

Highlighted Figures

Migrant garment workers spend **25%** of their wages in Jordan, thus channelling around **18 million** USD into the Jordanian economy every year.

Better Work Jordan research has found that the domestic share of value-added in the Jordanian garment industry is **36.9%** of total industry output.

There are currently **40 factories** participating in the Better Work Jordan programme. These factories employ over two-thirds of garment workers in Jordan and account for over three quarters of the country's garment exports.

In this Issue

Government of Jordan implements mandatory participation in BWJ p.2

BWJ research finds value-added of Jordanian garment sector is over 35% p.2

Occupational Safety and Health training for factory management p.3

BWJ builds on cooperation with Ministry of Labour p.3

BWJ launches initiative to combat sexual harassment p.3

Supervisory Skills Training programme successfully piloted p.4

Better Work Jordan

Newsletter

No. 3, Jul-Sep 2011



BETTER WORK
Jordan

Better Work Jordan hosts Training Managers Summit



Staff from Better Work programmes across the globe and Better Factories Cambodia met at the first global Training Managers Summit from 1st-9th August held in Amman, Jordan. The Summit aimed to allow staff to reflect on experience delivering training services and to discuss ways to continue enhancing Better Work's training services.

Throughout the summit, participants discussed the challenges in delivering training services and came up with strategies for moving forward. Staff from Better Work Jordan (BWJ) and Better Factories Cambodia delivered Training of Trainers for staff from newer country programmes. Several new training products were introduced by staff from the Better Work Global programme including Induction Training and Life Skills Training for workers.

Training plays an important role in Better Work's continuous improvement model. It aims to ensure the sustainability of improvement in factories by educating both factory management and workers about cost efficient ways to improve compliances, production and operation of the firm itself. Better Work training emphasizes skills development while building trust and effective workplace cooperation.

Over the past year, BWJ has led the development of new Better Work training materials in the fields of Human Resources Management and Occupational Safety and Health Management. Commenting on this, BWJ Programme Manager Mr. Phil Fishman said "I look forward to seeing BWJ materials adapted for Better Work country programmes across the globe to support continuous improvement in garment factories worldwide." The development of these training materials was made possible by a grant from the Labour Programme of Human Resources and Skills Development, Canada.

Government of Jordan implements mandatory participation in Better Work Jordan

On 10th July, the Ministry of Labour began the implementation of government regulations issued in January to make participation in the Better Work Jordan (BWJ) programme mandatory for all garment factories exporting to the US and Israel, and their subcontractors.

The first phase of implementation will involve 54 factories, after which BWJ will work closely with the Ministry of Labour to identify further enterprises which fall under the categories for mandatory participation. BWJ has been working with the Ministry of Labour and JGATE (the employers' organization for the garment industry) to ensure that all listed factories register with the programme. This has involved several outreach meetings with senior factory managers in the industrial zones.

Forty garment factories are now registered with the BWJ programme. These factories employ over two-thirds of garment workers in Jordan and account for over three-quarters of the country's garment exports.

Better Work Jordan research finds value-added of garment sector is over 35%

On 2nd October, Better Work Jordan (BWJ) held an expert roundtable discussion to discuss the results of its research paper on the contribution of the Jordanian garment industry to the economy. The results of the paper were presented by Dr. Drusilla Brown of Tufts University to a group of leading Jordanian economists and official representatives of the Ministry of Labour, Ministry of Planning, and Ministry of Industry and Trade. The event was chaired by Dr. Ibrahim Saif, a prominent Jordanian economist and Resident Scholar at the Carnegie Endowment for International Peace. The results of the research paper show that:

- Migrant garment workers spend 25% of their wages in Jordan, thus channelling an estimated 18 million USD into the Jordanian economy every year.
- The domestic value-added of the Jordanian garment industry is 36.9% of total industry output.

The draft paper presented by Dr. Brown was well-received by local experts and a group discussion provided valuable feedback regarding further analysis that would be useful for policy development. Dr. Omar Razzaz, who is responsible for the development of Jordan's National Employment Strategy, commented on the value of this research to the policymakers and recommended that similar studies are undertaken for other sectors to better inform evidence-based policymaking. The finalized report will be presented to BWJ's stakeholders in November. The findings of this research are key to building a knowledge base to develop and implement a coordinated strategy for increasing Jordanian employment and investment in the garment sector. Earlier this year, the sector's key stakeholders requested that BWJ facilitate the development and implementation of this strategy.



Left to right: Mr. Mohammed Khourma (JGATE), Dr. Ibrahim Saif and Mr. Phillip Fishman at the expert roundtable discussion.

New staff welcomed as part of programme expansion

Better Work Jordan (BWJ) has welcomed to its team a Training Assistant, Ms. Dara AlDamien, to coordinate the delivery of its expanding training programme.

Three new Enterprise Advisors have also been recruited to join BWJ in the coming months. The expansion to an Enterprise Advisory team of seven people will allow BWJ to scale-up its operations as the programme moves towards providing assessment and advisory services to all exporting garment factories in Jordan. The Enterprise Advisory team will be headed by a Team Leader, Mr. Rebal Daoud who has been with BWJ since 2008. Mr. Daoud is one of the global Better Work programme's longest-serving Enterprise Advisors.

Occupational Safety and Health training for factory management

In July, Better Work Jordan (BWJ) delivered Occupational Safety and Health for Management training to twenty-five members of staff from twenty factories. Participants included OSH Specialists, OSH Officers and Compliance Officers from the various factories. This training was delivered as part of BWJ's training programme, funded by the Labour Programme of Human Resources and Skills Development, Canada.

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.



Better Work Jordan Enterprise Advisor Mr. Hazem Al-Nammari delivers OSH Management training to OSH staff from Jordanian garment factories.

Better Work Jordan builds on cooperation with Ministry of Labour

Better Work Jordan (BWJ) met with representatives from the Ministry of Labour (MoL) for the third 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.

The most recent meeting focused on combating sexual harassment in the workplace. BWJ and MoL agreed to collaborate in efforts to raise awareness of this issue among managers and workers. BWJ is currently working on the development of tools to raise awareness on these issues including life skills training for workers, workplace training for both managers and workers as well as media materials to be used in an awareness raising campaign.



Better Work Jordan launches initiative to combat sexual harassment

As part of its ongoing efforts to ensure the application of core ILO labour standards in the Jordanian garment industry, Better Work Jordan (BWJ) has commissioned research into the incidence and nature of sexual harassment in Jordanian garment factories.

This research will identify key sexual harassment issues in the factories to inform the development of interventions such as the provision of support services to workers as well as the delivery of training programmes aimed both at workers and management.

The research team is led by Dr. Sepali Kottegoda, a prominent Sri Lankan women's rights advocate and specialist on gender issues at work. Dr. Kottegoda is a Visiting Lecturer in Women's Studies at the University of Colombo. She has published extensively on issues faced by South Asian women workers, especially migrants, and has collaborated with the International Labour Organization on several projects related to protecting the rights of women migrant workers.

The team is also joined by Ms. Nelummali Dewasinghe, a labour organizer with the Sri Lankan National Workers Congress. Ms. Dewasinghe has thirteen years of professional experience as a labour organizer in Sri Lanka and has worked extensively with women garment workers there.

Project Advisory Committee discusses public disclosure of factory assessments

On 5th October, Better Work Jordan's (BWJ's) Project Advisory Committee discussed the transition to public disclosure of BWJ factory assessments. BWJ factory assessments measure a factory's compliance with core international labor standards and national labor law. The goal of the assessment is to get a baseline of where a factory stands at a given point in time.

Evidence from independent research about the ILO's Better Factories Cambodia programme has shown that public disclosure of key information from garment factory assessments increases compliance with labour standards in these factories. Thus, the BWJ programme was designed to move from confidentially reporting factory assessments during its first few years towards a model of publicly disclosing the key findings of these assessments.

Project Advisory Committee members agreed the transition to a public disclosure model must involve outreach to factories participating in the programme in order to effectively communicate the nature of the changes that would be taking place.

BWJ will start publicly disclosing key factory assessment findings in its Garment Industry 3rd Compliance Synthesis Report which is expected to be published in January 2012.



BWJ Project Advisory Committee discusses public disclosure of factory assessments

Supervisory Skills Training programme successfully piloted

Better Work Jordan (BWJ) has completed piloting its Supervisory Skills Training programme, which was delivered at two garment factories to 18 participants. The delivery of this programme in Jordan is funded by the United States Agency for International Development (USAID). The Supervisory Skills Training programme is adopted from a programme developed by Better Factories Cambodia in partnership with the International Finance Corporation (IFC).

Better Work's Supervisory Skills Training is designed to give supervisors and middle managers a deeper understanding of important leadership and supervision concepts. Participants are trained to avoid a passive or authoritarian style of leadership and to strike a fair balance between the interests of the company and the interests of staff.



Supervisory Skills training session delivered by the Better Factories Cambodia programme.

An impact evaluation on this training programme carried out by the IFC in partnership with Harvard University found that this training yields business benefits for employers, including an increase in the factory productivity and product quality as well as a decline in staff absenteeism.

The study conducted showed that workers whose supervisors received this training report a strong improvement in the relationship with their direct supervisor compared to workers whose supervisors did not receive the training. Workers of training supervisors also have a 25% higher awareness of their production targets than workers of untrained supervisors. The research also found that workers who had their indirect supervisors trained show a 10% increase in output and a decrease in their in-line rejection rates compared to workers whose indirect supervisors were not trained.

Better Work Jordan is funded and supported by:

United States Agency for International Development (US-AID)

Jordanian Ministry of Labour

Labour Programme of Human Resources and Skills Development, Canada

The Better Work global programme is supported by (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 Suppliers

Al Hanan for Clothes Manufacturing
Al Masera Textile
Apparel Concepts L.L.C.
Aseel Universal Garments Manufacturing Co. Ltd.
Atateks Foreign Trade
Atlanta Garment Manufacturing Co.
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.
CJC
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.
Jordanian Modern Textile
Maintrend International Corp.
Mustafa& Kamal Ashraf Trading (Jordan) Garment Ltd.
Needle Craft Ltd. Jordan
Prestige Apparel Manufacturing Ltd.
Prime Five garment Mfg. Co. Ltd.
Rainbow
Sterling Apparel Manufacturing
Sun Jordan Textiles Co. Ltd.
Third Dimension Apparel L.L.C.
Trio Garment Manufacturing Company
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.
Li & Fung
Target



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:

OCCUPATIONAL SAFETY AND HEALTH MANAGEMENT	
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:	2 days
INTRODUCTION TO HUMAN RESOURCES 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:	5 days
HUMAN RESOURCES 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"> ○ Conflict resolution and industrial relations ○ Performance appraisal ○ Continuous improvement ○ Training/capacity building of employees ○ Competency mapping and job descriptions ○ Succession planning ○ Compensation and benefits.
Target participants:	Human resource managers, Human Resource Officers, Compliance Officers
Duration:	5 days

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 or contact us at jordan@betterwork.org