

## Highlighted figures

**96 per cent** of Jordanian women with a secondary level of education or below are economically inactive, meaning they are neither employed nor seeking employment.

**53** factory supervisors completed Better Work Jordan's Supervisory Skills Training programme in 2012.

In November-December 2012, **35** Cambodian garment workers participated in the launch of Better Work's pre-departure orientation training programme before migrating to work in Jordan.

## In this issue

Better Work Jordan hosts symposium on Jordanian garment industry p.1

Fourth Garment Industry Compliance Synthesis Report published p.2

Launch of initiative to empower migrant Cambodian workers p.3

Over fifty factory supervisors trained by Better Work Jordan in 2012 p.3

Association of Garment Workers' Centers elects its first Board of Directors p.4

Better Work Jordan

# Newsletter

No. 8, November 2012-January 2013



BETTER WORK  
Jordan

## Better Work Jordan hosts symposium on the Jordanian garment industry



Above (left to right): Dr. Nader Mryyan (National Employment Strategy team), HE Prof. Nidal Katamine (Ministry of Labour), Dr. Mary Kawar (ILO Regional Office for Arab States)

In December, Better Work Jordan (BWJ) hosted a symposium on the Jordanian garment industry, under the patronage of the Jordanian Minister of Labour, His Excellency Professor Nidal Katamine.

Throughout 2012, BWJ commissioned several research papers on the Jordanian garment industry with the objective of creating a knowledge base upon which stakeholders can build an effective national strategy for the sector. This research was presented at the symposium for discussion by stakeholders and in order to mark the launch of a participatory strategic planning process that will result in a five year national strategy for the Jordanian garment industry, a process which is being facilitated by BWJ.

The research presented addressed the issue of competitiveness as well as the low proportion of Jordanian workers employed in the sector, both of which are key concerns for stakeholders. Research presented by Dr. Drusilla Brown of Tufts University established that Jordan has a competitive advantage in the garment industry even in the absence of the Jordan-US Free Trade Agreement. Although encouraging for the sector, this advantage is reliant on the presence of a migrant workforce in Jordan. The research shows that unless there is a large increase in the level of economic activity among low-skilled Jordanian women, the sector cannot be competitive in the absence of a migrant workforce.

According to the latest governmental statistics, 96 per cent of Jordanian women with a secondary level of education or below are neither employed nor seeking employment. The study suggests that the sector could remain competitive in the absence of migrant labour if this figure is lowered to around 85 per cent. (Continued on page 2)

## Better Work Jordan hosts symposium on the Jordanian garment industry

(Continued from page 1) Another paper presented at the symposium looked at the issue of employing Jordanian workers in greater detail. In a series of focus groups with Jordanian garment workers and low-skilled unemployed youth from areas near the industrial zones, Jordanian researchers Raghda Butrous and Baker Hiyari found that unemployed youth had very negative perceptions about working environments in garment factories, despite the fact that the actual working conditions reported by garment workers did not match this negative picture. The research also revealed the key challenges faced by Jordanian workers in this sector, which were used to develop a series of recommendations to increase their job satisfaction and reduce the high levels of worker turnover experienced in factories.

The symposium concluded by looking forward towards the development of the national strategy for the industry. This involved a presentation of the preliminary findings of ongoing research to benchmark the Jordanian garment industry against the industry in other countries in order to determine how Jordan can position itself strategically in the global supply chain.



Above: Better Work Jordan symposium on the garment industry

Over the coming months, the findings of these research papers will inform a stakeholder-led strategic planning process for the industry, facilitated by BWJ and conducted in partnership with the Jordanian government's National Employment Strategy team.

---

## Fourth Garment Industry Compliance Synthesis Report published

Better Work Jordan's (BWJ) Fourth Garment Industry Compliance Synthesis Report was published in November 2012. The report covers the findings of assessments carried out between September 2011 and September 2012 in 52 factories, representing over 90 per cent of the export garment industry workforce in Jordan.

The report provides a snapshot of non-compliance findings in factories participating in BWJ. A positive finding highlighted in the report is the fact that child labour is virtually non-existent in the Jordanian garment industry. The report also noted significant improvements in the areas of occupational safety and health and bonded labour.

However, labour rights violations remain in several areas. Excessive work hours and compulsory overtime remain important concerns for BWJ. The Jordanian labour law lacks any limit on the number of working hours allowed per week, so workers can work an unlimited amount of overtime provided that it is voluntary and it is paid in accordance with the law. In 10 per cent of factories, overtime was found to be compulsory for workers.

Moreover, factory implementation of new minimum wage regulations in Jordan resulted in a significant increase in factory discrimination based on nationality. These regulations went into effect on 1 February 2012, and stipulate a higher total wage for Jordanian workers, and a one-time seniority increment only for non-Jordanian workers.

Of the 29 factories that have been assessed more than

once by BWJ, 59 per cent showed measurable improvement in their overall labour compliance. Thirty-eight per cent of factories showed some decline, and one factory was unchanged.

In most of the factories that showed a decline in overall compliance effort, this decline can largely be attributed to an increase in non-compliance with the Jordanian government's quota for disabled workers. This quota currently requires that at least four per cent of any company's employees are disabled. If non-compliances related to representation of disabled workers are excluded, labour compliance is found to have improved in 90 per cent of factories assessed more than once by BWJ.

The full Fourth Garment Industry Compliance Synthesis Report can be accessed on BWJ's website [here](#).



Above: Garment workers at the Al-Hassan Industrial estate in northern Jordan

## Launch of international Better Work initiative to empower migrant Cambodian workers

As part of its ongoing efforts to empower migrant garment workers, Better Work has launched a collaboration between its Better Factories Cambodia programme and Better Work Jordan to provide pre-departure orientation training to migrant Cambodian garment workers heading to Jordan.

This training was delivered to thirty-five Cambodian workers by Better Factories Cambodia in November and December of 2012, with further training scheduled for February of this year. The initiative will play an important role in ensuring that these workers are informed about their labour rights in Jordan, including Jordanian regulations regarding wages, working hours and social insurance as well as regulations designed to protect them from bonded labour. The training also provides information about social norms and customs in Jordan to help workers adapt to their new environment.

The Better Factories Cambodia programme was launched by the International Labour Organization in

2001 to improve working conditions in the Cambodian garment industry. The success of this programme led to the development of the global Better Work programme, which currently operates in seven countries across Asia, Africa, South America and the Caribbean.



Above: Garment workers leaving a factory in Cambodia

## Over fifty factory supervisors trained by Better Work Jordan in 2012

In 2012, 53 factory supervisors from six factories completed Better Work Jordan's (BWJ) Supervisory Skills Training programme, which 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.

This was the first year that factories have paid fees to BWJ to cover the cost of supervisor training. According to BWJ Training Specialist, Rania Shanti, "The positive reaction we have had from factories so far makes me optimistic about the financial sustainability of this programme. We hope that in future, buyers will further encourage their suppliers in Jordan to participate by sharing the cost of this training with them."

An impact evaluation on this training programme carried out by the IFC in partnership with Harvard University found that Better Work's Supervisory Skills Training programme yields business benefits for employers, including an increase in the factory productivity and product quality as well as a decline in staff absenteeism. This is supported by the experience in Jordan. As Ms. Shanti has noted, "The impact of the training is clearly being felt beyond the classroom. We conducted a survey with workers and supervisors in one of the factories a month after the training was held and found a noticeable decline in conflict between the supervisors who attended the training and the workers they supervise."



Above: Better Work Jordan Enterprise Advisor Reem Batarseh delivers Supervisory Skills Training at a garment factory in northern Jordan.

# The Association of Garment Workers' Centers elects its first Board of Directors

The first meeting of the General Assembly of the Association of Garment Workers' Centers was held in December to elect a permanent Board of Directors for the association. The elected board is composed of seven members, representing government, workers, employers and the Better Work Jordan (BWJ) programme.

This association is an innovative initiative intended to provide garment workers with safe and accessible spaces for recreation and targeted programming to increase the quality of their daily lives as well as their ability to care for their own well-being. BWJ is coordinating the establishment of the first garment workers' center in the Al-Hassan Industrial Zone with support from various stakeholders including USAID, the Al Hassan QIZ Authority, factories in the industrial zone, the garment workers union and international brands.

## Better Work Jordan is funded and supported by:

United States Agency for International Development (USAID)

Jordanian Ministry of Labour

## 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 Tayaseer Manufacturing Co.  
Al Areen for Garment Manufacturing L.L.C.  
Al Hadaf Manufacturing Co.  
Al Hanan for clothes manufacturing.  
Al Maser Textile  
Al Tafilah Apparel Co. Ltd.  
Apparel Concepts L.L.C.  
Aseel Universal Garments Manufacturing Co Ltd.  
Atateks Foreign Trade  
Atlanta Garment Manufacturing Company  
Business Faith Garment Manufacturing Co.  
Camel Textile International Corp.  
Casual Wear  
Century Miracle  
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. (Satellite Unit)  
Elzay Ready Wear Manufacturing Co.  
Fine Apparel Ltd.  
Galaxy Apparel Industry  
Harthi Textile Industrial  
Hi-Tech Textile L.L.C.  
Hifa Apparel  
Horizon Clothing Manufacturing Co.  
International British Garments Mfg Co. Ltd.  
International Business Garment Mfg. Co. Ltd.  
International Elegance Garment Manufacturing Co.  
Ivory Garments Factory L.L.C.  
Jerash Classic Garments Manufacturing Co.  
Jordan Clothing Co. P.L.C.  
Jordan Star  
Jordanian Modern Textile  
Kareem Manufacturing Company  
Modern Apparel Co. Ltd.  
Mustafa and Kamal Ashraf Trading (Jordan) Garment Ltd.  
Needle Craft Ltd. Jordan.  
Oasis Textile International Co. Ltd.  
Paramount Garment Ltd.  
Prestige Apparel Manufacturing Ltd.  
Qadri Group  
Rainbow Textile  
Rich Door Textile Factory.  
Rich Pine International Group Ltd.  
Standard Textile Jordan  
Sterling Apparel Manufacturing  
Sterling Apparel Manufacturing. (Satellite Unit)  
Straight Line  
The Sun Jordan Textiles Co. Ltd.  
Third Dimension Apparel L.L.C.  
Trans World Apparel Mfg. Co. Ltd  
Tusker Apparel Ltd. Co.  
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  
Wal-Mart Stores, Inc.  
Li & Fung  
Target  
Hanesbrands  
Ann Inc.

# 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. For more information, please contact our offices.

## OCCUPATIONAL SAFETY AND HEALTH MANAGEMENT

About the course:	This course helps participants understand that OSHM 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
Cost per participant:	80 JDs

## 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:	4 days
Cost per participant:	160 JDs

## ADVANCED HUMAN RESOURCES MANAGEMENT

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:	5 days
Cost per participant:	200 JDs

## SUPERVISORY SKILLS TRAINING

About the course:	This course enables participants to gain valuable leadership and management skills to further enhance dialogue between the company and its employees. The content of the course will cover the following topics: <ul style="list-style-type: none"> <li>» How to be a professional supervisor</li> <li>» Building good relationships</li> <li>» Influencing skills</li> <li>» Managing people</li> <li>» Videotaped practice</li> </ul>
Target participants:	Factory supervisors and managers
Cost per participant:	120 JDs

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)