

Terms of Reference (ToR)

HR Management Consultant in the Garment Sector

Background:

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) is a partnership between the International Labour Organization (ILO) and the International Finance Corporation (IFC). The ILO flagship programme brings together stakeholders from all levels of the global garment manufacturing industry to improve working conditions, enhance respect for labour rights, and boost competitiveness.

The Better Work Jordan programme is mandatory for garment factories that export to the US under the US-Jordan Free Trade Agreement. Better Work Jordan covers an estimated 95 per cent of garment workers in Jordan, as the vast majority of garment-sector employment comes from factories that export to the US.

Around 77,800 workers were employed in the exporting garment sector in 2022. Migrant workers make up three-quarters of the workforce. These workers, primarily from South Asia, typically work in Jordan for a contract of two to three years, which can be extended. Bangladeshis are the largest group of workers (over 50 per cent of migrant workers), and there are also workers from India, Sri Lanka, Nepal, and Myanmar. Jordanian workers make up the remaining 25 per cent of the workforce. The majority of workers are women – nearly 75 per cent of the production work force – whereas the majority of management positions are held by men.

Within the exporting garment industry, there are three types of factories. The largest factories are direct exporters who produce goods directly for buyers. These factories are mostly located in the main economic zones of Dulayl, Irbid and Sahab. Below these factories in the supply chain are numerous subcontracting factories, smaller factories that produce goods for the direct exporters upon request. Parallel to this system are satellite units, which operate outside of the industrial zones, primarily employ Jordanians, and are typically small. There are currently 24 satellite factories registered in the Better Work Jordan programme that employ over 8,000 Jordanian workers

As a result of their participation with Better Work, factories have steadily improved compliance with ILO core labour standards and national legislation covering compensation, contracts, occupational safety and health and working time. This has significantly improved working conditions and, at the same time enhanced factories' productivity and profitability.

For its part, BWJ has been delivering training at both the factory and industry levels. Trainings included garment workers, supervisors and managers on topics such as Supervisory Skills Training, Workplace Communications and ToT on Sexual Harassment Prevention.

One of the key training areas that is of great benefit and have direct impact on the working conditions in the factories is Human Resource Management (HRM). Human resources management play a key

role in the success of factory’s business. By managing human resources properly, factories will be able to create a good working environment and improve the compliance with national and international legal requirements eventually leading to higher productivity at the factory level. The investment of human and financial resource is therefore crucial for a motivated and productive workforce.

Objectives:

Human Resource (HR) Management Training focuses on helping managers and employees better appreciate the importance of an integrated HR management system in their factory. While several HRM training materials have been previously prepared to develop and support an effective HR management system, there is a need to customize these materials to fit the local context of HR issues in the Jordanian garment sector.

The expansion of financially sustainable satellite garment factories can create decent job opportunities across Jordan, especially for women in rural areas. It is now important that the industry, and public-private partnerships, work to take the satellite garment model to the next stage. In order for the expansion of Jordan’s garment industry to translate into a sustainable source of employment for Jordanians there needs to be substantial investment and innovation.

It is one of BWJ objectives to ensure HR managers and employees, especially those at the satellite branches are equipped with the necessary skills to effectively ensure compliance with labor standards and procedures.

In 2012, Better Work Program developed a fully comprehensive HR training curriculum that is garment industry-specific, tailored to learners, and provides sustainable solutions to prevailing HR issues with the Jordan garment sector. Such material included – inter alia – the following:

HR practices that improve compliance:	Practicing HRM in compliance with legal requirements:	Improving HR practices at your factory:
<ul style="list-style-type: none"> • What make effective HR practice • Key components of HR practices • Recruitment • Induction and training • Working time, wages and rewards • Working environment 	<ul style="list-style-type: none"> • Why respect legal requirements? • Recruitment • Recruiting migrant workers • Recruiting juvenile workers • Employment contracts’ terms and conditions • Working time, wage & rewards • Regular and overtime wages • Working hours • Leave entitlement • Maternity protection • Working environment • Forced labour • Trade Union • Collective bargaining 	<ul style="list-style-type: none"> • Conducting induction program • Working time, wages and rewards • Standardizing working hours and leave recording • Calculating wages and prepare pay slips • Working environment • Workplace cooperation • Communicating factory policies to workers • Handling complaints

However, many operational and legislative changes and developments took place following that period, such as the modifications to the labour law and associated instructions, the conclusion of collective bargaining agreements in the sector, developments in recruitment practices, long working hours, sexual harassment, verbal abuse prevention, support mental health and people with disabilities in addition to gender related developments.

The objective of this consultancy is reviewing existing training materials, identify gaps and areas that need improvement, and develop updated training material that is adapted to the current state of the industry and the local context in a way that would better fit the needs of HR personnel at garment satellite factories. The consultant will also provide recommendations on how to effectively deliver the awareness training to ensure maximum impact.

Scope of Work:

The consultant will be responsible for the following tasks:

1. Conduct a review of:
 - Existing HR management training materials previously developed and used by BWJ in the Jordanian garment sector, with a focus on identifying gaps and areas that need improvement.
 - Identify and review other HR training material developed by other stakeholders for the purpose of enhancing the learnings about relevant HR topics that can be included in development of requested training material.
2. Conduct site visits to three satellite factories in each region (north, middle and south) in Jordan (total number of satellite factories visited = 9 factories), in order to gain a better understanding of the topics and issues faced by HR managers in these factories. The consultant will need to conduct interviews with HR managers and other relevant personnel, and gather information on HR policies, procedures, and practices (list of factories and HR personnel to meet with will need to be coordinated with BWJ). The consultant will also need to analyze the data collected and provide a report on their findings and reflect the requirements in the training materials.
3. Customize the existing training materials into a comprehensive HR management training package that is adapted to the current local context of the Jordanian garment sector.
4. Develop new HR management training material to address any gaps identified during the review and to ensure the training package meets the needs of the Jordanian garment sector.
5. Develop recommendations on how to effectively deliver the training to ensure maximum impact. The recommendations should take into consideration the challenges faced by the garment sector in Jordan, such as a highly diverse workforce, low levels of literacy, and high staff turnover rates.
6. Provide a final report outlining the key findings, recommendations, and the developed training materials.

Methodology

The consultant will need to articulate a detailed methodology and approach to undertaking this assessment in their proposal

Deliverables:

The consultant will be required to deliver the following:

1. A detailed methodology and work plan outlining the activities, timeline and deliverables.
2. A review report of the existing training materials on HR management.
3. A comprehensive training package on HR management, including the developed new training material (trainer manual, participants workbook, handouts, session plans and presentations)
4. A report on the recommendations on how to effectively deliver the training to ensure maximum impact.
5. A final report outlining the key findings, recommendations, and the developed training material.

Deliverables	# of Expected Working Days	Report Language
1. Detailed methodology and work plan outlining the activities, timeline, and deliverables.	1	English
2. Review report of the existing training materials on HR management. (This shall include the finding following the required visits to the satellite factories).	8	English
3. Comprehensive training package on HR management, including the developed new training material (trainer manual, participants workbook, handouts, session plans and presentations)	10	Arabic & English
4. Report on the recommendations on how to effectively deliver the training to ensure maximum impact.	2	Arabic & English
5. Final report outlining the key findings, recommendations, and the developed training material.	1	Arabic & English
Total number of expected workdays	22	

Supervision

The consultant will report to the BWJ National Project Coordinator - Employer's Relations and the Operations Team Leader under the BWJ program manager's overall guidance and work closely with the BWJ team. Both the National Project Coordinator - Employer's Relations and Operations Team Leader 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.

Payment	Deliverable	Expected Timeline
First Payment - Representing 20% of the total contract value	Upon the successful delivery and approval of deliverables: <ol style="list-style-type: none"> 1. Detailed methodology and work plan outlining the activities, timeline, and deliverables. 2. Review report of the existing training materials on HR management. 	8 th June 2023
Second Payment - Representing 60% of the total contract value	Upon the successful delivery and approval of deliverables: <ol style="list-style-type: none"> 3. Comprehensive training package on HR management, including the developed new training material (trainer manual, participants workbook, handouts, session plans and presentations) 4. Report on the recommendations on how to effectively deliver the training to ensure maximum impact. 	29 th June 2023
Final Payment - Representing 20% of the total contract value	Upon the successful delivery and approval of deliverables: <ol style="list-style-type: none"> 5. Final report outlining the key findings, recommendations, and the developed training material. 	13 th July 2023

Responsibility of Data Collection

Collection of any data / information required is the responsibility of the consultant. BWJ will also facilitate the accessibility to any ILO/BW relevant training materials.

Confidentially

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

Qualifications:

The consultant should possess the following qualifications:

- Master's degree in a related field.
- A minimum of 10 years of experience in HR management. Familiarity with the garment sector in Jordan and knowledge of HR management issues and practices in the garment sector would be an advantage.
- Demonstrated experience in developing training materials and delivering training.
- Excellent analytical and report writing skills.
- Ability to work independently and deliver high-quality work within the specified timelines.
- Excellent command in English and Arabic.

How to apply

Interested applicants wishing to apply to this assignment must send an email to jordan@betterwork.org with the subject (**HR Training Material_2023**). Only selected applicants will be contacted for an interview

The email shall include the following:

1- Technical Offer

- A proposal which at least consists of proposed approach and methodology, team member composition, work plan and timeframe.
- Consultant profile containing CVs of the project leader as well as proposed team members.
- Summarised description and examples of work on the previous specific and similar assignments.

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 03 July 2023 at 12:00 PM