

# TRADE PROMOTION PROJECT PHASE III

TAJIKISTAN

OUTCOMES FROM MISSION TO TAJIKISTAN: DEC 2009

BY ITC TEXTILE SECTOR CONSULTANT: RUPA GANGULI

INPUTS BY  
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# TEXTILES FOR TOMORROW

## SHAPING THE FUTURE OF TEXTILES AND CLOTHING IN TAJIKISTAN

### BACKGROUND AND PROJECT OBJECTIVES

The overall objective of the project is to contribute to the sustainable expansion and diversification of SMEs' exports in Tajikistan through increasing the competitiveness of the textile and clothing ("T&C") industry and improving the quality management ("SQAM") infrastructure of the country.

The project will focus on the following four immediate objectives:

Immediate objective 1: To support the T&C stakeholders in taking a strategic approach to the sector's development

Immediate Objective 2: To enable enterprises, the Government, and sector-related institutions to better understand T&C regional and world market requirements, opportunities and challenges

Immediate Objective 3: To improve the capacities of T&C enterprises and sector-related service providers in product development and marketing

Immediate Objective 4: To improve the capacity of SQAM and SPS bodies and the regulatory infrastructure.

The project is planned for 3½ years and started operations in September 2009.

In the context of this project, a technical mission made up ITC international experts was undertaken to Tajikistan in December 2009. The initial launch and meeting with project stakeholders in Tajikistan had already taken place earlier. In addition to that, the sector strategy process is currently being undertaken. As a result, this mission was focussed on specific subject inputs for quality management and product design. A second intervention in both areas will take place in 2010.

### MISSION STRUCTURE AND DETAILS

The key objectives of the mission to Tajikistan included the following:

1. Inputs for quality management and productivity
  - a. 1-day seminar on introductory inputs on the cost of quality and importance of quality management and productivity
  - b. ½ day in – factory interventions for each of the selected companies
2. Inputs for product design and development
  - a. 1-day seminar on more details of product design, development, sample making
  - b. ½ day in – factory interventions for each of the selected companies

The international mission team included the ITC quality consultant and ITC product design consultant. ITC's international team of experts was accompanied by the ITC national project manager and ITC national consultants. The consultants visited factories across Tajikistan – Dushanbe, Khujand, Kurgan-Tube and Kulob. The quality management consultant visited both, the textile spinning and weaving mills as well garment and knitting factories. The product design consultant visited and worked with the knitting and garment factories as these companies were preparing the final products.

The overall mission took place from 30 November to 20 December 2009. Product design and development inputs were provided from 30 November to 9 December 2009. Quality management and productivity inputs were provided from 13 December to 20 December. Further details of both interventions are provided in this report.

## OVERVIEW OF INITIAL FINDINGS

### GENERAL INFORMATION

The sector is highly heterogeneous having new and old factories; some are running at full capacity (like Yakut) and others at 10-15% capacity (Textile City). As the production volume is very limited most factories do not maintain much written records in terms of rework level or WIP between the processes. As most of the companies cater to domestic market and have poor linkages with the international market, they have very little understanding of its expectations apart from the specific customers served by the enterprises. General belief is that there is not enough demand for their products or manufacturing capacity

These factories have very low exposure to international market requirements, design and international quality standards for products, manufacturing techniques and technology options. General feeling among the management is that high technology will eradicate most of the problems. Even the domestic market is increasingly being lost to imported garments. The local population perceives imported garments as high quality and Tajikistan made garments as low quality.

### INDIVIDUAL ASSESSMENTS AND ANALYSIS BY SUBJECT: QUALITY MANAGEMENT AND PRODUCTIVITY & PRODUCT DESIGN AND DEVELOPMENT

The impressions are based on a 1-day workshop on each topic and the ½ day factory interventions that took place. The need for quality management and productivity was seen as a very urgent requirement and a first step. Inputs from product design and development would have to follow so as to ensure a strong level of competitiveness in the companies, which did not, in most cases till now, have training in this subject. Most of the companies were used to taking contract orders through importing agents and buying agents.

A detailed report & agenda for quality workshop can be found in [Annex 1](#). The detailed inputs for product design and development can be found in [Annex 2](#).

The ½ day in factory interventions were mainly made up of initial assessments and initial recommendations, which have been provided for each factory individually. A compiled set of recommendations per factory to include both, quality and product design and development can be found in [Annex 3](#).

A summary of key challenges and initial recommendations for each topic is provided below.

#### 1. QUALITY MANAGEMENT AND PRODUCTIVITY

##### **Key deficiencies and challenges**

1. The firms have a varying degree of understanding of productivity benchmarks. Some companies are able to carry out time and motion study to set production standards, other do it based on experience.
2. Very Little attention is paid towards fine workmanship and cleanliness of the garments. Lose threads, raw edges and unfinished/ untidy seams were found in many garments
3. Housekeeping standards are poor. Garments/ Fabrics are handled with not proper care and are allowed to be soiled believing that they will be washed later.
4. Though spinning mills have in-house testing facilities, which seem to be functional and data on test parameters are maintained, the garment manufacturers have no or very little understanding of the testing requirements.
5. The extent of quality related data collection varies from factory to factory however the Capability to analyze the data is limited.
6. No or very little exposure to new manufacturing systems that prepare factories to respond to the market needs in flexible manner
7. Low personal safety standards

## **Immediate recommendations**

1. Firms with high quantity manufacturing needs to start setting production standards based on time and motion study.
2. Traditional skills based garments need to be improved in quality and design for needs of the contemporary market. The aim should be to increase the size of the market. Institutional market in Tajikistan could also be tapped for this purpose.
3. Safety standards in the factories also need to be improved. One of the areas of urgent attention is the use of personal protective equipment. For example, protective gloves for the cutting equipment operators or earplugs for the operators working on high noise processes.
4. Start collecting, reporting and analyzing Quality and Productivity data and making data based decisions.
5. Improve the housekeeping standards
6. Analyze the construction, workmanship and finish of garments retailed at higher value in the export markets serviced by the factories.
7. Factories needs to aim for superior workmanship and quality standards

In addition to above generic comments about Textile and Clothing industry, these are few more challenges/deficiencies specific to Spinning and weaving industry. These are:

8. Spare parts availability
9. Power shortage
10. Poor data analysis even though good data collection mechanism is available for various processes in spinning.
11. Low housekeeping standards
12. No exposure to problem solving/ continual improvement methodologies

One common suggestion to the spinning and weaving industry is to identify and distinguish between controllable and non-controllable problem areas. Then plan action against all controllable problems and conduct periodic assessments to measure the improvement.

## **Training Needs**

### Phase 1

1. Inspection procedures and process audits for quality assessment in:
  - a. Fabric and Trimmings
  - b. Spreading and cutting inspection
  - c. Sewing inspection
  - d. Final Inspection in Finishing
2. Data collection, analysis, visual representation and management reporting
3. Data based decision making by management.
4. Basic textile and garment tests as expected by international apparel buyers
5. Worker sensitization and right first time quality
6. Problem solving methodologies and 5 why analysis for finding the root causes for the problems

### Phase 2

1. Principles of motion economy and work place improvement
2. 7 wastes and introduction to lean thinking

3. Technology trends and appropriate technological solutions
4. 5 S
5. Technological advancements in product development

## 2. PRODUCT DESIGN AND DEVELOPMENT

The approach adopted for product design and development is based on the inputs and views developed after visiting and interacting with the companies across the country. The details of the in factory report can be found, as mentioned in Annex 3.

This part of the report therefore focuses on a compilation of next steps and the approach adopted for the sector as a whole. Individual details per company are provided in the factory reports, as the level of each factory is very different from the other and it is difficult to compile findings at the sector level purely for product design and development.

**The overall strategy focuses in general towards making samples in different styles in order to upgrade the products as being made currently by the companies. This is being done with a view to show that they are able to develop other & new products. There are two more parts discussed which include strategic partnerships with the university in Tajikistan and also a proposal to work with domestic school uniforms as a product categories. These are further elaborated in the course of the report.**

### 1. The overall strategy

**The following inputs and details are thus discussed below:**

The consultant proposes to shop several garments as samples and ask companies to reproduce those samples with minor differences or alterations

#### **Type of samples to include:**

Winter garments. Those garments during the winter sales period to benefit from reduced costs. Possibility to distribute the same garment samples to the different companies, which operate in similar fields- then have these alterations or minor modifications repeated. The pattern block will still be useful as reference!

Objectives:

Phase 1: 5 samples must be done

- 2 samples from shopping
- 2 samples from modifications from factories samples
- 1 from photos or sketches

During the 1st visit of the company group on their market study to Paris in February 2010, the companies will be given the samples and a working programme.

The work done by companies will then be reviewed by the consultant in – factory during the next intervention in Tajikistan.

**The strategy is to prepare at last 20 samples for next year in order to get a booth in an international exhibition (Shanghai / Paris / Moscow)**

Suggested timeline and workplan for this possibility:

For the 1st semester (01/ 06-2010) = 5 models+ preparing strategy/ planning for actions

For the 2nd semester (06/12-2010) = 5 supplementary models + searching fabrics/ sourcing

For the 3rd semester (end 2010 beginning of 2011) = 5 supp models & validation of the 10 previous + validation of labelling/ identification + texts for web site

For the 4th semester (06 /12 -2011) check the 20 samples with a personal identity / prepare the exhibition

Above is a minimal proposal and every programme should be adapted to the capacity of development shown by each company in the course of the road map described above. If the motivation is high as is the quality more models could be envisaged over the course of the same period.

**The product design and development should be accompanied by a clear marketing and communication material.**

**Some suggestions include:**

1. A clear presentation of each company on a web site / minimum 3 to 4 pages in English/ Russian
2. A flyer presentation, business card in Russian / English
3. Web mail + and a dedicated person who could answer /correspond in English

<i>Name of company</i>	<i>Type of product to buy</i>
<i>Mehrovar</i>	<i>M/ Sportswear garment with special weaving Military uniform style</i>
<i>Guliston</i>	<i>Jeans Women / Men/ Junior</i>
<i>Yogut 2000</i>	<i>Jacket sportswear / Jacket for men</i>
<i>Dilirom</i>	<i>Worker style Jacket /Security garment</i>
<i>Guldast</i>	<i>Tunique Woman / Jacket matelasse Women</i>
<i>Sano</i>	<i>Jeans men jeans junior / Shirt</i>
<i>Textile City</i>	<i>Shirt /pant Men / Jacket Men</i>
<i>Zinat</i>	<i>et boyand girl / school- shirts/ Military uniform/ work uniform</i>
<i>Sultanov</i>	<i>Woven sport , country /security</i>

**Type of documents to prepare by consultant:**

- Catalogue as mail order catalogues: 3 suisses / la Redoute
- Catalogue of security garments
- Catalogue of professional garments / by type of work

A total 15 samples are being bought, to give Tajik participants during Paris visit



*Photos of a part of samples bought in Paris for Tajik group*

## 2. Special operation for School Uniforms in Dushanbe

As seen the uniform for school could be very important as a product in the local market, but presently this market is totally in the hands of Chinese companies: low quality product, cheap fabrics which do not resist well after few washing.

The idea is to keep this market for local production

The way to achieve this could be to work together with the ministry of education, to set up new rules for quality, special style, and special details which could be done only by Tajik companies.

A cluster of some selected manufacturers could be set up to organise a collection / plus a presentation of proposal of range a school uniforms with a rough selection of fabrics / local or sourced from China or Russia/ Turkey depending on price and good quality.

During the mission, the consultant also visited a school with the help of the national project office to get a better understanding of what the school uniforms in Tajikistan look like and what is needed. The principal of the school very kindly provided a presentation of what the students wear as uniforms, from small children to junior level.



*Examples of uniforms in a Dushanbe school*



### 3. A possible UNIVERSITY Partnership



*In front of Dushanbe University*



*With directors of design + chef teacher of style*

In order to have a real profitable action & positive results from the design consultant's visits, it is very important to maintain the pressure and momentum between the visits at the factory level. It is also important to stress on the linkage between university design students and commercial factories. To bridge the gap between the mindset of companies, which have been operating for years since the Soviet times, there is a big need for young blood/ younger profile in the companies as owners think too much in terms of the past!

It could be a good proposition to involve students where possible within factories to follow up and help and assist the production units to develop their new collections. The companies are too involved and caught up in their day to day actions such as production, and don't necessarily have the potential to set up new activities – often no designer or marketing staff on board. Following the ITC programme, it is highly recommended to include where possible inputs and the involvement of future generation.



*Students in design: The consultant provided a free copy of the trend books to the students to use and go through.*



*Students: they will like this proposed direction and inputs!*

It is also noted that what is taught in the design school is very far from the reality of the companies and the life of the production in Tajikistan. So a direct involvement will also help the students understand what manufacturing and market needs are.

**A proposal: Approach for all participants (companies) on ITC programme to be supported by a team of young students from university with validation and agreement of the Head Chief of the design dept of Tajik university**

If such a cooperation does take place, then it is very important to clearly write the conditions of collaboration + the mission, what they expect

**If this is taken onboard, here are some suggestions to develop at the sector level going forward:**

For each company, students attached for the duration of the activity:

- 1 junior designer from 3<sup>rd</sup>, 4<sup>th</sup> or 5<sup>th</sup> year. This student makes modification from design TOP, modification from photos / source Internet or magazine, under direction / validation of design consultant.
- 1 junior pattern maker, who will make patterns from shopping samples, pattern from modifications from in house patterns, create new pattern from photos / sketches from students design
- 1 junior marketing student who could speak English: to backstop preparation of marketing flyers, helps follow up and identification of potential customers. He or she could also prepare marketing elements for web site

**Management of junior staff:**

Directions given by consultant: During each visit, the consultant would give directions on the “what to do” and the “how to do it” with road map and scheduled actions, proposal for each action done by students given by e-mail to consultant. This could be followed up by a national consultant: meeting/ report every 15 days + additional personal comments.

**Expenses for university / junior student**

For students: when they are in the factories: transportation fees/ meal in factory if full day. + ITC consultant personal feed back / meeting with student for directions about their work expenses covered by factories

**For supporting the university: when consultant comes to Dushanbe:**

Provide 1 workshop 2 hours for all students in university + give old trends books for university library. It is also possible to provide inputs to the teachers / chiefs to build new inputs into their existing programme to make it more relevant to the current market requirements and needs of the factories today. This could even be done in the evening.

## SUGGESTED TIMELINE OF ACTIVITIES 2010

Subject	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Quality management & productivity												
Product design & development												
Marketing & fair participation												
Competitive material sourcing												

## A SPECIAL THANKS TO THE NATIONAL TEAM IN THE TAJIK ITC OFFICE



*Saidmumim*



*Nargiza*

## ANNEX 1 – WORKSHOP ON QUALITY MANAGEMENT AND PRODUCTIVITY REPORT

### Workshop Report on ‘Quality for Shaping the Future of Textiles & Clothing’

19th December 2009, Dushanbe, Tajikistan

The objective of the workshop ‘Quality for Shaping the Future of Textiles & Clothing’, was to share with the participants contemporary knowledge and international case studies on how principles of quality management can be used for improving the competitiveness of apparel industry. It was also aimed at creating buy in from the industry participants and support organization to leverage quality and productivity management for securing and sustaining the garment and textile orders in Tajikistan. Several video films were used to share the international experience and case studies.

#### **Following were the highlights of the session.**

The workshop was attended by people from diverse field and background, namely- representatives of Ministry of Energy and Industry, Ministry of Economic Development and Trade, Entrepreneurs and Top Level managers of Textile and Clothing Industry of Tajikistan, Diplomats, Consultants, Representatives of ITC, Academicians and Scholars.

The workshop started with a brief introduction of the ITC project by Saidmumin Kamolov, ITC National Program Manager in Dushanbe.

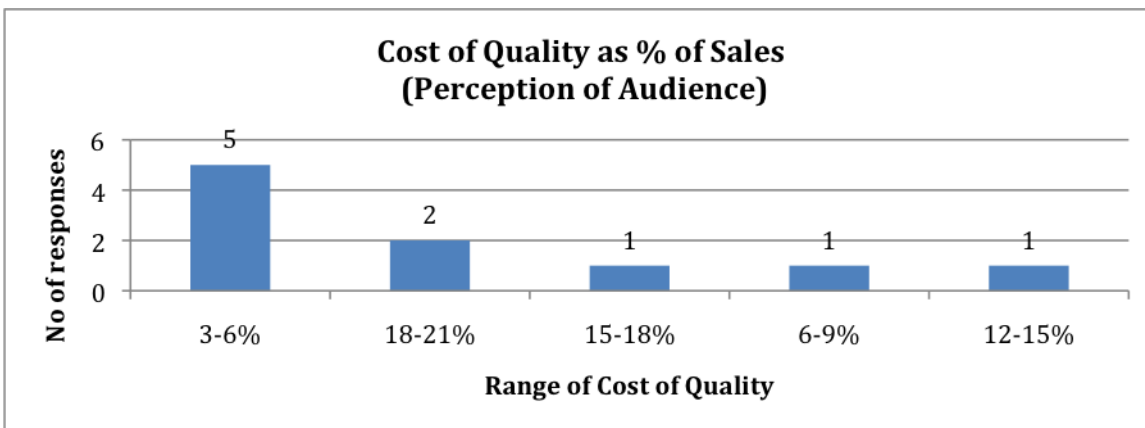
The workshop was conducted in three sessions. Session 1 was titled ‘Profiting through Quality in Clothing Industry’, included a brief introduction about the importance of quality and the sensitization of participants about global business realities. Before starting the session participants were asked to fill a questionnaire just to have a basic idea about their perception of Cost of Poor Quality and Global Productivity Benchmarks. The results of the finding from the questionnaire were shared with the audience along with comparison with industrial benchmarks. The expert shared with the audience the current realities of international trade, where demand is much lower than the capacity, leading to fierce competition. In order to sustain the business under these circumstances, the companies will have to focus on an integrated approach of Quality and Productivity Improvement. The expert shared the views that the ‘Quality cannot be inspected into a product, it has to be produced right first time’. To strengthen this point and for a better understanding of the participants, a practical exercise on 100% inspection by all participants was carried out. Each participant was asked to find the number of times a particular alphabet occurred in a particular paragraph. To the surprise of all, the answers of participants varied. The moral shared was that wherever there are human beings involved in inspection, there will be variances in outcome and thus the Quality needs to be built into a product and cannot be inspected in. The session was followed by a tea break.



*Expert sharing the Fact that Quality cannot be inspected in; it has to be produced right first time*



Session 2, 'Cost of Quality and its Importance', included the introduction about various components of Cost of Quality and how reduction of cost of poor quality will lead to increase in the profitability. Audience perception about the cost of quality was also presented. Following graph shows the perception of audience about cost of quality as a percent of sales in their factories:



According to Dr. Bheda's study 'Cost of Quality in the Indian Apparel Industry' the average cost of quality was found to be 14.05% of sales. Many international studies show that this cost can be as high as 20% of sales. While the mode value of audience's perception was 3-6%. It could be thus concluded that the understanding of the Cost of Quality by the workshop participants was fairly low and they have very little idea about the money being lost on account of poor quality. The session helped them improve their understanding of the concept.

Case studies of how companies have benefitted from Quality improvement in India were also presented to the participants. A screening of a video film 'Profiting Through Quality' based on the Quality Improvement Programs, implemented by Rajesh Bheda Consulting in association of GTZ was also done. The expert also presented the audience with certain 'what if' scenarios about the potential savings if the cost of quality is reduced by 2% at a time.

The part two of the second session was about the Productivity Improvement. The session started with basic definition of productivity and its importance. The results of the Participants' perception of Global Productivity benchmarks as compared to their Asian counterparts Bangladesh and India and the Global Benchmark was shown to them.

Following were the findings:

Garments	Attainable Direct Labour Productivity * (Sewing and Finishing) In Units per Operator per 8 hr. shift in 1975	Audience perception at I «BATEXPO» seminar 2008 <b>Bangladesh by Dr. Bheda</b>	Audience perception at ICAHT seminar 2009 <b>India by Dr. Bheda</b>	Audience perception at ITC Workshop Dushanbe <b>Tajikistan</b>
Men's Dress Shirt	44.0	15.04	16.6	13
Men's Casual Pant	30.0	10.48	16.2	11
Western Style Jeans	58.6	9.28	24	5.3

*Audience's perception of global productivity benchmarks (\*Source: Rajesh Bheda 2003, Managing Productivity in the apparel industry CBS Publishers, Modified based on Quality and Productivity: Cornerstones of Apparel Manufacturing. 1976, AAMA.)*

As evident from the findings, the perception of the audience about the Global Productivity Benchmarks was also quite low. Thus the session was an eye opener for the participants as they became aware of their hidden potential.

The expert then shared with the audience few productivity improvement case studies in India and Bangladesh. The results showed how an apparel manufacturing firm in India is projected to save US\$ 144,000 annually and also how the productivity of the 10 Bangladesh factories was improved to the tune of 15.8% to 118.42%.

The expert showed the audience how these improvements were achieved by various techniques of methods improvement. Three examples videos of methods improvement were screened

1. Sleeve attach to the ladies blouse
2. Label Creasing
3. Label attach to Yoke.

The expert urged participants to think out of the box if they wanted to be leader of their trade. The exercise of thinking outside the triangle was appreciated by the participants. The post lunch session was used for introducing the participants with the concepts of data analysis and problem solving. Example check-sheets for collecting productivity and quality data were shown to the audience. They were also introduced with Pareto analysis, were given an example of 5 Why analysis and Cause and Effect analysis.



At the end of the session the participants were asked to point out the Micro, Meso and Macro Level issues that affect the Productivity and Quality of their Organization. Key points identified by the participants were

**Micro – Issues:**

- Lack of dialogue with consumers
- Lack of motivation and low salaries
- Lack of market information/intelligence
- Old and outdated equipment
- Lack of qualified personnel and know how
- Uncompetitive products
- High costs, taxes, expensive raw materials
- Reputation as low quality producer
- Poor product design
- Low quality

**Meso – Issues:**

- Lack of professional managers
- Shortage of raw materials
- High costs, taxes, expensive raw materials
- Lack of relevant consulting companies

**Macro – Issues:**

- Shortage of electricity and it's high tariff rate
- Unfavorable business environment

Participants were also requested to summarize the learning of the workshop. The major learning from the workshop as identified by the participants were as follows:

**Learning from Session 1:**

1. Don't rely on inspection, produce quality at every stage
2. 1% of defect will spoil your image as 30% of customers will know about it
3. The law must be enforced to protect consumer rights
4. We must implement comprehensive system including the standards
5. Retail prices are falling in markets

**Learning from Session 2:**

1. High quality at low price is possible
2. This can be done with work place improvements
3. This can lead to more profit, empowerment & low cost innovation
4. As per Dr. Deming The Guru of Quality Management, 94% of problems are caused by management and only 6% can be attributed to the workers

### **Specific feedback on the workshop**

“Thank you for enriching us with innovative thinking and importance of quality. At the Department of Industry we will take our responsibility and help the industry and this project in every possible way so that our industry can move forward and be more profitable.”

*Ms. Zamira Akhmedova, Chief specialist,  
Dept. of Industrial Innovation and Development,  
Ministry of Economic Development and Trade*

“Thanks for the visit to Tajikistan and this wonderful presentation. Such discussions help educational institutes. We have to always think whom are we educating and what are we educating them for.”

*Mr. Davlatyor Sheraliev,  
Head of department of Historical arts,  
Technological University of Tajikistan*

“Best of the Best workshop that I have attended”

*Mr. Bakhtiyor Muhiddinov,  
Manager on import/export operations  
NIKOO KHUJAND*

"The participants have been able to get a lot of practical and easy to implement ideas for improvement and I am sure they will start to implement them in their factories at the earliest".

*Anna Schwarz  
National Program Officer for Economic Affairs  
SDC SECO*



## Agenda for workshop, 19 December

DUSHANBE, TAJIKISTAN

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# QUALITY FOR SHAPING THE FUTURE OF TEXTILES & CLOTHING

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An interactive workshop to understand the problem faced by the industry in the areas of quality and productivity. The workshop would create buy in from the industry participants and support organisation to leverage quality and productivity management for securing and sustaining the garment and textile orders in Tajikistan. The session aims at sharing case studies, videos and experience from across the globe on how principles of quality and productivity management can be used to improve the organisational performance and profitability. Its will also be used to explain the methodology of in-factory assessment to be carried out as a part of the project.

**Textile and clothing manufacturers, exporters, designers, Government agencies, associations and support services involved in the Textiles & Clothing sector in Tajikistan:**

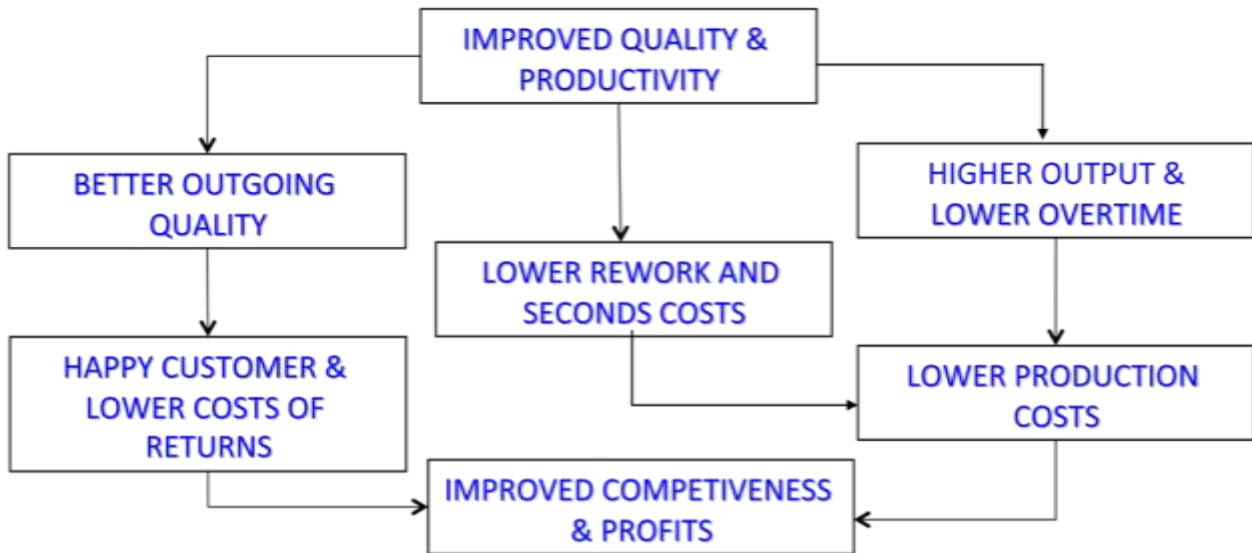
- 09.00 / 09.30 Welcome: Ministry of Economic Regulation**
- Introduction: The ITC project objectives**
- Saidmunim Kamolov, ITC National Programme Manager,  
Dr. Rajesh Bheda: Quality Management Consultant
- 09.30/ 10.15 Overview of macro trends in international clothing business and the importance of quality and productivity. Interaction with the participants on their perception of what is quality?**
- 10.15 / 10.30 Tea Break**
- 10.30 / 12.00 Importance of Cost of Quality and Using Quality for profitability and growth**  
Learning from international case studies on use of Quality Management for business improvement
- Screening of video film 'Profiting Through Quality'. The film provided insights form of implementation of Quality Improvement Program in apparel exporting SME's in India
  - Hands on exercises on 100% inspection.
  - Impact of improvement in Quality on the profitability of the apparel firms
- Q&A
- Dr. Rajesh Bheda: Quality Management Consultant
- 12.00 / 1.30 Key concepts of Productivity improvement and learning from case studies**  
Case study of BGMEA Competitiveness Enhancement Program, productivity improvement in 10 apparel export companied in Bangladesh carried out by RBC.  
Video films on method improvement
- 01.30/ 02.30 Lunch**
- 02.30/ 03.15 Introduction to data analysis and Problem Solving**  
Examples of check sheets for data collection  
Introduction to Pareto Analysis  
Example of Five Why Analysis and Cause and Effect Diagrams  
Dr. Rajesh Bheda: Quality Management Consultant
- 03.15/ 03.45 Identification of issues affecting Quality and Productivity**  
(interactive activity by participants)
- 03.45/ 04.00 Summary of the learning from the workshop.**  
Saidmunim Kamolov, ITC National Programme Manager Dr. Rajesh Bheda: Quality Management Consultant

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## ANNEX 1.1

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### Importance of Quality and Productivity improvement for business growth



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## ANNEX 1.2

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**The outcome of this workshop and interaction should look like:**

	Key Challenges faced		
Performance Indicator	Micro (Inside the factory )	Meso (e.g. associations, institutional support, service providers, universities, etc)	Macro (e.g. business environment, trade policy, infrastructure, etc)
Quality & Productivity & Manufacturing Cost			

This exercise should provide much needed perception of the participants about the issues faced/ problem encountered in improving quality and productivity at macro, meso and micro level. Based on these consultant can decide focus of the assessment and engage the participating factories in developing possible solutions to some of the identified problems, specially of micro and meso categories.

**Key thinking points of focus for all the groups:**

Inspection procedures, understanding of customers quality expectations, Raw Material and final product testing infrastructure, Quality data collection and analysis skills, problem solving skills, Quality systems certification.

### List of Participants

Venue: Conference Hall of the Capital Business Center, Dushanbe

Date: 19 December 2009

<b>№</b>	<b>Name</b>	<b>Organization/Location</b>	<b>Position</b>	<b>Tel/Mob.</b>	<b>E-mail</b>
1	<i>Ms. Gulchehra Sanginova</i>	Ministry of Energy & Industry	Head of Light Industry Division	221 45 74	<a href="mailto:gulchehra58@mail.ru">gulchehra58@mail.ru</a>
2	<i>Ms. Sharofat Huseinova</i>	Ministry of Energy & Industry	Chief specialist, Light Industry Division	221 43 40	
3	<i>Ms. Zuhra Muhtorova</i>	Ministry of Economic Development and Trade	Head of Division, Trade and Service Regulation	221 48 41	<a href="mailto:zuhro.64@mail.ru">zuhro.64@mail.ru</a>
4	<i>Ms. Zamira Akhmedova</i>	Ministry of Economic Development and Trade	Chief specialist, Dept. of Industrial Innovation and Development	221 59 15 95 155 76 04	
5	<i>Ms. Shahlo Abidjanova</i>	JSC "Olimi Karimzod", Dushanbe (textile company)	Head of Marketing Department	93 501 66 64 93 504 84 81	<a href="mailto:2705@mail.ru">2705@mail.ru</a>
6	<i>Mr. Bakhtiyor Muhiddinov</i>	Neku, Khujand	Manager on import/export operations	92 776 09 93	<a href="mailto:bakha_muhiddinov@mail.ru">bakha_muhiddinov@mail.ru</a>
7	<i>Mr. Munir Sultonov</i>	P.E. Sultonov, Khujand	Director	92 773 6771	

8	<i>Mr. Abduroziq Oripov</i>	Textile City LLC, Khujand	Deputy Director	(+992 3422) 6 57 24 918 43 63 90	<a href="mailto:ilkhom-71@mail.ru">ilkhom-71@mail.ru</a> <a href="mailto:abreshim@khujand.net">abreshim@khujand.net</a>
9	<i>Ms. Mavlyuda Karimova</i>	OJSC “Guldast” (clothing company), Dushanbe	Chief accountant		
10	<i>Ms. Mavluda Bobosodiqova</i>	OJSC “Guldast” (clothing company), Dushanbe	Manager	95 62 79 00	
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## ANNEX 2 – WORKSHOP DETAILS FOR PRODUCT DESIGN AND DEVELOPMENT

### Workshop Report on 'Product design and development',

December 2010, Dushanbe



*workshop*



*held in nice new place*

The workshop was conducted for 1 full day and was attended by a total of 35 participants. The agenda was divided into two sessions:

#### **Morning and Afternoon sessions.**

The morning session consisted more of an information session and a fact-finding session. It also provided a recap on the earlier presentation, which was made on introducing product design and development in Tajikistan by ITC. This presentation therefore picked up from the earlier one and built the topics further.

The key topics included the following in the morning session:

- Presentation of importance of designing
- How to find inspiration & trends information
- Information from shopping & latest trends
- This was supported by a power point presentation of slides

The afternoon session included a more practical approach as a great lack of pattern making skills was noticed in most participating companies.

The afternoon session therefore consisted of a practical training on how to make a pattern from a real market sample. The consultant used his experience to quickly de-construct and then show how a pattern could be easily created from an existing product sample. This part of the workshop which was very hands on, was greatly appreciated by majority of the participants.



*a copy of this presentation is provided separately due to the size of the file.*



*a good participation*



*with questions from the participants = a real exchange*