

THE ROUND-UP

Editorial

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HIGHLIGHTS

- Nato Backlog: Repercussions
- Tale of an Up-hill task
- What you need to know to save yourself from Internet Fraud
- Consistent Policies can Tap Pakistan's Economic Potential

The past two months have not been as eventful as perhaps the preceding months, and thus a little low on reports that cover the activity stage. We shall discuss some of the issues that are going to effect the economic landscape a little later, but for now let us begin by welcoming home Habib sahib after performing his Umrah. First, let's all pray that his visit to the holy place to invoke the blessing of Allah was successful and may God grant acceptance to all his dua's.(Amin)

PIFFA missed him, and I for one am really pleased to see him back.

There is no doubt in my mind that his presence brings much skill, maturity and tactful handling to the affairs of the association. While activities remained low on the external front, internal meetings and deliberations, I am pleased to report retained momentum and many rules and new procedures came to the fore. None more so than the controversial requirement to get insurance coverage as a prerequisite to membership renewal. The editorial cannot claim to be the reflection of the industry will, however it is necessary to bring in to sharp focus some of the underlying reasons for taking, what a lot of people consider unnecessary or perhaps misdirected steps.

In the back drop, as you are aware the new "Logistical service providers bill" continues to hang over the industry like the proverbial time bomb. If implemented we will be reduced once again to the ranks of a group unable to manage their affairs and needing a watchdog body for professional oversight. We stand to lose all respect and dignity as

a professional body and will in one stroke be reduced to a group that requires regulating. Some I am sure argue at great length that we are a lot that deserves this fate, I for one strongly disagree. We need leadership and this means that we need to be steered in the right direction or at least in the direction where we can hold our own in society and be counted amongst professional who deliver real value. Some painful steps need to be taken and we need to make a start somewhere.



Pakistan International Freight Forwarders Association

1) First of all we need to be in line with what is considered to be risk proof. This means that if we carry something on our document then it needs to be insured, and if you do not have a document, the service you are offering is not forwarding, it is freight bro-

kering.

This is where we make a start, and it is really necessary for us to be responsible for covering the costs of the goods up to a certain limit. I am not sure what the committee has decided but I think USD 100,000.00 per document is fair.

2) we need to sign up to a compliance code, where we agree, that all of us will be compliant with the PIFFA code of conduct, code of legal conduct, and code of professional conduct. This is all rolled in to one code called the "compliance code". If you are wondering what all of this is about it is very simple. The above

Editorial...

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three codes covers all aspect of our professional service on how to issue bills of ladings, what to declare, how to address our customers, how to agree to be honest tax payers, how to agree to respect the law, how to organize our office and above all how to make customers confident of getting a risk free service, etc, etc; so that the customer can grow and be successful in this secure frame work. This code is in the works and will be unveiled in the first week of next month after necessary vetting and approval by the EC.

Now comes the interesting part, we offer this to every forwarder, a chance to be complaint, and what he gets in return is coverage in all major dealings. There will be half page ads that will list the compliant forwarder and advise the public in their own interest to work with compliant forwarder. It will show what compliant forwarders will promise, like no back dating, no overcharging, insured bills of ladings, full compensation up to a limit of USD 100,000.00 on default, and it will promise the customer constant vigilance and oversight over the activity of the all compliant forwarders and will delist all those who transgress from the compliant path.

Those shippers not choosing wisely would be left to their own devices and PIFFA will not be responsible. Bottom line, we become professional, and the public is warned to either act smartly and with compliant forwarders or with others at their own risk. A win for both of us!!!!

Let's hope it all works out and we take a major step towards gaining our rightful place on the economic landscape.

Finally, Pakistan is now 200 million. This is huge; this is like the USA was 20 years ago. All those who feel the economy is down, are not aligned to meet the challenges of tomorrow or to enjoy the spin off from this size of the economy. Read a book called "who moved the cheese" and you will know what I mean. Wake up and take action, change and be ready to change, or be wiped out. I am not being the prophet of doom, quite the opposite this is to point you in the right direction. The pickings are plenty; claim your share.

Muhammad Nadeem Khan
Chairman PIFFA



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Dubai Office:

Add : Global Network Cargo, Port Saeed Rd. behind Hyundai Showroom Deira Dubai. P.O. Box 22576, Dubai, UAE.
Tel : 0097-14-2620242 Fax : 0097-14-2626244 Email : info@gncgroup.net Web : www.hmipakistan.com

Events ROUND-UP

<u>Date</u>	<u>Event</u>
Jan-30-2013	Meeting of Standing Committee on Exports
Feb-04-2013	Emergent Meeting of EC & Special Invitees on LSP Bill 2012
Feb-07-2013	Meeting of Standing Committee on Trade Disputes & Reconciliation
Feb-08-2013	Meeting of Standing Committee on Imports – Customs Issues
Feb-09-2013	Meeting of Standing Committee on Exports
Feb-15-2013	5 th Executive Committee Meeting
Feb-21-2013	Meeting of Standing Committee on Exports
Feb-22-2013	Meeting of Standing Committee on Imports & De-Consolidators at Beach Luxury Hotel
Feb-23-2013	Meeting of Standing Committee on Membership Matters
Mar-02-2013	Meeting of Standing Committee on Trade Disputes & Reconciliation
Mar-06-2013	Meeting of Standing Committee on Imports
Mar-09-2013	Meeting of Standing Committee on Membership Matters
Mar-13-2013	Meeting called by Ministry of Commerce Meeting on LSP Bill-2012 in Islamabad
Mar-16-2013	Meeting of Standing Committee on Imports & De-Consolidators



Industry Round-up

BACKLOG OF NATO CARGO

IT has been more than eight months since Pakistan re-opened its ground supply routes to the US-led allied forces, in Afghanistan, but nearly a thousand cargo containers are still stranded at Karachi port, awaiting clearance.

Meanwhile, Nato goods containers arriving at the Karachi port city are a tickle of the previous traffic for transport to Afghanistan since last November.

Pakistan had blocked all goods supply to foreign forces in Afghanistan since November 2011, after around two dozen soldiers had been killed in a US air strike at the Salala border check post. The routes were reopened in July 2012, after then- US Secretary

State Hillary Clinton had offered an apology for the incident.

However, while the blockade was in place, US and European governments scouted alternative routes for transporting fighting gear as well as food and other items to their forces in Afghanistan,

Those systems seem to have endured, as nearly half of all Nato and 40 per cent of the US cargo is reportedly transported to Afghanistan through the Northern Distribution Network (NDN), as well as the Iranian port of Chabahar, by contractors who are working for the US and Nato forces.

Yet, those routes continue to cost the US and Nato countries dearly. The New York Times had claimed that using alternative routes for the seven months, when the blockade had been in place, had caused the US over \$1 billion in excess shipping fees.

Meanwhile, Chaman in Baluchistan, and the Torkham gate in Khyber Pakhtunkhwa had been used for transporting the goods before the Pakistani blockade went into effect.

Yet, eight months after the supply routes had been reopened, around 879 containers with 1,007 vehicles are still awaiting clearance from the port. That compares with 5,824 pieces, with 3,852 military vehicles (mostly Humvees), and 1,972 containers had been stuck in the port since November 2011, say port authorities.

And so critics focus on the loss of business activity that was experienced due to the closure of these supply routes, and wonder if such an extended period of closure was necessary. According to one estimate, the size of the economy generated due to the transport of cargo to Nato forces in Afghanistan at a whopping \$5 billion. Toll taxes, additional petroleum taxes, and port charges contributed their share in the economy, as did the booming local trucking, food and services sectors.

Asad Gill, a leading freight forwarder, observed that the movement of transit cargo at such a large scale did not only generate economic activity, but also provided jobs to millions of people.

He also complained that other countries had eagerly come to pick up the business. The United Kingdom has already struck a deal with Uzbekistan to bring back £4 billion worth of its equipment from Afghanistan, as foreign troops are withdrawn. Under the arrangement, around £450,000 of surplus equipment would be gifted to Uzbekistan, claimed Gill.

Meanwhile, Babar Bidaat, former chairman of the freight forwarders body, said that it was high time that the government concentrated on developing infrastructure, which was a must for promoting regional and transit trade.

On the other hand, in order to promote an efficient transport system, the private sector should be allowed to openly compete with the National Logistic Cell, which, claimed Bidaat, was monopolizing the local trucking industry.

The country can then focus on laying down a massive regional transport network, he added.

By Parvaiz Ashfaq Rana

Courtesy : Dawn Economics & Business Review, March 18

Participation in FIATA Working Group on Road Session



Col. Muhammad Amin (Retd) of M/s. TRANSLOG Worldwide Logistics attended FIATA Working Group on Road session held in Zurich On 12-13 March 2013 as PIFFA representative and delivered a presentation

mainly focusing on the following:

- An insight on detailed Infrastructure of Pakistan, its capacity and road connectivity to a number of regional and land-locked Countries
- The Country's importance as Regional Hub for South & Central Asia
- Regional Trade and Potential for Pakistan for the development of the Region and exploitation of huge mineral deposits in Afghanistan and CIS through Ports of Pakistan vis-a-vis long Northern Corridor of Russian/Caspian Ports
- Opportunities & Challenges
- Highlights of PIFFA's initiatives in a number of areas to develop the Freight Forwarding Industry

The meeting began with a welcome address by Chair followed by approval of the minutes of last joint meeting of FIATA WG on Road Transportation and CLECAT Road Institute. After an overview of the current IRU activities by IRU Deputy Secretary General and Director General CLECAT and review of the developments on road transport security in Europe (where a sharp increase in crimes on transport routes has been observed recently), the Chair welcomed prospects and problems of the Non European members.

It was at this point that PIFFA representative briefly presented the above points and invited Working Group's attention to the fact that Pakistan is the only real-time land bridge for the region and needed urgent support in terms of FDIs to improve her infrastructure and signing of multilateral protocols with neighbors/CARs.

The Chair, giving his comments clearly mentioned that as amply explained by representative from Pakistan, a new entrant to the FIATA WG Road Transport, it can be deduced that Pakistan deserves to be considered as a Regional Hub.

Mr. Preto Deputy Secretary General of IRU commented that he also has the same conviction since years of deliberations with other countries in the South & Central Asia and Middle East.

Despite a number of questions on security situation in Pakistan, the house showed inclination toward Pakistan as more suitable routing hub than Iran or Northern corridor.

The working group desired that Pakistan should make efforts to establish safe parking places and reporting centers en-route from Karachi to border destinations on the lines of EU where a budget of 31 Billion Euro has been planned for improvements.

The effort was highly appreciated by the Chair and Participants with a remark from IRU rep Mr. Preto and DG CLECAT Institute that it is Pakistan having the potential for the purpose of which the house has been amply sensitized by Pakistan representative today.

The next meeting of the group is planned to be held in September this year in Zagreb.

A tale of an uphill task

By :Allied Xpert Logistics

Allied Xpert Logistics, SCN members in Karachi, Pakistan, undertook the task of moving 5000 tons of steel structures and building materials for the cold drink Plant in Kabul, Afghanistan, earning them the confidence of client in their capability to handle a tough job in the region.

The cargo was a massive filler machine of Length 28' Width 24.2' H 11.4' Feet designed and manufactured in Germany for a new bottling plant in Kabul. The shipment was moved from Hamburg to the Jebel Ali (UAE) transshipment terminal and loaded on M/V Victoria for Port Qasim (Karachi) discharge, then trucked 1,500 Km by terrain road to the site in Kabul.

This is one of the largest cylinder shaped filler machine and is a very sensitive load being an equipment designed with utmost precision modules. The width of the cargo package (24.2' ft) indicated the possible predicament to move 1500km in terrain route due to massive risk of safety and militant attack. Allied Xpert Logistics after conducting a road survey discovered that the tradition commercial cargo route Karachi- Peshawar- Thorakkam - Kabul is impossible due to the limitations of tunnel width, which was not enough to accommodate this cargo. Hence AXL conducted a survey to find the feasibility of the alternate routes, with Karachi- Chaman- Kandahar - Kabul being one of them, even this route presented similar hurdles with road and bridge dimensions falling short to the requirement.

Hence, the

project route was designed after studying all possible alternate routes to by-pass the bridges and tunnels that required civil construction of mud road and bridges. The detailed studies supported in finding a feasible solution to move this cargo from Karachi to Kabul Via Kandahar, but the other major concern was the security of the cargo, this route being one of the most dangerous route in Afghanistan with very strong militant presence. The secure movement of cargo became possible only through a proper team work with their client's Afghan team support, the extensive and unconditional sustenance from client's project team who assisted in designing the route schedule and appointment of security convoy for the cargo. Delivered on time and within budget, a journey of tough 1,500Km and 45 days stuck in a no man land with the fear of militant attack and many sleepless night but supported by unconditional and dedicated man hours and a positive attitude can accomplish any challenge.



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By : Habibullah A. Latif
General Secretary PIFFA

Secretary
CORNER

Emergent Meeting of Executive Committee Members and Special Invitees

The Emergent Meeting of EC Members and Special Invitees held on February 4, 2013 deliberated Logistics Service Providers Regulatory Authority Bill - 2012 which would focal point of discussion in a meeting called by Ministry of Commerce-Islamabad. Past Chairman Mr. Moin Ahmed Malik gave a detailed briefing on how different forums & Govern-

ment circles aimed to bring Freight Forwarders into a regulatory regime by pressurizing Shipping Lines not to accept FF B/L and petitions filed by Exporters in the Sindh High Court challenging legality of BL/HBL. Subsequently our legal counsel submitted draft Carriage of Goods by Sea Act and draft LSP Regulatory Authority Bill and assur-

ing the Court that these regulatory mechanisms will address the issues raised in the petition.

After long deliberation the house noted that the LSP Regulatory Authority Bill has many flaws; that inclusion of exporters on BoD is wrong and therefore resolved that the Bill in its present form is not acceptable.

The Trade Organization Act - 2012 recently passed by the Parliament and signed by the President of Pakistan has replaced Trade Organization Ordinance - 2007.

Committee Meeting updates

5th Executive Committee Meeting

The 5th Executive Committee Meeting discussed in detail LCL Transshipment Hub initiatives and authorized Mr. Abdul Majeed Paracha to pursue Bahria Foundation proposal whereas Mr. Asim Saeed Khan was given the charge to engage Port Qasim and KPT for LCL Transshipment facility in and around port area.

The EC unanimously approved to collect Specimen Signature Cards once at the time of Membership.

EC Member Mr. Muhammad Asif Khan who is also Convener of Standing Committee on Membership Matters appraised the house that renewals for the year 2013-2014 will be scrutinized by his Committee before issuance of renewal certificates; this proposition was endorsed by the house.

Standing Committee Meetings

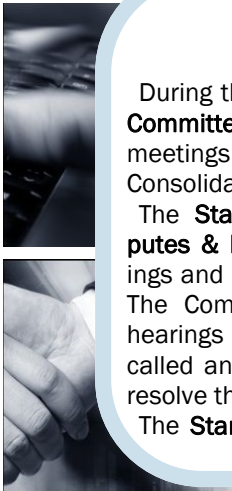
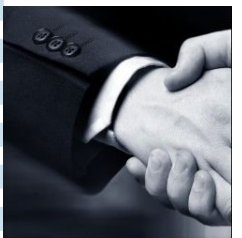
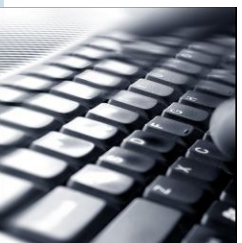
During the period Feb-Mar'2013 **Standing Committee of on Exports** held three (3) meetings to formalize **Code of Conduct** for Consolidators and Freight Forwarders.

The **Standing Committee on Trade Disputes & Reconciliation** held two (2) meetings and reviewed about 12 dispute cases. The Committee conducted four (4) joint hearings wherein parties involved were called and heard in person with a view to resolve the issues amicably.

The **Standing Committee on Membership**

Matters also conducted two (2) sessions wherein besides reviewing new membership applications, it received briefings on Marine Umbrella Liability Insurance & E&O Cover from representatives of Shaheen Insurance Company Ltd and Jubilee General Insurance.

Standing Committee on Imports called three (3) meetings wherein Committee Members & De-Consolidators received presentation from Convener that elaborated ways to reduce costs, increase revenue and yet stabilize rates



Mian Tariq Mahmud Profile

Mian Tariq Mahmud, is the founder and Chairman of The TAQ Organization (TTO), one of the premier groups in the field of freight forwarding and logistics in Pakistan. The group has countrywide offices, employing over 1000 professionally educated and trained persons.

A law graduate of the University of Punjab, Mian Tariq opted for the profession of freight forwarding in 1969. It is essentially due to his commitment to professionalism and institutionalism that after 40 years TTO continues to stand tall in the industry. Winner of numerous national and international awards and trophies, TTO has earned respect both at home and abroad as an institution of merit. The training academy of TTO set up in mid nineties conducts programs in transportation and logistics to meet the professional requirements of the company and beyond.

Mian Tariq Mahmud is the only professional in Pakistan to hold FIATA Diploma of Competence based upon experience in Freight Forwarding. He was given the Lifetime Achievement Award of PIFFA, in recognition of his services to the freight forwarding industry, presented by the Chief Trade Facilitation Section of UNCTAD and Manager ABVT FIATA in 2011. Mian Tariq is member of Chartered Institute of Logistics & Transport UK – Pakistan Chapter. He is a member of IMMTA and has the honor of solely representing this world trade body of professionals at WTO Conference at Cancun in 2003. He has the distinction of participating in many international conferences of the trade, including events of UNCTAD Geneva.

He was elected Vice Chairman of PIFFC from 1995 to 2000. He has been Chairman of the Advisory Board of Management Association of Pakistan and has served on its Executive Committee. He was the Director of State Life Insurance Corporation of Pakistan and Director of a commercial bank of Pakistan for seven years. On the environment and community side he is an active member of Lahore Conservation Society and the Horticulture Society of Pakistan. A happy family man Mian Tariq has 2 highly qualified sons and a daughter, all of whom are married and well settled in life.



COMIC STRIP

Your book on 'Business Principles' really helped me out in my business.



Really?

Then I think I should follow them too in my own business...



Brainstruck.com

WHAT IF THIS IDEA DOOMS OUR COMPANY...?

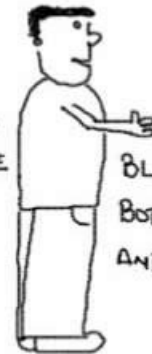


THEN WE CAN CO-AUTHOR A BOOK "WHAT WENT WRONG"...



CONGRATS, YOU HAVE NOW BEEN PROMOTED... YOU WILL NOW BE

BLAMED BY BOTH MANAGEMENT AND THE SUBORDINATES...



Hey, I have ventured into a new business & I want you to kick it off by becoming my first customer.

Wow! Congrats...it would be my pleasure, so, what is it about?

EXTORTION.



Hey, what are you doing here at work? Haven't you resigned already?

Oh! Actually I had forgotten to steal the confidential data.



Brainstruck.com

Beware of internet based fraud

Technology Round-up

Keep your eyes open and follow some basic checks to protect yourself from Internet based fraud.

You will no doubt still be getting e-mails offering you a share of millions of dollars if you authorize the sender access to your bank account. These started as letters and then changed to e-mails and since then we have had various overpayment scams (the teddy bear scam, the wedding dress scam, etc.) and other similar fraud attempts with washed cheques and stolen credit cards. More recently many forwarders are receiving demands for payments that appear to be sent by IATA. These used to be quite crude with e-mail addresses that were obviously suspicious (e.g. iata@gmail.com) but they seem to have become more sophisticated lately with e-mails that have fake IATA suffixes (i.e. @iata.org).

A major problem for freight forwarders that truck goods around Europe has been the emergence of fraudulent organizations that use internet cargo clearing sites to pin point and steal valuable loads. A recent TT Club case study illustrates the issue. A forwarder received a last-minute order for a cargo of automotive air-conditioning units, with collection due three days later. Due to the short notice period and unavailability of the regularly-used haulier, the forwarder searched the internet and found the contact details of a prospective carrier. After telephone contact was made with the prospective carrier, the forwarder received reassurance in the form of state registration documents purporting to show the prospective carrier as a bona fide legal entity, as well as a certificate of registration with the Tax Authorities. The forwarder granted "Actual Carrier" status and provided the collection details. The cargo was picked up as arranged but vanished, along with the carrier. The theft resulted in a claim of € 105,000.

There are a number of lessons to be learned from this incident. The company name of the prospective carrier was not in any blacklist or warning site - however, no request was made for copies of insurance details or company profile, and the state registration and other documents that were received were not checked with the relevant

authorities.

We have had a number of cases reported to us this year where a bogus carrier has been sub-contracted and the goods have disappeared into thin air. In one instance two full trailer loads of beer were stolen and the bogus haulier had provided insurance documents that looked excellent however the UK forwarders insurer (who now checks all insurance documents for the forwarder) could identify tell tale signs that they were not genuine. In another incident the insurance documents seemed genuine but had been obtained with a stolen credit card.

Both BIFA and the TT Club have advice items in their respective websites detailing good practice when sub-contracting. Some basic checks are as follows although these are not exhaustive and the more you do the better you will be protected:

- Use established Carriers but be sure to use fax and phone numbers from your own records to make sure that you are really dealing with whom you have in the past; the legitimate carrier.

- If you are forced to use a new carrier - look at the email address provided to see if it contains a domain name. Be wary of Yahoo or Hotmail addresses. Make sure that faxes contain first and last names of individuals you are dealing with.

- Independently research phone and fax numbers for the carrier you are about to use. Use Google and other web search/telephone directories to get a telephone number. Call that number to talk to the staff member in question and to verify the commitment to the load.

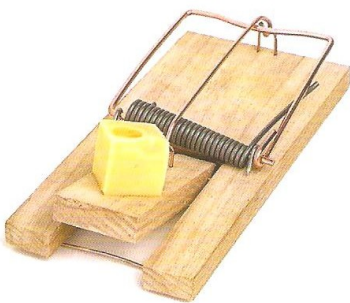
- Try to get a number plate number for trailer to be used. This is the only way the police can put out a search if something goes wrong.

Verify with shipper at time of loading that the correct truck and trailer are there.

The more checks you make the safer you are and never forget that many forwarders have been fooled by websites that look genuine but in fact are simply criminals cleverly masquerading as genuine firms.

Courtesy

FIATA Review No.96. March 2013



What Loosing My Job Taught Me About Leading

by Douglas R. Conant

It was the spring of 1984. I remember the day as if it were yesterday. It was a beautiful morning on Boston's North Shore and I could smell the sea air as I drove to my job as the Director of Marketing for The Parker Brothers Toy and Game Company. When I arrived, I was greeted by the Acting Vice President of Marketing and asked to step into his office. Our company had recently changed ownership and things had been a little chaotic, but I still felt good about my ability to contribute. But once I was in the Vice President's office, I learned that my position had been eliminated — and that I needed to pack up my belongings and leave the building immediately. In other words, I was fired. Ten years of my career was over in a snap. I was devastated and I was bitter. I went home to my wife, my two very small children, and my one very large mortgage... feeling every bit the victim.

Fortunately, the new owners had set me up with a fabulous outplacement person, Neil MacKenna. Neil was a wonderful, crusty New Englander who didn't tolerate a "victim" mentality for a minute. With Neil's guidance, losing my job became a valuable learning experience about what leadership should be. For some, these thoughts may constitute a "blinding glimpse of the obvious." But I have found them extraordinarily powerful in their simplicity.

First, I learned the power of connecting with people by being fully present — in every moment. Neil's first words to me were "How can I help?" During every one of our meetings, he listened so intently and earnestly. He wasn't trying to guide the conversation and he was not at all judgmental. His interest clearly came from a genuine desire to understand and to help. Neil was fully present in every moment, in a sincere and earnest way.

Too many leaders are so caught up in the momentum of work that they lose sight of the opportunity to connect with people. I discovered that

the more fully present I was with other people, the more fully present they were with me, and the more productive our relationship became over time.

This is easier said than done (it takes a lot of mindfulness to keep your mind from wandering, or your gaze from flicking to your watch or your phone) but it's essential to honoring people — another lesson I learned from Neil.

He "honored" me with his time, his attention, his insight and his energy. He also proposed that I honor all the people who crossed my path. More specifically, he had me think about the people who had honored me along my life journey and challenged me to become more like them with the people with whom I lived and worked.

I have found that the more I honored others, the more they honored me and the more fulfilling my career became. In the business arena, I have been surrounded by people with awesome skills. The difference between good and great is determined by the mindset you choose to bring to the work. The concept of honor should be part of that mindset.

And when someone does help you, acknowledge it. Get the name of every single person with whom you interact, from the head of the company to the



Douglas R. Conant is the former CEO and President of the Campbell Soup Company. He is Founder and CEO of [ConantLeadership](#) and co-author, with Mette Norgaard, of *Touchpoints: Creating Powerful Leadership Connections in*



ARTICLE continues

What losing my Job Taught me

receptionist. Find a way to connect with them, use their first name and look for something unique about them. When I would leave the building after a job interview, I'd walk next door to the coffee shop and hand-write notes to each person I met and mail them within 24 hours. You can write something as simple as, "Thank you for your help today. I was a little bit confused and really appreciate your help." Personally acknowledging their work sets you apart as a candidate — and later on, as a leader. If you cultivate a relationship in a genuine, thoughtful way, people will be more inclined to want to help you even though they don't have to help you.

When you're connecting with people, honoring them, and thanking them for their contributions, you'll naturally find yourself with a larger network — something you need not only to find a job, but to lead effectively once you have a new job.

Before I was fired, I had kept my head down and on my work. As a result, I was sadly disconnected to the business world beyond the company. I felt remarkably alone.

Neil told me to build a network of people to solicit ideas and advice for my job search.

Then I was to cultivate that network with the hope of identifying some job opportunities and using some of these people as my references. The time to build a network is always before you need one. It took me an extra six months to find a job because I had to build a network from scratch before I could really ramp up my search for a job.

Even after you secure your next job, keep in touch with these people. Maintain thoughtful relationships with people who can help you think through big issues throughout your career. Vigilantly try to be helpful to many of the people who had been so helpful to you. Over the years, I've had the opportunity to more than repay their kindness.

Finally, I would challenge you to be alert to the Neil MacKennas in your life. Learn from them and grow with them. They will help transform your executive life as you endeavor to help and honor the people with whom you work. Yes, losing my job was one of the most difficult things to go through but, in hindsight, it was one of the best experiences of my life.

Courtesy :

Harvard Business Review



BUNKER LOGISTICS

Unlimited Logistics Beyond Borders

Consistent Policies can Tap Pakistan's Economic Potential

Pakistan has a marvelous growth potential that could be tapped through consistency in policies and rationalize taxation procedures.

Former FBR Chairman Abdullah Yousaf stated this while talking to business community at Lahore Chamber of Commerce and Industry on Saturday.

The LCCI President Farooq Iftikhar, SVP Irfan Iqbal Sheikh, VP Mian Abuzar Shad, former Presidents and Executive Committee members spoke on various economic issues. Abdullah Yousaf said that Foreign Direct Investment (FDI) which was \$ 8.5 billion in 2006 had now come down to \$500 million that was an indication of poor health of our economy.

Though there were a number of factors that could be blamed for this unlikely situation, frequent changes at policy level, regional instability and bureaucratic hurdles were the major reasons of this decline. "We will have to look into these issues to attract much needed foreign investment," he observed.

He called for increase in tax to GDP ratio to overcome the issue of fiscal deficit, adding that phenomenal increase in country's overall debts from Rs 6 trillion in 2008 to Rs 14 trillion in 2013 has also affected the economic activities to much extent.

He said that heavy government borrowing and currency devaluation could be blamed for huge debt that increases by more than Rs 63 billion when the dollar gains Rs 1. Out of total Rs. 2 trillion government revenues, he said, 58 percent went to provinces under NFC award, while out of remaining 42 percent, Rs 1 trillion was utilized for debt servicing, Rs 600 billion for defence and Rs 500 billion were spent on public sector enter-

prises including Railways, PIA, Pakistan Steel Mills and WAPDA etc.

Abdullah Yousaf suggested the resource mobilization and privatization of public sector enterprises to ensure economic recovery, and right taxation policies coupled with good tax administration would help ensure resource mobilization. The documentation of cash economy would help resolve low tax to GDP ratio phenomena and for documentation, the creation of data warehouse of potential sectors and third party information were of prime importance.

He said that Tax-to-GDP ratio of Pakistan was low in the world, which stands at 9 percent of the GDP, however, low-income countries normally have tax-to-GDP ratio between 15 to 18 percent of the GDP. Middle-income countries have tax-to-GDP ratio ranging between 22 to 25 percent of the GDP, while this ratio in high income countries was recorded at 40 percent.

While, the LCCI President said the business community understood that the government should not introduce any economic policy without due consultation with the stakeholders for true implementation. Repeated issuance of SROs by the FBR was creating multiple problem for the business community therefore, in the larger interest of the economy, culture of SROs should be done away.

He said, all sectors of the economy should be taxed, citing that agriculture having 20.1 percent share in GDP was contributing only 1.2 percent to national taxes, while, manufacturing sector had 25.5 percent share and was contributing 62.2 percent and Services sector share was 54.4

LOGISTIC INDUSTRY: BUILDING A GROWTH ENGINE FOR PAKISTAN'S ECONOMY ...continues

percent and was paying only one third of its share in taxes.

Under invoicing and smuggling were hitting the businesses hard and stringent measures were needed to weed out these evils, he added.

The LCCI Vice President viewed that tax net could be widened by ensuring all transactions through banking channel.

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Business Recorder
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TRANSASIA

FREIGHT SYSTEMS








Air and Sea Custom Clearance		PROJECT HANDLING				
<p>As a counterpart of same companies we are one of the very few forwarders who are handling AIR/SEA Imports from all part of the world on fastest and efficient Sea carriers and Airlines</p> <p>Our Customs clearing and forwarding Services include:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #0070C0; color: white;"> <th style="width: 50%; padding: 5px;">Import</th> <th style="width: 50%; padding: 5px;">Export</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px; vertical-align: top;"> <p>Documentation processing for custom clearance</p> <p>Inland transportation arrangements</p> <p>Classification of imported goods and custom duty estimates</p> <p>Custom entry and processing</p> <p>Warehousing</p> <p>Preparation and processing for customs bond</p> <p>Distribution and coordination</p> <p>Landed cost calculations</p> </td> <td style="padding: 5px; vertical-align: top;"> <p>Pickup from any site</p> <p>Arrangements of customs processing & sealing of containers</p> <p>Arrangements of transportation by Railway Wagon-Trucks to seaports</p> <p>Special shipping rates to all destination of the world</p> <p>Any other auxiliary services</p> </td> </tr> </tbody> </table>		Import	Export	<p>Documentation processing for custom clearance</p> <p>Inland transportation arrangements</p> <p>Classification of imported goods and custom duty estimates</p> <p>Custom entry and processing</p> <p>Warehousing</p> <p>Preparation and processing for customs bond</p> <p>Distribution and coordination</p> <p>Landed cost calculations</p>	<p>Pickup from any site</p> <p>Arrangements of customs processing & sealing of containers</p> <p>Arrangements of transportation by Railway Wagon-Trucks to seaports</p> <p>Special shipping rates to all destination of the world</p> <p>Any other auxiliary services</p>	<div style="margin-bottom: 10px;">  </div> <ul style="list-style-type: none"> ⇒ Consolidated(LCL Container) ⇒ Break Bulk Services ⇒ Full (FCL) Container RO/RO Barges ⇒ ULD (Pallets and Reefer Container) 
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Announcements

	PIFFA-FIATA DIPLOMA in International Freight Forwarding (Course validated by FIATA Advisory Body Vocational Training)	
3rd Batch Commencing at Lahore: 13 th May '2013	Timing for 3rd batch: Monday, Wednesday & Friday 1800-2100LT	
Venue: 228 Ahmed Block, New Garden Town, Lahore.	Course Duration: +265 hrs of teaching (about 8 months' period)	
Curriculum: The curriculum is based on FIATA ABVT guidelines and developed indigenously by core Team trained under FIATA TOT Program. While developing the course material, special care is taken to incorporate local rules, regulations, customs and utility of subjects and its field application.	Modules: 1- Introduction to Freight Forwarding (10hrs) 2- Sea Freight (25 hrs) 3- Maritime Containers (10 hrs) 4- Air Freight (45 hrs) 5- Road Transportation (20 hrs) 6- Insurance (15 hrs) 7- Rail Transportation (20 hrs) 8- Customs Procedures (25 hrs) 9- Dangerous Goods Sea & Air (15hrs) 10- Logistics Transport (15 hrs) 11- Multimodal Transport (20 hrs) 12- Information & Communication Technology (15 hrs) 13- Safety & Security (15 hrs) 14- Inland Waterways (15hrs)	
Investment: Rs. 30,000/- for PIFFA Members Rs. 48,000/- for Non-Members	How to enroll: Please download Nomination Form from our web-site www.piffapk.com . Draw cheque/pay order favoring 'PIFFA Training Institute'. The fee is for the duration of course and non-refundable. Minimum qualification of the participants is graduation and passion to excel through learning	
Contact us:		
Umair Ali Dayo Training Coordinator – PIFFA Tel: 021-34322671-3 Cell: 0301-8227771 4100511 Email: training-khi@piffapk.com	Dr. S. M. Faisal Regional Secretary Lahore Tel: 042-35834456-7 Cell: 0323- Email: piffa-lhe@piffapk.com	



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