

## Highlighted figures

Jordanian garment exports reached a record high of **1.2 billion USD** in 2012.

Employers from **19 factories** completed Better Work Jordan's collective bargaining training in April 2013

**43%** of non-compliances in Jordanian garment factories are related to Occupational Health and Safety.

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Better Work Jordan

# Newsletter

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## Better Work Jordan Buyers' Forum builds consensus on tackling key industry issues



Better Work Jordan (BWJ) hosted its Fifth Annual International Buyers' Forum in April, a two day event bringing together a diverse range of stakeholders to reflect on the progress made by the BWJ programme and the challenges still faced by the Jordanian garment industry.

Eight international buyers attended the forum including Wal-Mart, Gap, Sears, Jones Apparel, Hanesbrand, L.L. Bean, Li & Fung and Nike. This was the first year that Nike has participated in BWJ's buyers' forum. The first day of the forum was a closed session for buyers' representatives, giving them an opportunity to highlight priority issues from their perspective. During this session, buyers established consensus on how to approach such important issues as fire safety, dormitory standards, maximum hours of work, wage discrimination and recruitment of foreign workers.

The second day of the forum was held under the patronage of His Excellency the Minister of Labour and Minister of Transportation, Prof. Nidal Al-Katamine, who opened the forum jointly with His Excellency the Ambassador of the United States to Jordan, Mr. Stuart Jones, and the Deputy Director of the ILO Regional Office for Arab States, Mr. Frank Hagemann.

During the second day, initial agreement was reached between all key stakeholders on the outline of an action plan to address key issues related to the working conditions in the industry. According to the Programme Manager of BWJ, Phillip Fishman: "The agreement of key stakeholders on how to tackle (continued on page 2)

## Better Work Jordan Buyers' Forum builds consensus on tackling key industry issues

(continued from page 2) the remaining challenges facing this sector sets the stage for a more stable and competitive industry, one that produces higher value-added garments in accordance with international labor standards and contributes even more to Jordan's economy and its people."

In his opening remarks the Minister of Labour, Prof. Nidal Al-Katamine, reiterated the importance of close cooperation between the Ministry of Labour and BWJ in ensuring that working conditions in the garment industry comply with both Jordanian labour law and international labour standards.



## Participatory strategic planning process for Jordan's garment industry launched by Better Work Jordan

On March 26th, Better Work Jordan (BWJ) hosted a strategic planning workshop for key stakeholders from Jordan's garment industry to launch a participatory strategic planning process which will culminate in the formulation of a five-year National Strategy for the Jordanian Garment Industry.

In 2011, BWJ key stakeholders requested that BWJ facilitate the development and implementation of a national strategy for the Jordanian garment industry aimed at ensuring the sustainability of the industry and increasing its contribution to the socioeconomic development of the country.

To this end, BWJ has held ongoing consultations with stakeholders and has commissioned reports and research papers by several local and international researchers in order to establish a knowledge base upon which stakeholders can work together to formulate an effective, evidence-based national strategy (all BWJ research can be accessed online [here](#)).

The workshop involved participants from the Ministry of Labour and the Ministry of Industry and Trade, as well as employers' and workers' representatives.

### Proposed Strategic Objectives

**Create** an effective partnership between government and the private sector to support the industry's growth in line with government priorities.

**Build** a stable and productive workforce that contributes to human development in Jordan.

**Build** the capacity of the Jordanian garment industry to produce higher value-added products.

**Market** Jordan as a world-class destination for sourcing garments.

During the workshop, participants identified their priorities for the sector and proposed a set of strategic objectives for the strategy.

Further stakeholder workshops and consultative meetings will be held in May/June 2013.

## Better Work Jordan pilots innovative sexual harassment training programme

Sexual harassment has long been an issue in the export-oriented garment industry worldwide and is a major concern for the Better Work programme. Research conducted in several developing countries on sexual harassment in the export-oriented garment industry indicates that women workers are often affected by this issue.

In response to this challenge, Better Work global in collaboration with BWJ has developed a sexual harassment training package for garment factories which was piloted at the Jerash Garment & Fashion Manufacturing Co. Ltd. in Jordan.

This training package delivered training to senior managers, middle managers, supervisors and workers, with each training tailored to the needs of each of these four groups. It aims to ensure factory managers and employees understand the concept of sexual harassment, the adverse impact of such behavior on workers and on the enterprise and how to respond to incidences of sexual harassment. The manager training also aims to

build managers' capacity to develop robust and effective policies and procedures to prevent, identify and deal with sexual harassment in factories.

The training package is also complemented by an awareness-raising kit containing posters and brochures.

As a result of this training programme, the General Manager of the Jerash Garment & Fashion Manufacturing factory has committed to supporting the implementation of a comprehensive strategy to address sexual harassment in the factory. With the assistance of BWJ, the factory has developed and endorsed a written policy prohibiting all forms of sexual harassment and commenced an awareness campaign using BWJ materials to prevent sexual harassment in the factory.

Twenty-seven middle-managers and line supervisors at the factory also participated in this pilot training.



Above: Sexual harassment awareness pilot training for workers

Right: Cover of the Better Work Jordan Sexual Harassment Prevention Kit



## Jordanian garment exports reach record high

According to figures recently released by the Jordanian Ministry of Industry and Trade the value of Jordan's garment exports reached 1.2 billion USD in 2012, the highest-ever value of garment exports in Jordan's history. After having suffered considerably from the global economic crisis, the industry started to recover in 2009 with exports increasing steadily over the last three years.

## Garment workers' centers to be overseen by local management committees

In February, the National Association of Garment Workers' Centers passed a decision that garment workers' centers in Jordan will be overseen by local management committees composed of workers, managers and local government representatives. Both migrant workers and Jordanian workers will participate in these committees.

The establishment of local committees will ensure that workers' centers respond to the needs of workers in each industrial zone and that the management of the centers can be easily held accountable by workers.

The workers' center is an innovative initiative intended to provide garment workers with a safe and accessible space 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 workers' center with support from USAID, the Al Hassan QIZ Authority, apparel factories in the industrial zone, the garment workers union, and international brands.

The center will provide workers with low-cost or free access to recreational facilities, training, legal services, and mental health and psychosocial services.

### In pictures

#### Garment workers' center under construction



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## Collective bargaining training for employers' in the garment industry

As part of Better Work Jordan's (BWJ) efforts to improve industrial relations in the garment industry, BWJ hosted a two-day collective bargaining workshop for employers in the garment industry in April. The workshop was facilitated by Roger LeCourt and Claude Rioux.

Both facilitators are international experts in industrial relations, and each has over thirty years of experience in collective bargaining. Mr. LeCourt is a former Deputy Minister of the Quebec Department of Labour (2001-2003) and Assistant Deputy Minister for Labour Relations (1999-2000). He has been a conciliator/mediator in more than 250 third party interventions related to labour contract negotiations, grievance resolution, relationships improvement and partnership building. Mr. Rioux has written and published extensively on collective bargaining. He has worked as a senior policy analyst on industrial relations for the Government of Canada and is a graduate of the Trade Union Program at Harvard University.

Twenty-one participants from nineteen factories attended the collective bargaining workshop, which provided participants with background on the benefits of collective bargaining and training on how to prepare for collective bargaining negotiations. The workshop also provided participants with hands-on training to enhance their negotiation skills.

# Towards a sustainable future: adoption of report on Better Work Jordan's financial sustainability

Better Work Jordan's Project Advisory Committee has adopted a strategy for achieving lasting sustainability for the Better Work Jordan (BWJ) program by looking at its long-term political, financial, and managerial viability.

BWJ's status as a donor-funded programme comes to an end in 2013, after which it must transition into a financially sustainable national entity. The strategy adopted sets out a three-year transition period to sustainability. During this period, buyers would be encouraged to rely on BWJ as their sole auditor and BWJ membership fees would be increased. BWJ would also need to increase its client base, either by expanding into new industrial sectors or by expanding regionally.

The strategy suggests that BWJ should register as a not-for-profit company once it becomes a national entity while maintaining a clear association with the ILO and the global Better Work programme, which will be closely involved in governing the national entity and in quality assurance.

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Jordanian Ministry of Labour

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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 Buyers

Ann Inc.

American Eagle Outfitters, Inc.

Gap, Inc.

Hanesbrands

Jones Apparel Group, Inc.

Li & Fung

L.L. Bean

Marks & Spencer

New Balance

Nordstrom, Inc.

Patagonia, Inc.

Sears Holding Corporation

Ralph Lauren

Swiss Post

Target

Wal-Mart Stores, Inc.

## Participating Suppliers

Al Tayaseer Manufacturing Co.

Al Areen for Garment Manufacturing L.L.C.

Al Hadaf Manufacturing Co.

Al Hanan for Clothes Manufacturing

Al-Kawthar Garment Industry & Trade Co. Ltd.

Al Masera Textile

Al Tafilah Apparel Co. Ltd.

Apparel Concepts L.L.C.

Aseel Universal Garments Mfg 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 Ltd.

EAM Maliban Textile Jorda 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 Mfg 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.

Mousa Ready Garment

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.

Sana Factory

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.

# 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)