

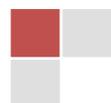
# **Tajikistan: Strengthening export competitiveness of SMEs in the textile and clothing sector and enhancing trade support institutional capacities**

**Mission Report by**

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# 1 Introduction

## 1.1 Project objectives

The aim of the project is to contribute to enhanced export competitiveness and export market diversification in Tajikistan by providing sector specific support to SMEs and relevant trade support institutions in the textile & clothing and capacity building of the local trade supporting institutions.

The expected outcomes are as follows:

*Outcome 1: SMEs in the T&C sector, including textile and garment related enterprises, are more export competitive and have access to new markets*

*Outcome 2: Institutional capacities are improved to provide higher quality and wider range of services to SMEs*

*Outcome 3: Better cooperation between the universities and T & C companies*

Within the framework of the project, as part of Outcome 1, enterprises' capacities will be enhanced in the areas of sourcing, product design, marketing, productivity and quality management. Exporters will then be connected to target markets in order to ensure that the improvements are linked to practical trade-based results.

## 2. Approach used for Mission

### 2.1 Approach

The overall approach used was to gain pre mission information from the potential participant organizations through the mission of Dr. Rajesh Bheda and plan and implement 3G Tailor Training System TOT for Tajik Clothing companies.

### 2.2 Objectives and structure of Mission

The objectives of this mission were to:

- ⇒ Conduct 3G Tailor Training System workshop for participants from clothing companies and faculties of university in Khujand
- ⇒ Visit a few T&C companies to provide them quick suggestions for improvement

The 3G programme formed part of a combined mission to Kyrgyzstan and Tajikistan from Terms of reference. Arrival into Dushanbe was on Wednesday 11<sup>th</sup> June and a short meeting was held in the ITC office with Mr. Saidmumin Kamolov prior to the flight to Khujand. During this meeting a request was made for visits to companies if possible. Accordingly visits were made to three companies in Khujand and two in Dushanbe.

The 3G programme was hosted by KPITTU in Khujand and one company, Textile City allowed a visit for observation of work methods and Low performing operator work.

The return journey to Dushanbe was made on 17<sup>th</sup> June and two factory visits conducted on the 18<sup>th</sup> together with a closing visit to the ITC office. Additionally a debrief meeting was held with donor staff to inform on what the programme has achieved.

A full schedule of the 3G programme is provided in this report.

### 3. Summary of 3G Program

The programme was conducted satisfactorily in that the core of participants that were able to attend the complete duration showed ability to absorb and work with the techniques taught. The practical sessions were particularly useful in that they allowed the understanding of participants to be checked and further tuition given as needed.

Although participants understood the content there is a considerable doubt about how well they will be able to implement new ideas into the factories. This problem is caused by circumstances within factories, the seniority or lack of some participants and the personalities of several of the weaker people.

The National Consultants need to take an active role in helping companies to implement new training methods and ideas. They cannot be expected to give technical advice but they need to offer support in action planning and monitoring of progress. Additionally they should collate any technical queries so that they can be referred to the International Consultant.

The university staff were very enthusiastic about incorporating techniques from the 3G into their curriculum and should be included in any company improvement actions so they can take lessons into their future plans.

## 4. Visit to factories

### 4.1 Firuz Company

This company was visited after a day's training and unfortunately it was not possible to see operators working. However it was possible to see the product and the layout of the factory. The company makes a stable product; martial arts suits. The participant from Firuz was one of the stronger people on the programme and is more than capable of affecting change. As the product varies little it is possible to put together a series of training exercises relatively easily and these would form the basis of an initial training manual. Additionally it will not be difficult to design work station layouts. The participant stated that two operators were leaving and she had expected to replace them but after the programme she knew she could cover their output by increasing productivity of the remaining workers (a 5% increase). The company intends to increase output and further support to train new comers and to improve existing workers will be very beneficial to this company which undoubtedly has the ability to implement change

## 4.2 Lider Company

This company was also visited after training but is in a completely different circumstance from Firuz in that it intends to change product. It is currently producing samples of a range of products but has purchased equipment to facilitate shirt production. Again the key participant is extremely capable and experienced; the problem in implementing change is that one person is responsible for all activities and may not have the time for 3G work although additional training expertise is needed to both expand the workforce and to enable new skills to be learnt to switch product.

## 4.3 Textile City

This company was visited during the final day as a practical session for improving low performing operators. It appeared to be an organisation that had declined and was now struggling to stand still! A large amount of shirt making equipment was standing idle and the production lines were making trousers.

Every workstation visited showed where improvements could be made using the Low Performer Action plan from 3G. Participants were shown at three operations how to identify and correct ineffective movements and work station layouts. The group cycle timed and reported reduced times of 15%, 16% and 12% from the three operations. These improvements were all made in a short amount of time. A participant from the factory then reported changing WSL and movements (number of sewing bursts) in an operation of joining leg seams and a reduction in cycle times from 40 to 30 seconds or 25% increase in productivity.

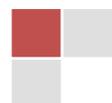
This factory could easily improve productivity throughout the systematic implementation of improved methods using 3G that will hopefully help in securing more orders. Advice was also given to the factory manager after she raised several issues.

Two factories were visited in Dushanbe; Suman a Tajik handicrafts company and Ortex a sewing company that had sent a participant to the 3G. The premises of Ortex do not readily assist effective production techniques and the company uses individual work. The 3G trainer will be able to work with the limited number of younger workers to improve skills whilst waiting for the new factory to be built.

## 5. Further actions

It is doubtful if sufficient support can be found for the planned second programme originally scheduled for October to take place. Although disappointing this does give the opportunity to further help the original participating companies. The time allocated for the second programme can be used to conduct company visits. During these sessions it will be possible to help companies develop individual training programmes based on their products and to help with manufacturing methods. Examples of how this may work are contained in the company assessments.

However the proposed further support will only be meaningful if companies are prepared to embrace the techniques taught in the 3G. National consultants should assess the potential value of additional support and report.



A bonus outcome of the programme is that the participants had not previously met and the suggestion of a 3G user group to enable them to give mutual support and to maintain contact was enthusiastically received. The university has offered to host meetings and possibly National consultants can facilitate what could be a very useful initiative.



*Participants performing loop exercise*



*Participants performing loop exercise*



*Trainer teaching the loop exercise*



*Tranee performing the speific operation exercise*

## 6. Summary of 3G Tailor Training participant's feedbacks

Questions	Understanding Level	
	Before Training	After Training
Theory of teaching	2	10
Understanding of the movements	3	10
Workplace organization - principles and ability to apply them to improve the performance of workers in a factory	3	10
Identification of operational skills for learning	3	10
Use of the stopwatch to determine the time cycles	3	10

Use of time cycles for setting goals and identifying potential result	4	9
Problem solving in order to improve the performance of inefficient sewing operators	3	9
The ability to develop programs on teaching the necessary within skills specific operations at the factory	3	9
Your ability to teach sewing machine operators has improved significantly as a result of participation in the program of "Training Trainers".	2	8
Your ability to improve unproductive employee to a level where they can reach the targets of quality, quantity and time.	2	8

## 7. List of participants - 3G Tailor Training System

Name	Position	Institution
<b>T &amp; C Companies</b>		
Malohat Solieva	Line master	LLC "Ortex"
Nigora Khalilova	Technologist	LLC Lider
Monatjon Fayzieva	Operator	LLC Lider
Maksuda Pulotova	Operator	LLC Lider
Mahbuba Yusupova	Operator	LLC Lider
Matluba Kadirova	Quality control specialist	LLC "Nohid"
Mirsaid Kadirov	Deputy Director	LLC "Nohid"
Tozagul Karshieva	Operator	"Dilorom" LLC
Gulrukhon Ganjalova	Operator	Resandai Kurghontepa
Mohinisso Kosimova	Line master	LLC "Textile-City"
Nargiza Musoeva	Line master	LLC "Firuz"
Musabe Karimova	Operator	LLC Lider
Akhmedova Zarrina		LLC "Textile-City"
<b>Educational Institutions</b>		
Dr. Dilrabo Mansurova	Deputy Director	KPITTU
Dilafruz Sanginova	Teacher of "Technology and design of clothing". Head of Testing Center	KPITTU
Dilobar Sanginova	Teacher	KPITTU
Zuhro Umarova	Teacher	KPITTU

Jumaboeva Zaynura	Technopark employees	KPITTU
Qayumova Umedakhon	Technopark employees	KPITTU
<b>ITC Staff</b>		
Paul Collyer	International Consultant	ITC, Rajesh Bheda Consulting
Nargiza Abdumajidova	National Programme Associate	ITC
Shohin Rizoiev	Interpreter	ITC
Ardasher Ibragimov	National Consultant	ITC, LLC Business Consulting
Madina Rasulzoda	Consultant	ITC, LLC Business Consulting

## 8. Media Coverage Report on “3G-Tailor” Training for Tajik Clothing Companies”

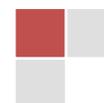
About 20 trainers and sewing machinist operators from Tajik clothing companies were introduced to the unique methodology of “3G Tailor” of Rajesh Bheda Consulting, a leading consulting company on the clothing industry in Asia, which reduces the training time drastically by about 75% and improves trainee efficiency. 3G Tailor Train the Trainer program was conducted on June 12 to June 17, 2014 in Khujand city, under which future trainers from the Tajik clothing companies were trained. The media release was prepared in three languages and was disseminated among media representatives. Media releases are available via [www.itctj.wordpress.com](http://www.itctj.wordpress.com)

**Information Agencies:** The news was widely covered by local and regional news agencies and sent by the agencies to their subscribers. This list includes the top Tajikistan informational agency – “Asia Plus”, which covered the news in three languages, state owned agency “Khovar” (Tajiki), which newscast is widely re-published by the governmental print media; and other local agencies, such as “TajikTA”, “Avesta”, and Bishkek-based regional news agency – “CA-News”.

**Radios:** The news went on top local independent radios of Tajikistan – “Asia Plus”, “Sadoi Dushanbe”, “Tojikiston”, “Vatan”, “Ovozi Tojik”, and “Khovar”.

**Online:** One of the most popular Russian internet platforms – “Rambler” also included this news into its news cast. Here is the list of other web-sites, where this news was published. The links are available upon request:

- ⇒ [itctj.wordpress.com](http://itctj.wordpress.com) (Tajiki, English, Russian)
- ⇒ [news.tj](http://news.tj) (English, Tajiki, Russian)
- ⇒ [dialog.tj](http://dialog.tj) (Russian)
- ⇒ [bestdomen.com](http://bestdomen.com) (Russian)
- ⇒ [news.rambler.ru](http://news.rambler.ru) (Russian)
- ⇒ [uaport.net](http://uaport.net) (Russian)
- ⇒ [ziwa.org](http://ziwa.org) (Russian)
- ⇒ [alix-baker-militaryart.com](http://alix-baker-militaryart.com) (Russian)
- ⇒ [mediametrics.ru](http://mediametrics.ru) (Russian)
- ⇒ [tajik-gateway.org](http://tajik-gateway.org) (English)
- ⇒ [avesta.tj](http://avesta.tj) (Russian)
- ⇒ [metateca.com](http://metateca.com) (Russian)
- ⇒ [nm.tj](http://nm.tj) (Russian)
- ⇒ [новости-таджикистана.su](http://новости-таджикистана.su) (Russian)
- ⇒ [tajikta.tj](http://tajikta.tj) (Russian)
- ⇒ [ca-news.org](http://ca-news.org) (English, Russian)
- ⇒ [khovar.tj](http://khovar.tj) (Tajiki)
- ⇒ [Tajconsist.org](http://Tajconsist.org) (Tajiki)



⇒ [web.shafaqna.com](http://web.shafaqna.com) (English)

⇒ [safina.tj](http://safina.tj) (Tajiki)

⇒ [millat.tj](http://millat.tj) (Tajiki)

**Social Media:** The news was also circulated via the official Facebook page of ITC Tajikistan, and Twitter page of the top Tajikistan news agency – “Asia Plus”. The “Nezavisimoye Mneniye” web-site also posted the news on its official Facebook page. CA-News regional news agency posted the news on its official Google Plus page, which was reposted by some users.

**Multimedia:** Four separate slide-shows were prepared and posted on ITC Tajikistan web-home.