



BetterFactories
Cambodia

Annual Report

**Joint Efforts
Toward Sustainable
Labour Compliance**



International
Labour
Organization



IFC

International
Finance Corporation
WORLD BANK GROUP

2019 DATA



A sustainable approach to promote sustainable compliance

Better Factories Cambodia (BFC) presents another edition of its Annual Report – this time with a refreshed look. The 36th Annual Report’s structure and design has been revamped to enable its readers to access the content to generate tangible improvements in the garment sector. This new format highlights factories’ assessment results, key initiatives, partnerships, achievements and challenges in 2019. Due to the COVID-19 pandemic, since March 2020, Better Factories Cambodia has suspended factory visits, including assessments. However, the Better Factories Cambodia team has delivered virtual advisory services and industry

seminars with a focus on COVID 19 awareness raising through social dialogue with joint worker-management committee members. It has also worked closely with tripartite constituents to collaborate, working through solutions to mitigate risks in the Cambodian garment sector and for workers. Better Factories Cambodia is a joint initiative of the International Labour Organization (ILO) and the International Finance Corporation (IFC), deriving from the MoU signed by the Government of the Kingdom of Cambodia, GMAC and ILO in 2005. This programme is supported by our partners and donors below.



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The digital version of the Annual Report can be found on our website: <https://annual-report.betterwork.org/2019>

New programmes to improve working conditions

Better Factories Cambodia continued to bring about change in improving skills and competency for workers and female supervisors. Figures provided by the Ministry of Commerce (MoC) show the garment textiles and footwear sectors in Cambodia increased by 7.81% from US\$9.3 billion (USD) in 2018 to US\$10.1 billion (USD) in 2019. Such growth has encouraged us to expand our ambitions and work more closely with our stakeholders for maximum impact. Collaborations with manufacturing groups and factories are critical to driving change in the global garment industry. Our assessments indicate that non-compliance levels show improvements on Occupational Safety and Health (OSH) related issues, but there exists room for growth. The signing of the 2020-2022 Memorandum of Understanding (MoU) between the Government of the Kingdom of Cambodia, the Garment Manufacturers Association in Cambodia (GMAC) and the ILO, and our initiative have set the agenda to work towards sustainable labour compliance.

OUR PROGRESS

- ◆ Two new factories, Top Summit and Olive, joined Sabrina factory on the list of High Performing Factories (HPF).
- ◆ Expansion into travel goods and bag sectors after the success in the garment industry.
- ◆ Addressed gender-related issues in the garment sector including sexual harassment and equality, with strong partnerships.

COUNTRY OVERVIEW.....4

Our goal in 2019 was to introduce more leadership programmes, build partnerships to bring about change in living conditions and promote gender equality. We aimed to expand the adoption of sustainable practices following the success of pilot projects and programmes.

HOW WE WORK.....6

In addition to 1,048 advisory visits and around 100 training sessions throughout the year, our work at the factory-level had the greatest impact, with 184 factories participating in our advisory service and 404 assessment visits overall.

OUR STRATEGY.....8

Our strategic vision 2019-2022 focuses on sustaining improvements in working standards and reducing incidents of non-compliance issues.

ASSESSMENT FINDINGS.....10

The non-compliance numbers in this section are the result of the assessments of 2019 for 404 factories. Highlights from the main clusters either focus on areas where non-compliance is very low or has improved from previous years or in areas where it is high or has regressed.

KEY ACHIEVEMENTS.....11

We have improved working conditions in factories, expanding gender-related partnerships. Further accomplishments include leadership programmes and a renewed MoU for the next programmatic phase.

TACKLING CHALLENGES.....14

Better Factories Cambodia has created initiatives to contribute to addressing specific and longstanding issues related to management of chemical substances and on commuting to and from the workplace.

SPOTLIGHT.....16

Through our Building Bridges initiative, we partnered with manufacturing groups to provide training to tackle issues and provide solutions to garment and footwear industry.

THE WAY FORWARD.....18

After a successful 2019, our long-term objective is to focus on sustainability and increased engagement with partners and stakeholders to find solutions for the sector’s issues.

Cambodia

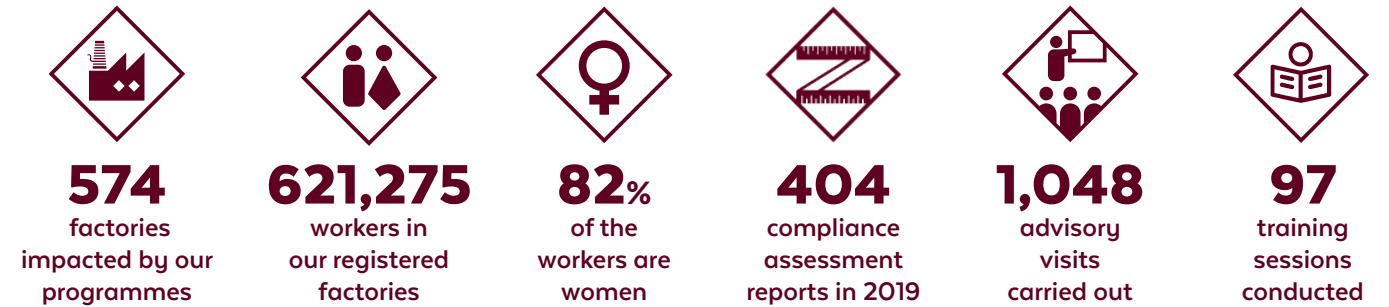
Four main leadership programmes – industrial relations, OSH, female and male leadership programmes – dominated the 2019 calendar, with outstanding results and impact for the garment sector. While the assessments found improvements in areas such as emergency preparedness and welfare facilities, OSH related to the handling of chemicals and hazardous substances require attention.

WHERE WE ARE
THE LOCATION OF OUR 574 PARTICIPATING FACTORIES



“By working with the government, trade unions and the Garment Manufacturers Association in Cambodia, we will jointly promote decent jobs for hundreds of thousands of workers, especially women, and help them to develop new skills, businesses to bring in greater profits, and families to escape poverty.”

Graeme Buckley, ILO Country Director for Thailand, Cambodia and Lao PDR



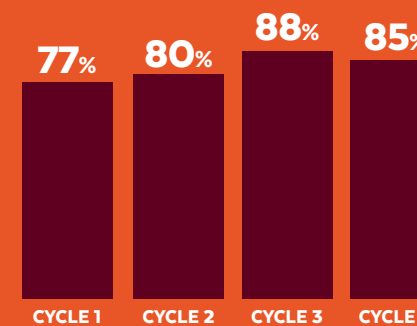
ACHIEVEMENTS



Contribute to better communication between union leaders, and inspiring them to work and solve problems together after attending the **INDUSTRIAL RELATIONS LEADERSHIP PROGRAMME**.

85%

of the factories that have been with **Better Factories Cambodia** for 4 years (or cycles) conduct periodic emergency drills.



The **Performance Improvement Consultative Committee (PICC) LEADERSHIP PROGRAMME** was piloted in 2019 with more **CONFIDENT FEMALE PICC** members emerging and some taking charge as supervisors.



Strong partnerships with the government, unions and NGOs to address key issues like preventing **SEXUAL HARASSMENT**, increasing workers' voices and building capacity.

25

LABOUR INSPECTORS from the MoLVT attended a five-day **Training of Trainers** workshop organised by the program to understand assessment processes and share knowledge and techniques on assessment skills.

CHALLENGES

55%

of factories are still non-compliant when it comes to adequately labelling **CHEMICALS** and **HAZARDOUS SUBSTANCES**, because the labels were not written in the local language.

14

brands, two development agencies and one manufacturing group partnered with us to improve the daily **COMMUTING** of workers through the **Transportation Working Group (TWG)**.

26%

of factories assessed were still not compliant with appropriate **FIRE DETECTION** and alarm systems.



The three-level approach

Our work goes far beyond factory assessments. It also comprises global level initiatives by inviting international stakeholders and brands to tackle on-the-ground issues, and activities in countries, involving partnerships with local ministries, unions, and employers' associations.



GLOBAL REACH

We act as a global resource for data-driven information and successful strategies for improving labour conditions while enhancing productivity. We convene industry leaders from around the world and conduct **pioneering research to influence policy and practice on a global scale.** The ILO, IFC and the World Bank leverage their partnership through Better Work to promote improved work outcomes.



COUNTRY APPROACH

We work with national constituents to build capacity, improve the labour law, and strengthen industrial relations. Our efforts **improve competitiveness and strengthen the private sector,** with benefits for factories performing well. We work with national institutions and social partners to improve their ability to engage with the private sector and better understand available commercial incentives for stronger workplace compliance.



FACTORY LEVEL

We offer hands-on assistance to promote worker management cooperation. Training, advisory services and practical tools to help managers and workers to **increase their ownership over labour law compliance** and to self-diagnose and fix problems themselves. Our main activities in Cambodia are detailed on the next page, including the main advisory services, assessments, trainings and new partnerships.

INITIATIVES AND ACTIVITIES IN 2019



ADVISORY SERVICES

In 2019, 184 factories took part in our advisory service programme, registering a 12% increase since December 2018. For the first time, we introduced evaluations in all advisory factories at the end of each cycle, creating a method to measure the impact at the factory level and at a worker's home and community too. A group of advisors piloted a factory 'roadmap' implementation needs (a process to determine factory's priorities; a reflection on root causes; learning and development) with more than 20 factories to evaluate their improvement along the advisory cycle. The pilot showed that when there are clear roadmaps to guide improvements in a factory, positive outcomes do occur. Advisors and trainers have also been adding gender-sensitive training.



ASSESSMENTS

Between January and December 2019, we conducted 404 assessment visits in total. 15 of them were made to low compliance factories, with officials from MoLVT, MoC and GMAC, and included face-to-face meetings with the management of those factories. Our process of providing two months to improve the conditions and work on the key issues showed positive results. Through the joint efforts made by relevant institutions and the improvements made by the factories, four out of eight low compliance factories were promoted to the category of low compliance. Six officials from the Department of Occupational Safety and Health (DOSHS) and Department of Labour Inspection in the MoLVT joined four assessment teams to three factories.



TRAINING

There were four major training programmes we piloted and conducted in 2019, including an overall of 97 training sessions. The OSH Leadership Programme comprises seven modules – each focusing on an improvement plan around OSH related issues (see the Spotlight for more details). The Industrial Relations Leadership Programme primarily focuses on relationship-building between management and workers. The programme was designed for 20–25 participants from the top management, factory owners, unions and shop stewards. Seven factories have enrolled in this initiative. The Female Leadership Programme was held in collaboration with UN Women to empower female PICC members to build their communication skills and take on leadership roles and trained 54 female workers from 14 factories. A similar Male Leadership Programme was implemented in the same factories.

OUR CHECKLIST

We evaluate 267 issues from the 8 topics below on international (red) and national (yellow) labour regulations.



CHILD LABOUR



DISCRIMINATION



FORCED LABOUR



FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING



COMPENSATION



CONTRACTS AND HUMAN RESOURCES



OCCUPATIONAL SAFETY & HEALTH



WORKING TIME



Our Strategic Vision 2019-2022

The positive impact of Better Factories Cambodia programmes has resulted in a detailed strategic vision with its long-term partners. Significant improvement of working conditions over the past decade, better industrial relations and our contribution and involvement have reaffirmed the organisation's role in the industry. With the Strategic Vision 2019-2022 document, partners have stressed that Better Factories Cambodia should continue to play a core role at the factory level. Better Factories Cambodia is committed to supporting the garment sector during the COVID-19 pandemic. Highlighted here are a few goals from the four-year plan.

MINIMUM WAGE GOES UP

The National Council for Minimum Wage, a tripartite body, agreed to recommend US\$187 to the Minister of Labour. The Prime Minister added an additional sum of US\$3 on top of the agreed wage, bringing the minimum wage for 2020 up to USD190 for textile, garment and footwear workers, effective from 1 January 2020.



GOALS

ACCELERATE SUSTAINED IMPROVEMENTS IN FACTORY WORKING CONDITIONS



- ◆ Continue to monitor and report publicly on factory compliance in all garment exporting factories.

- ◆ Build factories' and workers' capacities to improve working conditions through a systems-based approach and factory level mechanisms of social dialogue.

- ◆ Facilitate the creation of an industry-owned strategic compliance approach for the subcontracting sector and low performing factories.

- ◆ Identify and help factories to become industry leaders on compliance and encourage these leaders to inspire other factories to do the same.

OUR APPROACH

FACILITATE THE CREATION OF A VISION FOR SUSTAINED COMPLIANCE IN THE INDUSTRY



- ◆ Formulate a change process with measurable outcomes and indicators to create a culture of compliance in the industry.

- ◆ Deepen collaboration with the MoLVT, including the National Institute of Labour towards strategic compliance in support of the vision.

- ◆ Strengthen the skills of union leaders and worker representatives on understanding the labour law and bargaining effectively.

- ◆ Identify areas of joint collaboration and training with GMAC to support factories in strengthening their management systems for compliance.

CREATE AND EXPAND PARTNERSHIPS WITH STAKEHOLDERS ABOUT TRANSFORMATION



- ◆ Support the garment sector strategy by convening partners to contribute to the implementation of the strategy.

- ◆ Forge close collaboration with investment and manufacturing groups to support factories to become industry leaders

- ◆ Implement existing and create new initiatives to address gender equality issues in the garment sector and promote social dialogue.

- ◆ Strengthen partnerships with buyers to further engage them in factory and sector-level challenges and initiatives to sustain a competitive and fair industry.

MEASURE AND USE DATA, EXPERIENCE AND KNOWLEDGE TO SUPPORT THE INDUSTRY'S VISION



- ◆ Analyse our data to help inform sector and factory-level policies and practices in support of sustained compliance in a competitive and fair industry.

- ◆ Use our impact assessment results to show how improved working conditions can impact on worker wellbeing and business outcomes.

- ◆ Develop and implement a public communications campaign to showcase sector and factory-level successes and spread these successes widely.

- ◆ Assess and create partnerships with the private sector to support the use of new communication methods to broaden outreach to workers.

LEAD AND GOVERN THE PROGRAMME TOWARDS CONTINUED IMPROVEMENTS



- ◆ Ensure engagement of tripartite constituents in the governance of the programme through the Project Advisory Committee (PAC).

- ◆ Facilitate dialogue on sector level issues and priorities between tripartite constituents and other stakeholders.

- ◆ Expand our managerial capacity by supporting and developing local team leaders.

- ◆ Ensure active financial management in support of economic sustainability.

- ◆ Identify areas of collaboration with GMAC strengthen their management systems to ensure compliance.

Main results from our assessments

We found high levels of non-compliance in areas such as OSH, contracts and human Resources and working time. In relation to OSH, 274 out of 404 factories assessed were non-compliant in some form of chemical and hazardous substance management. Levels of core labour standards remain low, with few or no cases. Compiling enough evidence to determine violations can be challenging due the sensitive nature of the issues and the reluctance of workers to file report incidences.



CHILD LABOUR 2 cases confirmed of child labour under the age of 15 were reported in 2019, under the 2014 joint protocol in conjunction with GMAC and the MoLVT.	DISCRIMINATION 18 factories recorded instances of gender discrimination when a worker applied for a job.	FORCED LABOUR 3 cases were found of factories withholding wage payments to coerce work, although instances of confirmed forced labour are rare.	FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 13 distinct issues were detected around whether workers were able to freely form and join a union.
COMPENSATION 68% of factories assessed were maintaining one payroll as is required. 22% of employers made unauthorized deductions from wages.*	CONTRACTS AND HUMAN RESOURCES 97% of employers pay at least minimum wage for ordinary hours of work. 17% of workers from factories have been bullied, harassed, or subjected to humiliating treatment.	OCCUPATIONAL SAFETY & HEALTH 68% of employers provided adequate hand washing facilities and adequate soap. 42% of employers did not provide workers with proper clothing and protective equipment when necessary.	WORKING TIME 90% of employers got permission from the Labour Inspector before workers work overtime. 36% of employers do not provide workers with time off for breast-feeding during working hours.

This year, Better Work Global programme has initiated a new look for its Annual Reports. To align with the changes applied across Better Work Country Programmes, Better Factories Cambodia's report is also not focusing on direct comparisons of non-compliance. The previous publication sample was different in both the number of factories, but also the seasons that were covered: 464 factories assessed between 1 May 2017 and 30 June 2018 months. The 2020 report covers 404 factories assessed during the 2019 calendar year.

Comparing non-compliance rates in a consistent reporting time period (e.g. January through December) better takes into account seasonality and business cycles when making comparisons between reporting periods. The non-compliance rates for factories assessed in 2018 - 433 in total - were quite similar, within 5% of 2019 rates. There was one exception, the non-compliance rate for providing breast feeding breaks in 2019 (36%) was 10% lower than 2018 (46%). In following years, the annual assessment reporting period will be consistently aligned with the calendar year, and year-on-year changes in non-compliance will be incorporated into the publication. The previous Annual Report can be found via this [link](#).

* The majority of the 87 unauthorized wage deduction findings - 64 cases in total - were a result of factories charging workers for not providing notice prior to resignation. Unauthorized union dues deductions were also observed in 11 factories.

A year of fruitful partnerships

In 2019, the country concentrated on training and partnerships. As we strengthened our ties with key stakeholders and brands, a relevant MoU was signed to grant mandatory status to the travel goods and bags sector. Leadership programmes for both men and women working in the garment and footwear sectors boosted both capacity building and productivity. Non-compliance levels in areas such as accessible nursing rooms and requirements regarding shop stewards saw marked improvement from previous reporting periods.



A pool of organisations to address gender issues

Programmes and events boosted female workers' capacity building

In 2019, Better Factories Cambodia strengthened its partnership on gender with organisations like UN Women and CARE. The female leadership programme with UN Women helped with capacity building for female workers. In October 2019, Better Work signed an MoU with CARE to work on sexual harassment issues in the industry. We organised "The Business of Women at Work", a two-day event held in Phnom Penh, for industry stakeholders to share their perspectives on addressing and preventing sexual harassment.



MoU signed to extend our programme

A Joint Action Plan has been agreed on to improve working conditions, increase productivity and promote healthy competition

In November 2019, MoLVT, MoC and GMAC along with International Labour Organization signed the next phase of MoU, covering period from January 2020 to December 2022. A joint action plan has also been agreed on to improve working conditions, increase productivity and promote healthy competition in the textile and garment industry, as well

as venture into the travel goods and bag sector that has been increasing rapidly. The MoU also stated the we will continue to conduct assessments of the working conditions in garment factories. Advisory and training activities on workplace improvement and productivity enhancement will operate on a voluntary basis for factories.

THE NEW MoU INCLUDES THE FOLLOWING:

- ◆ Mandatory status extended to travel goods and bag factories
- ◆ MoLVT and Better Factories Cambodia to collaborate on subcontracting garment factories.
- ◆ GMAC and us to collaborate on delivery of training services
- ◆ Focus on sustainable compliance in the garment industry

KEY ACHIEVEMENTS



Interacting with difference

The Industrial Relations Leadership Programme brought together workers and managers

In 2019, Better Factories Cambodia offered a number of trainings sessions that resulted in improvements in industrial relations and gender issues. Based on a three-steps process, the Industrial Relations Leadership Programme aims to create a sustainable environment for workers and management to interact and coordinate. It started as a pilot programme with apparel brands and its supplier factories. The successful implementation resulted in an expansion to new factories, with a total of seven participating in the programme at present.

The results have been highly successful so far, in terms of capacity building for workers, their representatives and management. It has also created a culture that ensures that workplace issues and conflicts can be addressed amicably.

“We never spoke to each other before, now we have lunch together and we keep sharing our opinion on how to improve our workplace”,

said one participant of the programme

“I am very grateful that I joined all these trainings because I can bring the knowledge and good practices to share with other workers, which I could never do before”,

said one of the union leaders who attended the pilot session



HOW IT IS CONDUCTED THREE-STEP PROCESS

- 1 Two-day Industrial Relations mapping, which leads to fine tuning of the training proposal after understanding the needs of the organisation.
- 2 Half a day on kick-off meeting to study commitment and impact of participants
- 3 Nine-modules spread over a period of 6-8 months where participants include top management, factory managers, union leaders, managers from finance and administration.

KEY RESULTS

- ◆ More enthusiasm and participation
- ◆ Improved relationships between unions, shop stewards and management
- ◆ Increase in legal knowledge and understanding
- ◆ Eagerness to learn more
- ◆ More attention paid to the common interest

Following the success of the Female Leadership programme, the Male Leadership programme was set up in collaboration with Solidarity Center, targeting bi-partite PICC members. It aims to build a better understanding of the importance of female’s voices and how male PICC members can create space to ensure women are represented and heard.

The pilot project, which was launched in October/November 2019, had positive results and received excellent feedback. “Before I did not allow women to participate in the discussion, but now I encourage them to do so” said one of the participants. “I have involved my spouse to make a collective decision by giving space for her to talk,” added another.

Breaking gender barriers

Participants of this initiative report give a voice to women inside and outside the factory

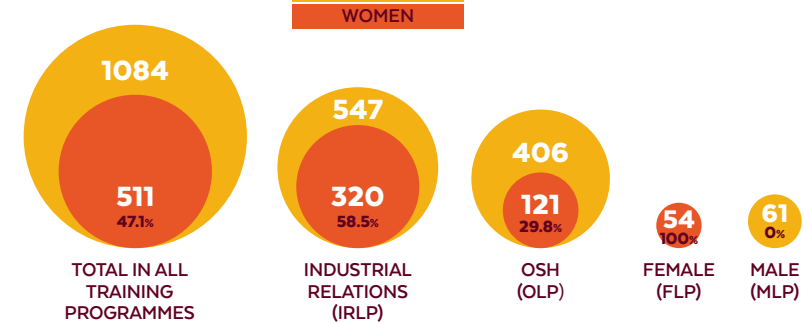


Women-led discussions

14 factories and 54 participants have taken part in the initiative to reduce gender gaps

The Better Factories Cambodia’s Female Leadership Programme was established to strengthen women’s leadership, voice and representation within PICCs. It brings women together from different factories into a trust-based environment, primarily to strengthen their skills, share the issues affecting them and contribute to the individual and collective empowerment of all women workers. Anecdotal evidence from our advisors suggests that in factories where women are part of PICCs, their contributions and views may be marginalised in committee meetings. Female members typically voice concerns and ideas less frequently than men, and tend to follow rather than initiate discussion. Building on the lessons learnt from Female Leadership Programmes, Male Leadership Programmes have been piloted in collaboration with the Solidarity Center for implementation in 2020.

PARTICIPATION



MAIN OBJECTIVES

- ◆ Understand gender concepts and social norms
- ◆ Understand the benefits of involving women in PICC meetings
- ◆ Learn how to apply male leadership practices
- ◆ Support individual self-awareness, confidence and skills for peer support and solidarity

BENEFITS

- ◆ Improved capacity to analyse issues related to gender and develop solutions
- ◆ Gave women a voice in the decision-making process
- ◆ Developed key strategies to build support networks and coalition in all situations
- ◆ Improved negotiation skills in their families and communities

KEY ACHIEVEMENTS

TOWARDS BEST PRACTICES

Two more factories entered our high-performing category

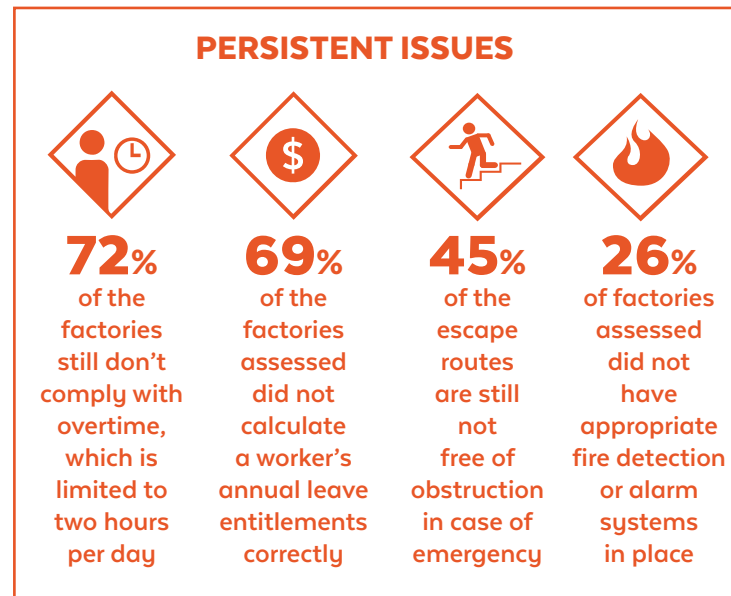
They sustain a culture of learning and invest in better environments

There are three HPFs so far in Cambodia, of which two (Top Summit and Olive) are new in 2019 (Sabrina Factory in 2018). We had discussions with them on how to sustain compliance and a culture of learning. The factories are very committed, well managed and want to go beyond compliance. Beyond having a friendly and healthy work environment, they are committed to investing in solar panels, automating production and ensuring their workers are happy. These aspects help them attract big buyers. HPFs have been invited to all meetings and workshops for stakeholders to share experiences and knowledge.



New approaches for old issues

OSH issues like Chemical and Hazardous Substances and Emergency Preparedness and lack of proper transportation for commuting workers have remained persistent challenges over the years. Initiatives have been introduced to address these. Advisory services and visits are helping factories to create more efficient labelling systems for chemicals and a pilot programme involving Cambodian and international stakeholders related to transportation helped to decrease crash rates by 77% in those targeted factories.



OCCUPATIONAL SAFETY & HEALTH

55%

of factories were non-compliant in CHEMICAL AND HAZARDOUS SUBSTANCES MANAGEMENT

We offer advisory services and visits for factories to work on improvements

The handling of chemicals and hazardous substances and emergency preparedness present ongoing challenges in the OSH cluster. There are several reasons for this, including lack of adherence to laws and policies, untrained staff and workers and unclear division of roles and responsibilities on OSH, all of which can lead to tragedies. In 2019, more than half of the factories assessed were non-compliant for appropriate chemical labels. To tackle this challenge, factories can opt into advisory services that also include 15 person-training days in addition to six meetings for developing and working on factory improvements. Recognising the value of our OSH experience, other sectors also participated in trainings on chemical safety.



GROUND REPORT



Safer transport improves workers' wellbeing

The new programme was able to reduce road crashes at the five participating factories for the pilot phase by 77%

Commuting to and from work is one of the most dangerous parts of the job. Most of the 700,000 garment and footwear workers are at risk daily due to their commute to and from the factory. Road crashes are frequent, and these can be devastating mentally and financially for families who've lost their breadwinners. The majority of the factories are located on national roads and lack proper lighting near the premises. Also, workers also lack a waiting area and are often forced to wait on the side of busy national roads. Poor national traffic safety is an additional problem: motorcycle drivers often do not use helmets; public transportation vehicles are

usually old, lacking proper seating or overcrowded; and collective transportation drivers do not have appropriate licenses. To tackle this problem, we established the TWG with a vision that "All garment and footwear workers travel safely to and from work, all the time." The project was piloted in five factories located in three provinces and reached 8,000 people directly and around 24,000 indirectly. A series of discussions with key stakeholders were conducted, including the RGC, GMAC and trade unions to identify their respective roles to ensure improvements to the safety of a garment workers' commute.

I changed from truck to bus because I am concerned about the impact on workers. The bus is safer as it has space for commuters to sit",

said a transportation driver who joined the programme

RESULTS SO FAR

- ◆ Over 60% of the workers surveyed after the pilot program said they had attended road safety education events at the factory during that time, and 89% found them beneficial. 28% of drivers reported changes in their driving attitudes.
- ◆ During the pilot, three factories also reported an increase in passenger vehicles, including 15 new buses and 30 new vans.
- ◆ Data collected after the pilot program indicated a 77% reduction in crash cases from the pre-pilot to the post-pilot period. They decreased from 254 cases to 57.
- ◆ Four drivers surveyed after the pilot program also changed their vehicles, switching to buses and better transportation options.
- ◆ The evaluation after the pilot program showed an increased number of workers expressed a willingness to pay up to US\$5 more for safer transport.

Members of the group include brands like VFC, Clarks, Decathlon, Puma, H&M, Primark, M&S, Next, Li & Fung, Lidl, C&A, Tapestry, plus manufacturing group Sabrina and Better Factories Cambodia, Road Safety Experts AIP Foundation, and development agencies; The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and Solidarity Center.



Building better workplaces with partners

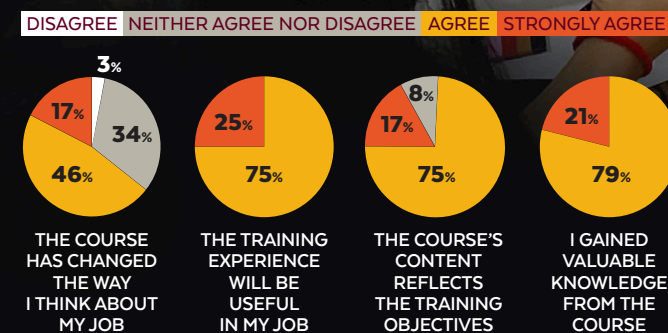
Buyers and manufacturers were part of the problem-solving skills workshops

Better Factories Cambodia has continued to work closely with the DOSH from MoLVT on the Better Work Academy for national partners called Building Bridges programme. Three separate training sessions focusing on facilitation and problem solving skills were held in 2019. Building Bridges members include tripartite constituents, buyers, high performing factories and manufacturing groups. Building Bridges participants expressed in survey that Safe Workplace Arrangements and OSH were among the most needed topics to be tackled jointly. To address these challenges, leadership programmes have been implemented for owners, manufacturers, factory management and staff.

THE MOST DESIRED TOPICS



IMPRESSIONS ABOUT THE CONTENT



“The ‘Building Bridges’ project is bringing together the public and private sectors in a new way, providing participants with a platform to build trust, raise concerns, look for solutions and discuss the future. It can establish channels to discuss a common approach to improve working conditions.”

H.E. Dr Leng Tong, Director, Department of OSH, Ministry of Labour and Vocational Training

WHEN A MANUFACTURING GROUP JOINS HANDS TO SOLVE OSH ISSUES

We have worked innovatively with J.D. United Manufacturing Corporation (JDU), a group covering 15 factories, to provide support for improvement in OSH, which included OSH Leadership Programme in nine factories, as well as the provision of aggregate data on compliance performance. By engaging manufacturing groups, achieving and sustaining compliance is possible. According to a survey, 75% of the participants felt the training would be useful in their job because it helped them to identify problem-solving techniques.

KEY LESSONS THAT CAN BE APPLIED TO ALL FACTORIES

- ◆ Identifying problems and their root causes
- ◆ Preventing is better than problem-solving
- ◆ Prioritizing issues into specific and actionable tasks before finding the solutions



Partnerships with a problem-solving focus

After creating a culture of compliance in the sector, our focus will shift to increased engagement with stakeholders to address a number of persistent issues. One of them is creating factories with strong OSH and Human Resources (HR) systems to support rigorous application of international labour standards and best practices. Better Factories Cambodia is also liaising with all stakeholders to limit the impact of the COVID-19 pandemic on workers and businesses and identify a collective approach to support the industry in these difficult times.



GOVERNMENT

The MoLVT commits to continue improving labour rights and working conditions, competitiveness and productivity in the textile, garment, travel goods and bag sectors in Cambodia, in line with the core labour standards and the labour laws of Cambodia. With Better Factories Cambodia, we will continue transferring knowledge to stakeholders for compliance in the sector.

H.E. Dr. Ith Sam Heng, Minister of Labour and Vocational Training

The implementation of this policy (linking trade with labour standards) will help buyers secure trusted sourcing in the textile, garment, travel goods and bag sectors in Cambodia.”

H.E. Pan Sorasak, Minister of Commerce



GARMENT ASSOCIATION

There is a greater need for all stakeholders in the supply chain to collaborate. We all thrive when we fulfil our obligation to our workers, and for that we seek cooperation to uphold our commitment to labour rights and social responsibility to the supply chain in Cambodia.”

Dr. Ken Loo, Secretary General of Garment Manufacturers' Association in Cambodia



UNION REPRESENTATIVE

Unions are committed to improvements in working conditions. Cambodian workers are the driving force of the sector and their health and safety is key for us.”

Chuon Momthol, President of Cambodian Union Federation

We believe it is important to have regular dialogue to address challenges and opportunities in the textile, garment, travel goods and bag sectors, so all of the stakeholders can align and be effective.”

Ath Thorn, President of the Cambodian Labour Confederation (CLC) and the Coalition of Cambodian Apparel Workers Democratic Union



MANUFACTURING GROUP

Better Factories Cambodia will customize more training for different stakeholders, help more factories to improve the working environment and labour relationship, and to provide impact to the industry.”

Kevin Xia, Director of Corporate Social Responsibility, J. D. United Manufacturing Co. Ltd.



BRAND PARTNER

We need stronger appetite for transformation and development by a continuous proactive collaboration across manufacturers, other buyers, government and key stakeholders. Implementing the SDG's, is how we best drive success and attraction of our garment industry in Cambodia.”

Christer Horn af Åminne, H&M Country Manager Cambodia & Vietnam

LONG TERM OBJECTIVES TO ENSURE SUSTAINABILITY

Better Factories Cambodia and partners have agreed to address the priorities in Cambodia's garment sector, highlighted below:

- ◆ A strategic vision from industry players for a competitive, productive and fair garment industry, in which good working conditions and social dialogue are a core component.
- ◆ A sector where all stakeholders take full responsibility and collaborate in open, transparent and accountable ways.
- ◆ Entities use evidence-based research to inform policy and make available transparent and verifiable data about the state of the industry.
- ◆ Mature systems of social dialogue, oversight, inspection and enforcement to support the strategic vision of sustained compliance in the industry.



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 BetterWorkProgramme

