

Since the last programme update, BWJ has welcomed an additional Enterprise Advisor (EA), Yousef Najjar, and Finance and Administration Manager, Reem Shalabi, to our team. The expansion of BWJ's team is part of the strategy to meet the demands of the programme's scale-up to industry-wide participation.

## UPCOMING PUBLIC TRAINING

Better Work Jordan offers a range of targeted training programs to managers, supervisors and workers, both in the classroom and at the factory. Our trainings focus on improving compliance with labour standards, productivity and quality through building effective workplace cooperation. Our upcoming training courses are scheduled as follows:

OCCUPATION SAFETY AND HEALTH (OSH)	
About the course:	This course helps participants understand that OSH should be an integral part of factory management. The training gives guidance on how to improve safety and health within factories to meet both national and international standards. Participants will engage in a series of practical activities that will not only benefit safety and health within the enterprise, but also offer low-cost suggestions for improving working conditions and increasing productivity.
Target participants:	Factory management, OSH committee members and trade union/worker representatives
Duration and Dates:	2 days: <b>11-12 July • 25-26 July</b>
INTRODUCTION TO HUMAN RESOURCE MANAGEMENT	
About the course:	This course is designed to help factories overcome non-compliance in human resources and bridge the gap between BWJ standards and current practices in garment sectors. The training programme covers: Human Resources roles, workplace cooperation, compliance with national labour legislation and personnel administration. Factories are guided to create concrete action plans, and encouraged to implement them. BWJ Enterprise Advisors monitor factories' progress through regular visits.
Target participants:	Human resource managers, Human Resource Officers, Compliance Officers
Duration and Dates:	5 days: <b>9-10, 15, 22-23 August</b>
HUMAN RESOURCE MANAGEMENT FOR COMPLIANCE	
About the course:	This course provides participants with in-depth training on the following human resource management topics: <ul style="list-style-type: none"> <li>○ Conflict resolution and industrial relations</li> <li>○ Performance appraisal</li> <li>○ Continuous improvement</li> <li>○ Training/capacity building of employees</li> <li>○ Competency mapping and job descriptions</li> <li>○ Succession planning</li> <li>○ Compensation and benefits.</li> </ul>
Target participants:	Human resource managers, Human Resource Officers, Compliance Officers
Duration and Dates:	5 days: <b>September (to be confirmed)</b>

This newsletter is published by Better Work Jordan, a joint programme between the International Labour Organization (ILO) and International Finance Corporation (IFC). The opinions expressed do not necessarily reflect the official views of the ILO, nor those of the IFC.

For more information about Better Work Jordan, visit [www.betterwork.org/jordan](http://www.betterwork.org/jordan) or contact us at [jordan@betterwork.org](mailto:jordan@betterwork.org)