

Zahid Ali

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Key Qualifications:

Mr. Zahid Ali has over sixteen years of challenging career in public and private sector. He is currently serving as Domestic Commerce Specialist in the Domestic Commerce Wing, Ministry of Commerce, Government of Pakistan.

His current position requires development and submission of working and concept papers/notes on various subjects and to give input for public policy. He is working on improving doing business environment in the domestic markets, reviewing overall regulatory framework and working on creating linkages between domestic and export markets. He developed concept note for “Domestic Commerce Reform and Development” and actively participated in the preparation of Strategic Trade Policy Framework 2009-12.

He actively participated in Asian Development Bank’s (ADB) project titled “Pilot Dialogues for Structural Transformation” (PDST) which was conducted under the program “Accelerated Economic Transformation Program-II”. He actively participated in the process of identification of ten products from Trade Policy 2009-12 and Textile Policy 2009-10 of government of Pakistan. He along with ADB team finalized constitution of Steering Committee (consisting of senior officers of all concerned ministries and attached departments), formation of Task Forces for each of the product and developed roadmaps accordingly. He led the team of researchers in the Wing and initiated dialogues with associations of the selected products their participation in the program and input.

Mr. Zahid Ali made valuable contribution in the development of working papers for “Friends of Democratic Pakistan” (FODP) for “Aid for Trade” for Pakistan. For maximum participation of friends of Pakistan countries in promoting trade related activities working groups were proposed for each of the targeted products to submit specific recommendations. The recommendations given in the papers also included specific project proposals for funding in certain areas to improve trade and industry of the country, bring value addition and sophistication and ultimately boost exports.

To determine increased cost of doing business in the trade and industry in the country, with especial consideration of impact of War on Terror, he interviewed CEOs of the leading manufacturing and export firms across Pakistan. He also actively participated in preparation of booklet published by Ministry of Commerce for market access and GSP+ negotiations with USA and EU.

He is currently reviewing regulatory framework of the selected sectors, *inter alia*, Real Estate (RE) sector to give policy recommendations for improvement and suggest legislative changes. For the review of RE sector he is coordinating with various development authorities (i.e. city development government/authorities) across Pakistan. The study of RE sector also taking into account linkages with many other sectors and industries such as cement, brick, steel, ceramics, sanitary ware etc. Mortgage financing also has a close linkage with the RE sector which would help business community to have access to financing. In this regard he is coordinating with State Bank of Pakistan (SBP), Securities and Exchange Commission of Pakistan (SECP) and other relevant departments as well.

He is working on the implementation of the recommendations made by the Consultants on the ten studies conducted in the Ministry of Commerce on, *inter alia*, Competitiveness, Market Regulations, Retail Markets, Wholesale Markets, Storage & Warehousing, Real Estate and Transport sector.

Mr. Zahid is experienced in preparing sector specific studies/surveys and pilot projects. He developed PC-1 of the projects (PC-1 is the basic document of the Planning Commission of Pakistan to create new projects. It includes, *inter alia*, specific objectives to be achieved and its justification, financial layout for funding from the government's Public Sector Development Program budget, from Export Development Fund or from International agencies/ donors etc.).

He also has experience of supervising budgetary and accounts matters of the Wing which requires close coordination with Planning Division and Ministry of Finance etc. for necessary budgetary approvals and monitoring reports. He prepares monthly performance monitoring reports of the Domestic Commerce Wing for submission to the Ministry of Commerce and to the Planning Division.

Prior to his work as Domestic Commerce Specialist he served in the industry for more than fourteen years in various disciplines. Mr. Zahid Ali successfully developed research cell in Pakistan Readymade Garments Manufacturers and Exporters Association (PRGMEA), Lahore. Serving in leading manufacturing-cum-export units he developed good understanding of the needs and challenges of the trade and industry. He served in Production, Merchandising and Quality Assurance Departments in leading manufacturing-cum-export firms. He worked as Steering Committee member and Internal Auditor for ISO certification, supervised Research & Development/Product Development activities. He developed good skills in the areas of management, planning, quality assurance, supply chain management and merchandising.

He also has teaching and training experience in various technical training institutes and colleges. He has taught courses to the MBA students and to the industry executives/professional. He helped a technical training institute in curriculum development and participated in skill development programs.

Education:

M. Phil, Management (Strategy and Performance) NCBA & E, Pakistan	Near completion
MBA/MPA, Management and Marketing, Quaid-e-Azam University, Pakistan	1994
Bachelors, (Economics, Stat, Math) Government College University Lahore, Pakistan	1991

Summary of Relevant Experience:

Domestic Commerce Specialist, Domestic Commerce Wing, Ministry of Commerce, Islamabad (January 2009 till to date)

ADB's PDST Program (Wing remained engaged for more than a year):

- Participated in ADB's PDST Program, for which the Domestic Commerce Wing was announced as the focal point/secretariat. The objective of the PDST was to:
 - (i) Institutionalize a public and private dialogue and partnership mechanism that facilitates the transition to the production and export of sophisticated products,

- (ii) Reconfigure current public inputs and support provided to various industries/activities by directing them to "new" and "higher value" activities, and
 - (iii) Help the Government implement Trade Policy 2009-2012 and other relevant policies including tariff policy, along best principles of industrial support policy.
- The activities included indentifying missing public inputs (such as regulations, compliance requirements etc.), review of current industrial support practices, and to provide technical experts/consultants financed by ADB who had to conduct analytical work to initiate the discussions and guide the consultation process with firms for selected sectors (products).
- He actively participated in the program and identified 10 products along with ADB's team from Trade Policy 2009-12 and Textile Policy 2009-10. The program involved engaging associations of ten identified products and government ministries/attached departments in dialogues.

Other contributions and work done:

- Contributed in the development of concept papers on:
 - (i) Increasing the Competitiveness of the Domestic Industry,
 - (ii) Market access and Tariff Bindings / Position of Domestically Produced Products, and
 - (iii) Formulation and Announcement of a Long Term Tariff Policy.
- Contributed in preparing working paper submitted to "Friends of Democratic Pakistan" (FODP) for the funding of the project titled "Project Financing for Enhanced Market Access for Indigenous Products in the countries included in FODP" for "Aid for Trade",
- Actively Participated in Trade Policy 2009-12, gave input in Strategic Trade Policy Framework 2009-12, scrutinized proposals received from more than ten industrial sectors from across Pakistan including gemstone sector, tiles and sanitary ware, pharmaceutical, fertilizer and chemical sector,
- Contributed in booklet published titled "Impact of War on Terror on Pakistan's Exports" which was used by the government of Pakistan for market access/GSP+ negotiations with USA and EU. Conducted interviews of the CEOs of the leading exporters across Pakistan on the subject "Factors Responsible for Increased Cost of Exports/Doing Business". The interviews were subsequently published in the booklet,
- Prepared and initiated a pilot project on the subject "Production of Goods as per Laid Down Product Standards and Technical Regulations under WTO for Domestic and Foreign Markets" The study would assess the preparedness of the domestic trade and industry for compliance to SPS/TBT requirements under WTO regime. The Wing is interacting with stakeholders in private sector and with Pakistan Standards and Quality Control Authority, Pakistan National Accreditation Council and respective ministries. The Wing developed a questionnaire in this regard for survey which is sent to more than 400 firms across Pakistan.
- Conducted a seminar on SPS/TBT for an association of leading exporters on their special request,
- Developed and submitted a pilot project to the Ministry to improve supply of quality goods to the domestic markets. The study included, *inter alia*, review of relevant laws, regulations and

standards; state of transport, handling and storage infrastructure and their linkages to ensure supply of quality goods in the country.

- Working on a pilot project to review determinants of growth and impediments for Real Estate sector (housing sector, commercial centers, builders/developers etc.), coordinating with development authorities (city government) of more than 15 cities across Pakistan. The study involves review of laws and regulations related to RE sector including, *inter alia*, laws and regulations related to private housing societies/buildings, zoning laws, regulations for provision of parking space, building codes, standards etc. The study also includes review of other related sectors such as cement, sanitary ware, steel, electric appliances, brick etc. The Wing would give policy input and suggest legislative changes. The study would help in improving investment climate in the country by increasing access to mortgaged financing from banking sector,
- Assessed the report “Doing Business in Pakistan 2010” and proposed pilot study for improving Pakistan’s regulatory environment and to identify factors causing variation in ranking of different cities in Pakistan and suggest a harmonized system for the whole country,
- Prepared a presentation for the Secretary Commerce to submit to the Prime Minister of Pakistan for explaining position of Pakistan’s Export Growth and funding to the Ministry.
- Prepared a presentation for Chief Minister (Punjab) for the promotion of commerce and trade in the province.
- Prepared input for Finance Minister for the Budget Speech 2011,
- Implementing the recommendations made by the Consultants in the ten studies conducted in Ministry of Commerce. Supervising research activities and coordinating with the various federal/provincial ministries and departments and stakeholders for policy input, studies/projects etc.,
- Budgeting, preparation of cash plans and supervision of accounts matters. Coordination with Planning and Finance Division for budgetary approval, release of funds etc.,
- Monitoring and evaluation of the performance of the Research activities, review of progress of the projects/studies against work plan/road map, financial monitoring etc.,
- In-house training and development of Research Officers and staff.

Senior Research Associate, Pakistan Ready Made Garments Manufacturers & Exporters Association (PRGMEA), Lahore (July 2007 till December 2008)

- Established R&D Cell in PRGMEA, Lahore. Cell provided a platform to top management of the member firms to share knowledge and pool resources for creating efficiencies.
- Made valuable contribution for the member firms by sharing market updates, latest trends, national and international news, reports w.r.t. target markets etc. Cell also started collecting market data and reports from Trade Counselors (Pakistan’s Trade Missions around world) and sharing with member firms,
- Worked for UNIDO’s Garment Clusters representing PRGMEA, Lahore (i.e. Lahore Garment Cluster and Lahore Fashion Apparel Network). The work involved dialogues within the cluster firms (member firms of PRGMEA) and with the Association for the development of common

facility centers, bargain/negotiate prices with the suppliers of products and services, take initiatives for filling skill gaps etc.

- Prepared research reports on the target markets (outerwear sector) in selected EU countries (viz. Austria, Belgium, Italy, Poland, Spain, and Germany). Reports helped manufacturing-cum-export units in understanding consumption trends in target markets, competition, size and potential of market segments, and opportunities/threats for the exporters,
- Planned capacity building programs for member firms in the areas of Quality Assurance, HRM, Production Planning and Control, shared best market practices with member firms etc.,
- Guided new investors for how to start garment export business, prepared feasibility reports for small cut-to-pack garment export unit,
- Conducted industry specific surveys, actively participated in international studies/surveys conducted such as - benchmarking studies conducted by Gherzi International and Werner International),
- Developed policy notes for Ministry of Commerce, Trade Development Authority of Pakistan, Small & Medium Enterprises Development Authority, Ministry of Industries & Production etc.,
- Participated in training programs/workshops conducted in Pakistan Readymade Garments Technical Training Institute (PRGTTI) for member firms,
- Actively participated in UNDP's "Master Trainers" program at PRGTTI, Lahore,
- Participated in ILO funded training program at PRGTTI, Lahore,

General Manager/ Coordinator, M/s ZAFs Business, Lahore, Pakistan (August 2006 till April 2007)

- Worked as General Manager M/s ZAFs Business and Coordinator A&F Enterprises (A&F Enterprises was a joint project of Ammar Textiles (Pvt.) Ltd., Lahore and Fortune House),
- Merchandising and marketing for both exports and local business. Key challenges in this regard included product pricing, order booking (utilization of installed capacity), calculation of Total/Unit Contribution Margins, orders schedules for on-time delivery to buyers, Coordination with buyers (buying houses) etc.,
- Monitoring of product development activities including product Research & Development,
- To ensure production of quality products with on-time delivery and at an affordable and competitive price,
- Budgeting, cost control, optimum plant capacity utilization against ceiling etc., HR management,
- Development of Quality Assurance Systems and their compliance to meet buyers' standards, development/up-gradation of ISO -9000 systems etc.,

Manager Quality Assurance/QA Head, M/s Ejaz Dyeing & Finishing Mills (Pvt.) Ltd., Lahore, Pakistan (December 2004 till July 2006)

- To assure production and export of quality goods (garments) from fabrication to garment packing,

- Management of inspection and testing activities by applying Quality Assurance Management tools,
- Monitoring and evaluation of inputs to fabrication (stocktaking, physical inventory etc.),
- Periodical review of all departments (products/processes) for quality performance, performance review of suppliers of goods (inputs) and services etc.,
- Coordination with the buyers, representatives of local buying houses (management, quality auditors), suppliers (of inputs such as yarn, chemicals, sundries etc.), national and international testing laboratories etc.,
- Developed and applied SPC/SQC customized tools for quality assurance. Used control charts, analytical tools such as Pareto Analysis and cause-affect-analysis for problem identification and solution,
- Worked as coordinator ISO-9002 Steering Committee,
- Teaching and training of quality inspectors, supervisors and management for quality systems, processes, standards, and use of statistical analytical tools etc.

Senior Manager Production and Quality Assurance, M/s Ammar Textiles (Pvt.) Ltd., Lahore (a leading garment manufacturing-cum-export vertical unit (June 1994 till Nov 2004)

- Production and quality management (as divisional/departmental head)
- Planning of the division/ departments, order-wise booking, departmental budgeting
- To ensure capacity utilization against ceiling,
- Responsible for the quality assurance management of division/ departments,
- HR Management including training and development of officers, supervisors, staff and workers for efficiently performing their tasks,
- Sale and purchase of commercial services (i.e. to sell vacant capacity, and booking of the space with commercial service providers in case of excessive booking or tight production schedules),
- R&D, development of new production processes, SOP's etc,
- Worked as manager supply-chain (included cross functional/departmental coordination),
- Worked as coordinator ISO-9002 certification,
- Worked as member Steering Committee for evaluation of overall company systems (including ISO-9002 system), its implementation and internal audits.

Seminar/ Workshop conducted:

- Delivered lectures on “Domestic Commerce” to the officers of the Commerce & Trade Group, 36th Common (CSP officers) at Pakistan Institute of Trade & Development (PITAD), Ministry of Commerce, Islamabad,
- Delivered lectures on “Linkages Between Domestic Commerce and External Trade” to 19th STP of Commerce & Trade Group at PITAD, Ministry of Commerce, Islamabad,

- Conducted a seminar on “Production of Goods as per Laid Down Product Standards and Technical Regulations for Domestic and Foreign Markets” for All Pakistan Bed Sheets and Upholstery Exporters Association (APBUMA),
- Conducted a workshop as an expert on “Quality Assurance System for Garment Exporters” for the senior management of textile units at PRGMEA, Lahore.
- Conducted training programs for the management and supervisory staff of the

Teaching and Training Experience (Part time):

- **PRGTTI, Lahore** (March 2007 till December 2008): Taught “Merchandising Course” to textile professionals at Pakistan Ready Made Garments Technical Training Institute (PRGTTI), Lahore: (A project of Ministry of Textile Industry and PRGMEA),
- **Pakistan Knitwear Training Institute, Lahore** (2007-2008): Taught courses on “Principles of Management” and “Yarn and Fibers” to textile professionals at Pakistan Knitwear Training Institute (established by TDAP). Also taught Management and Textile related courses to MBA students,
- **National Textile College, Lahore** (September 2006 till March 2008): Taught Management and Production Planning & Control (PPC) courses to MBA students.

Training Courses, Seminars:

Course/ Diploma/ Certification	Field of Study	Institution / Date
Seminar on Branding	Brandology - marketing and branding training Program	Trade Development Authority of Pakistan (TDAP) (3rd Feb, 2008)
Training Program on Market Access	EU market access requirements	CBI (The Netherlands) Organized by TDAP (Nov.,2007)
Training Program	Performance Management System	Lahore University of Management Sciences (LUMS), organized by "Renaissance Training & Consulting" (May 1999)
Training Program	Mind Development, Fourth Dimension	Institute Of Mind Sciences (Feb 1999)
Training Program on TQM	Total Quality Management (TQM)	Lahore University of Management Sciences (LUMS) (Nov 1998; 3 days training)
Workshop	Process Performance and Productivity	Creative Management Workshop (Sept 1998)
Training Workshop	Internal Quality Auditing (ISO-9002)	AFAQ ASCERT International (French Certification Company) (Sept 1998; 2 days training workshop)
Training program on TQM	Total Quality Management (TQM)	Lahore University of Management Sciences (LUMS) (July 1997; 3 days training)
Training Course	Internal Quality Auditing (ISO-9002)	ABACUS COOPERS & LYBRAND (May 1996)

Literary contribution:

- Contributed in upgrading syllabus of Merchandising course in Pakistan Ready Made Garments Technical Training Institute, Lahore,
- Written country reports about outerwear markets in Italy, Germany, Belgium, Poland, and Spain. Reports helped manufacturing-cum-export units in developing strategy for selected target markets.

Column/articles published:

- Wrote articles on Textile problems and Quality related issues in “Daily Pakistan” (Urdu newspaper), and in “Industrial Head Lines” (magazine),
- Research/thesis: M.Phil thesis in process. Proposed a new model to contribute to the original Balanced Scorecard model (as given by Kaplan & Norton in 1992) by including PESTEL technique to scan external environmental factors for matching organizational strengths and weaknesses (internal performance factors) with opportunities and threats,
- Participating in various studies/projects as a member of “Islamic Countries Society of Statistical Sciences” (ISOSS),
- Participating in a study/survey being conducted by ISOSS for Transparency International Pakistan (TIP) to measure the performance of Federal Tax Ombudsman (FTO).

Languages:

English (Fluent), Urdu (Fluent), Punjabi (Basic Proficiency), Sindhi/Laasi (Basic Proficiency)

Computer skills:

Mr. Zahid Ali has very good computer skills and can easily operate:

MS Office (Word, Excel, Power Point),

Internet Tools,

Can make pivot table on MS Excel for data analysis,

SPSS 11.5 (Basic proficiency).

References will be furnished upon request.
