

**Terms of Reference**  
**Conduct Legal and Institutional Assessment/Analysis of**  
**Apparel Industry Employers' Associations**

**Background and Context**

Over the last two decades, Jordan's apparel industry has been steadily growing and is now the leading export sector and manufacturing employer in the country. Like most other apparel exporting countries, Jordan gained entry to the global apparel value chain through international ties to developed markets. This began with preferential trade access to the US market, which led foreign investors producing apparel on behalf of international apparel brands to set up manufacturing facilities in Jordan with mostly migrant workers.

Better Work Jordan (BWJ) was created in 2009 as a partnership between the UN's International Labour Organization (ILO) and the International Finance Corporation (IFC), a member of the World Bank Group. The programme engages with workers, employers and governments to improve working conditions and boost competitiveness of the garment industry.

Since the start of the program, BWJ has aimed to improve working conditions and productivity in the Jordanian garment sector, collaborating with various stakeholders to create sustainable solutions. BWJ has built strong partnerships with workers' and employers' organizations with the aim of building their institutional capacity to fulfil their mandates in promoting further development in the sector and promoting decent work outcomes. Moreover, the programme will be supporting the constituents' efforts to collaborate toward fostering a competitive Jordanian garment industry which advances national socioeconomic development.

BWJ is increasingly shifting its focus to strengthen capacity of national stakeholders and support industry partners in creating a vision for the industry that combines both competitiveness and business strength.

Employers' organizations have an important role to play in enhancing sectoral competitiveness by coordinating private sector responses to industry challenges, providing services to their members and implementing initiatives to promote their sector. Over the past two years, the programme has also supported the tripartite constituents (including Employers' organizations) in working toward a sectoral strategy for the garment industry which aims to increase its competitiveness and contribution to Jordan's socioeconomic development.

The Employers' organizations that have been the focus of BWJ interventions are:

**1. Jordan Chamber of Industry (JCI):**

JCI was established by virtue of the Chamber of Industry Law No. 10 of 2005, and it was established as a legal person with financial and administrative independence. The Chamber is working as a national body that includes under its umbrella all the industrial chambers in Jordan, and it seeks to represent the interests of these chambers as well as promote full cooperation and coordination between them.

Among the Chambers' objectives are the following:

- Participating in setting the general policy for industry, and in setting the strategy and plans necessary for its implementation.
- Participate in developing the national industry.
- Taking care of the interests of all industrial and craft institutions.
- Promoting cooperation between the Arab and foreign Chambers of Industry and Federations and Chambers of Industry.
- Work to enhance the capabilities of the industrial chambers and coordinate their efforts

**2. The Jordan Garments, Accessories & Textiles Exporter's Association (JGATE):**

JGATE is a non-profit, private sector initiative established to drive industry growth with the aim to serve as the focal point for all activities related to the garment sector.

JGATE's mission is to increase sector competitiveness and expand export capacity, connect members to the resources necessary to build export networks, improve management know-how, strengthen marketing & promotion, improve supply chain collaboration, enhance production and design capabilities, attract investment, and advocate for policy development and reforms.

**3. The Association for Owners of Factories, Workshops and Garments (AOFWG) – Syndicate**

The syndicate was established in 1982 serving a wide spectrum of knitting factories and providing needed requirements to ensure the development of industry in Jordan and keeping pace and compete with the global industry. It also seeks to provide job opportunities for local workers and train them in cooperation with the Ministry of Labour, Trade Union and Vocational Training Institute, to contribute to reducing unemployment rates and providing job opportunities for Jordanian workers.

### Objective

The **principal objective** of the assignment is to enable BWJ to better design its future capacity building activities/ interventions of the apparel industry employers' organizations to realise the garment sector vision.

This assignment should assist BWJ to:

- Identify each organization respective roles and responsibilities, in addition to their strengths and weaknesses, most importantly as it pertains to the implementation of action driven documents available or being developed by the sector.
- Design a capacity building plan/ program that serves the needs of the identified organizations.
- Establish collaboration modalities based on the capacity requirements and capacity constraints.

Also, due to the importance of its activities and outputs in developing the sectors' workforce competitiveness, the consultant is expected to include the work **National Sector Skills Council (NSSC)/ Garment & Leather (G&L) industry** in the analysis process.

### Duties and responsibilities

The Consultant is expected to carry out the following tasks and responsibilities:

- 1) Conduct desk review and analysis of existing legal framework and relevant documents determining:
  - Institutional arrangements concerning the establishment, mandates, roles and responsibilities in addition to the current functional capacity of the mentioned entities pertaining to the apparel sector in Jordan. This should include the entities statutes, constitutions, bylaws, other foundational documents, strategic plans, annual or periodic reports and other publicly available documents.
  - National regulatory framework on the "Business of representing business" on purely economic matters and social and industrial relations matters (including wage and working conditions negotiations), in this regard, a particular attention should be given to the organizations representativity capacity in Collective Bargaining Agreement.
- 2) Conduct meetings with key relevant personnel at the mentioned entities with an objective of understanding their current organizational structure, staffing, current partnerships and collaborations, programs, projects and services offered to beneficiaries.
- 3) Document and report on the main findings of the analysis activities completed in points (1) and (2) within the spirit of any action driven document developed or being developed by the sector.
- 4) Develop recommendations on areas of needed capacity building interventions.
- 5) Develop recommendations on most effective models of business representation in the sector.

### Deliverables, timeline, and language

The consultant is requested to deliver the following reports:

Deliverable 1.1: Inception report with proposed methodology/approach, work plan and report outline.

Deliverable 1.2: Initial report with the main findings/ results of the analysis activities:

- This report should summarize the process and methodologies for completing the requested tasks, challenges and interviews conducted and description of the outcomes and results.
- Key findings and recommendations per items (4) and (5) stipulated in the Duties and Responsibilities heading above.
- The consultant shall also provide in the report (or annexed to it) list of documents, information or contacts made while conducting the requested tasks.

Deliverable 1.3: Final analysis report that includes:

- Matrix clearly describing roles and responsibilities of each organization and their capacity in representing the garment sector in Jordan.
- Clear recommendations on most effective models of business representation in the sector
- Capacity Building recommendations.

<b>Deliverables</b>	<b># of Working Days</b>
<u>1.1</u> Inception report with proposed methodology/approach, work plan and report outline. Consultant is expected to prepare a presentation of this report to BWJ.	3
<u>1.2</u> Initial report with the main findings of the analysis activities. Consultant is expected to prepare a presentation of this report to BWJ.	15
<u>1.3</u> Final Analysis Report. Consultant is expected to prepare a presentation of this report to BWJ and stakeholders for tier feedback and make adjustments to final report – if needed.	5

The consultancy activities are expected to start no later than 16<sup>th</sup> June 2022 and expected to be concluded no later than 28<sup>th</sup> July 2022.

Deliverables 1.1 and 1.2 shall be in English language, while deliverable 1.3 shall be in both Arabic and English.

### Supervision

The consultant will report to the BWJ National Project Coordinator - Employer's Relations under the BWJ program manager's overall guidance and work closely with the BWJ team. The National Project Coordinator - Employer's Relations should approve all deliverables.

### Payment Schedule

According to the market rate, the External Collaboration will be paid according to expertise and is asked to submit a financial offer detailing the daily rate. The consultant will only be paid upon satisfactory completion and approval of deliverables and upon receipt of signed invoices.

<b>Payment</b>	<b>Deliverable</b>
<b>First Payment</b> Representing 30% of the total contract value	Inception report with study methodology/approach, work plan and report outline.
<b>Second Payment</b> Representing 30% of the total contract value	Initial report with the main findings of the analysis activities
<b>Final Payment</b> Representing 40% of the total contract value	Final Analysis Report

### Responsibility of Data Collection

Collection of data / information required is the responsibility of the consultant, however, BWJ will assist in facilitating needed meetings.

### Confidentially

The External Collaboration will sign a contract with International Labor Organization that contains clauses on confidentiality and non-disclosure.

### Candidates' Profiles

- An Advanced university degree from a recognized university in public administration or relevant fields.
- Excellent knowledge on and demonstrated experience in working with national cross sectoral and sectoral Employers and Business Membership Organization.
- Demonstrable experience developing and conducting stakeholder analysis for programming or policy influencing purposes for government, United Nations, and/ or other international organisations.
- Excellent research, interview, and focus group discussion facilitation skills both in English and Arabic.
- Excellent analytical and report drafting skills in Arabic and English.
- Able to work flexibly and responsive to changes as part of the review and feedback process, while keep committing to meet agreed deadlines
- Strong ability to present at meetings with the ability to adapt to different audiences

### How to apply

Interested applicants wishing to apply to this assignment must send an email to [jordan@betterwork.org](mailto:jordan@betterwork.org). The email shall include the following:

- 1- Technical Offer
  - Consultant Curriculum Vitae (CV) or company profile containing CVs of the project leader as well as team members that includes project portfolio.
  - Summarised description and examples of work on the previous specific and similar assignments.
  - A proposal which at least consists of proposed approach and methodology, team member composition (if there is any) and timeframe.
- 2- Financial Offer
  - The financial offer should demonstrate the needed budget for implementation, including detailed fee breakdown by each activity.

The deadline for receiving applications is 8<sup>th</sup> June 2022 COB. Only applications that fulfil the requirements indicated above will be considered.