



Situation Analysis COVID 19 – Industrial Cluster of Sialkot – A Way Forward in Uncertain Times



Punjab Board of Investment and Trade

Projects and Policy Research Department



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Disclaimer: The views and suggestions expressed in this report are result of opinions and information shared by the industry official platforms and its businessmen and do not necessarily reflect the policy of Government of Punjab or PBIT



1- A Reality Check - Tough Times Ahead

“It is unavoidable that the novel coronavirus epidemic **will have a considerable impact on the economy and society**” - Chinese president Xi Jinping, televised address, February 23, 2020.

“The spread of the new coronavirus is **a public health crisis that could pose a serious risk to the macro economy through the halt in production activities, interruptions of people's movement and cut-off of supply chains**” - Japanese Finance Minister Taro Aso. G20 gathering in Riyadh, Saudi Arabia, February 24, 2020.

It is a common wisdom to prepare for the worst. An analysis of impacts of the current pandemic shows that the coronavirus (COVID-19) outbreak has already led to a major health crisis in several countries and disruption of the global economy. Yet the situation is likely to become even worse in the coming weeks and months, and the economic fallout from the pandemic has all the right ingredients to be one of the biggest shocks of recent decades.

Global Value Chains (GVCs) have already come under pressure as a viable model for the organization of international production since the outbreak of the COVID-19 epidemic in China, and even more so since the virus turned into a pandemic.

Manufacturing industries are expected to suffer a severe blow due to the coronavirus outbreak and the resulting economic implications. Consequently, world GDP growth can be expected to decline in the coming months. On the demand side, a combination of reduced income and fear of contagion will result in lower private spending. This could be amplified by negative supply side effects, attributable to a sudden halt in manufacturing activities in the most affected regions and the resulting bottlenecks in global value chains. If left unaddressed, such disruptions will in turn trigger widespread factory closures due to the lack of intermediary inputs, even in areas less affected by the virus (UNIDO, 2020).

A substantial increase in global unemployment seems almost certain. The ILO expects the pandemic to disproportionately affect not only those workers with underlying health conditions, but also young people who are more vulnerable to decreased labour demand, women, who are over-represented in those sectors that are likely to be affected most (such as services or in occupations on the front lines of the pandemic, e.g. nurses), as well as unprotected workers in the so-called ‘gig economy’ and migrants. (ILO, 2020).

The pandemic has already triggered capital flight and a sharp reversal of international investment in emerging markets. Whereas a group of 24 emerging markets including China, India, South Africa and Brazil, had a net inflow of investments of US\$79bn in 2019, US\$70bn in investments had already exited those countries in the last two months alone according to the Institute of International Finance (New York Times, 2020). With this in mind, the decision by the G20 governments to “do whatever it takes” to minimize the social and economic fallout due to the coronavirus - and most importantly, to ensure cross-border flows of vital medical supplies, agricultural products and other goods and services – was welcomed (The Guardian, 2020).

Economies all over the world, including Pakistan are now experiencing a slowdown. The impact of COVID-19 on Pakistan's economy can be severe and may lead to a reduction in GDP growth, deterioration in current & fiscal balances, disruption in supply chain and increased unemployment.

Pakistan's GDP at current market prices was PKR 38.6 Trillion for the Fiscal Year (FY) 2019. Economic growth during FY 2019 was 3.3% and the Government had projected it to be 2.6% during FY 2020. However, this



projection did not account for the impact of the recent COVID-19 outbreak According to the recent estimates by the Planning Commission of Pakistani, COVID-19 is expected to cause approximately 10% loss, estimated at PKR 1.1 Trillion, of total GDP during the last quarter (Apr-Jun 2020) of FY 2020. Additionally, according to the Pakistan Institute of Development Economics due to trade disruptions as a result of COVID-19, if both imports and exports of Pakistan fall by 20%, the economy can face a loss of up to 4.64% in GDP (Dun&Bradstreet, 2020)

2- Important Time Lines

On 23 February, 2020, Pakistan closed its border to travellers from Iran until 7 March at the Taftan border, after 43 cases were reported during the coronavirus pandemic in Iran

- On 26 February, 2020, Zafar Mirza, the Prime Minister's Special Assistant on Health, stated in a tweet: "I can confirm first two cases of coronavirus in Pakistan. Both cases were taken care of according to clinical standard protocols & both of them are stable
- On 15 March, 2020, Lahore Health Secretary Mohammad Usman confirmed the first case of coronavirus was found in Lahore, Punjab
- On 23 March, 2020 Punjab went under lockdown with section 144 imposed and all industries closed.
- On 15 April, 2020, The government has extended the prevailing lockdown for another two weeks with some essential industries being allowed to reopen
- As of now (15 April, 2020) the most affected province due to COVID-19 virus is Punjab with 2,945 confirmed patients and rising.

3- Scope of this Report

Keeping in view of the situation explained above the objective of the report is to study the current situation of the export industry of Sialkot, investigating important aspects such as:

1. Assessing the extent of shut down of industry in Sialkot and associated issues
2. Assessing the effect on sales/export orders and expectation from the Government
3. Assessing Impact on retaining employees and workers and issues of supply chain and distribution
4. Assessment of policy interventions Government is expected to take in the form of incentives for the benefit of the industry and to save it from closures and bankruptcies.
5. Assessing Strategy of the industry start production post COVID 19 and role of Government
6. Assessing how the industry is planning to adopt new marketing and sales strategies to retain the customers and secure avenues of revenue.
7. Assessment of the assistance that can be provided by the Industry to fight the pandemic

Based on the assessment of the feedback from the industry, the report aims to stipulate recommendations for the government and for the industry to survive these tough times.

4- Methodology:

Qualitative approach is used considering the time constraint in the form of using a mix of questionnaires and interviews over voice and video conferencing. Telephonic interview were also carried out, keeping in view of the limitation that most of the respondents belong to vendors and suppliers category that are not well versed with English Language and can only converse in their local language which is mostly Urdu and Punjabi.



The questionnaires are taking important input in the form of descriptive answers, which can be used as expert opinion of the industrialists and the interviews over voice and video conferencing is being used to take opinion of the same industrialists and vendors and suppliers about the same questions that are part of the questionnaires, so as to maintain the consistency of the information obtained. To make the information credible the information is only taken from the owners of the companies directly. This will help offset the low number of responses focusing quality over quantity. Hence the nature of the questions asked during the interviews are semi-structured, steering, one-on-one and kept as much neutral as possible.

The questionnaire is divided in to two main sections, the first section records the company information and the second section records the answers of the respondents to 9 questions in descriptive format. Around 25 company owners were contacted belonging to surgical, leather and sports sector. 25 interviews were conducted and 16 responses were received. The companies that were reached out are all factory owners and major players in the industry employing on average of 300 plus workers. The questionnaire is given as below

Section 1- Company/Association Information

- 1- Name of Your Company/Association
- 2- Please mention your Industry/Sector of operation
- 3- Are you Local Pakistani Company or Foreign Company (please write Pakistan and in case you are a foreign company please write name of country)
- 4- Please write down the name of the city of your head quarter of operations
- 5- Please provide a brief description of the products or services provided by your company
- 6- Please state your main market (where do you sell your products, in case of you sell only in Pakistan, just write Pakistan, if you also export and sell internationally write down names of the main countries you export to)
- 7- Please write down your name
- 8- Please write down your designation
- 9- Please write down your contact number (format 03338088234)

Section 2 - Thrust Questions

- 1- Are you operational fully, partially or completely shut down? please state reasons as well, e.g. if you are fully operational you can mention your items are essential items, if partially operational you can state that you are only selling online, or if you are completely shut you can state the reason accordingly
- 2- Please tell us about the effect on your sales/revenue and the reasons, whether they have increased, or completely halted or partially halted and state reasons as well, you can also state if the government can take any steps to help increase your sales
- 3- Are there any issues being faced by your industry that the government may intervene and facilitate with respect to current situation?
- 4- Please tell us about how you have been forced to reduce your operations, did you lay off people or you retaining entire staff for a particular time period. Did you cancelled your import orders of raw material



- 5- When the situation normalises, what are your plans/strategy to kick start production (e.g. introducing new measures to control production areas with respect to hygiene, how to manage returning labor etc) and what are your expectations from the government for support?
- 6- If the situation persists, what is your strategy to adopt to the new situation? What is your strategy to sustain in the current environment if the situation persists (e.g. introducing new products, new strategy to selling online, improve supply chain with respect to hygiene conditions etc) ?
- 7- What is the impact of this situation on the supply chain and distribution of your industry? if the question does not apply to you please mention N/A
- 8- Is there any way you can help produce emergency equipment for helping fighting this pandemic in Punjab? (Is your production line capable of being modified to start producing such products on emergency basis)
- 9- What are the top three to five suggestions that you may give to the Government for managing the industry that you are related to

5- Understanding the Export Scenario of Pakistan

According to the Pakistan Bureau of Statistics (PBS), total exports Of Pakistan stood at PKR 287.7 Bn during March 2020, down 12.9% m-o-m. As per State Bank of Pakistan (SBP), Pakistan's largest export partners are USA, UK, China, Germany and Netherlands contributing to about 40% of the total exports. All trading partners have been impacted due to COVID-19 outbreak. Trade globally is on a downward trajectory, and is expected to decline further the due to slowdown in demand on the back of lockdowns. According to the report published by PIDE, Ministry of Commerce has estimated that the decline in exports of Pakistan could be as high as 20%, translating into a dollar value of USD 4.0 Bn fall in exports by June 2020, on account Of export order cancellations.

5.1- Exports Numbers of the Concerned Clusters and Their Importance

VALUE IN '000.\$							
S #	COMMODITIES	JULY-JUNE		VALUE CHANGE		JULY-JUNE	
		2018-19	2017-18	%		2018-19	2017-18
1	Knitwear (Hosiery)	2,899,877	2,711,201	188,676	6.96	12.63	11.68
2	Ready Made Garments (Articles Of Apparel & Clothing)	2,653,720	2,577,218	76,502	2.97	11.56	11.10
3	Surgical Instruments	388,362	378,846	9,516	2.51	1.69	1.63
4	Sports Goods	308,562	341,890	(33,328)	(9.75)	1.34	1.47
5	Apparel & Clothing (Leather Garments)	256,298	294,399	(38,101)	(12.94)	1.12	1.27
6	Leather Tanned	252,245	330,210	(77,965)	(23.61)	1.10	1.42
7	Leather Gloves	217,942	215,882	2,060	0.95	0.95	0.93
8	Other Leather Manufacturing	11,436	12,627	(1,191)	(9.43)	0.05	0.05
Sub Total		6,988,442	6,862,273	126,169	1.84	30.44	29.56



The table above clearly shows that sectors in Sialkot city contribute greatly towards the export basket of the Pakistan. Although hosiery, readymade garments and leather sector is scattered in other cities as well, however a big chunk of related industries are situated in Sialkot. We have already stated above that a complete value chain of surgical, leather and sports related products exists in the city and the table also shows that the exports overall increased from 6.862 billion USD (2017-18) to 6.988 billion USD (2018-19).

To understand the situation further, below are the actual excerpts of the messages sent from 2 customers in Europe to two exporters here in Sialkot, asking for halting and postponing productions completely and pending the payments for few months.

“I hope you are all well and safe, thank you for the update. Here things have changed incredibly rapidly in the last few weeks and continues to change on a daily basis. The current situation is that most business are closed for April and May and most likely June. Travel is totally restricted to your local area and only allowed if urgent. Most people are working from home with reduced hours or have become unemployed which unfortunately has happened to more than 1,000,000 people in a very short period.

In this current environment we will not be able to move this production for up to three months and will also not be able to pay for this stock until the situation lifts as there are no retail stores open to operate. Our warehouse only operates part time on reduced staff. We need to request you the hold this order for this period and possible longer depending on Government restriction updates. Our forwarding agents are not accepting any shipping during this period. We are looking at possibly allowing a portion of the shipment to be moved to fill the internet sales that are still being processed however this has yet to be confirmed. This situation is not ideal for either of us however is necessary in the drastic effects of Covid 19 virus which is having a devastating effect on economies and peoples wellbeing. Thanks for your understanding and cooperation with this matter. We will keep you informed as



Due to the exceptional situation that we are currently (experiencing throughout Europe and the high growth of patients affected by the coronavirus in Spain), the Spanish Government has declared an emergency situation and has limited displacement for the people, the closure of borders and working on the company for 15 days (by the moment) to prevent the expansion of COVID-19. Today they will make other, even stricter decisions again. When our company is closed we can't generate a single euro but having to bear the same expenses of workers, warehouse, taxes, etc

For these reasons, we request your help as a partner/ supplier, being able to make the remaining payment 60 days after the goods reception date. If it isn't possible from your side, we will be forced to reduce the order in quantity and amount or even to cancel some items from the order. Many customers are asking us to defer their payments, others haven't paid their invoices and we also foresee low sales in the coming months after this situation. It's a very difficult time for us, financially and mentally, so we will appreciate your support so that our company can continue with its business once this exceptional situation ends. Waiting your news with best regards,

In view of the above, this study analysis the impact of the pandemic on the export community of Sialkot in Pakistan. The city is unique as the destiny of the city of closely knit with how situations transpires in the Europe and rest of the Western World. Export destination of the products of the city of Sialkot is European Countries and Western Countries. As all the western economics are under lockdown the sales have plummeted in their respective countries. Consequently the export orders here in Sialkot have also been halted, postponed or in some cases cancelled by western buyers. This has left many exporters to stop their production facilities completely. The ones who do have running orders are unable to function because of the imposed lockdown by the government. As the industry in Sialkot is clustered, is mostly vendor based and small units of singular functions are spread across the city, the situation comes down to either open everything or close everything, as smaller units and bigger units are all interlinked and need each other to produce final goods.

6- Significance of the City of Sialkot

Few cities in Pakistan can claim to contribute as intensively to the country's export revenues, industrial growth and global reputation as the city which is now popularly known as the 'City of Opportunities'. Sialkot as Pakistan's third largest export centre after Karachi and Lahore has a substantial share of Pakistan's total export revenue*. The contribution of Sialkot industry for Pakistan's international trade growth is also crucial for employment generation and GNP growth.

Sialkot's industry, by virtue of its export orientation, illustrates a staunch commitment to comply with international quality and production standards. The industry is quite fascinating making Sialkot one of the most

prosperous cities in Pakistan with highest per capita income (US Dollar 2800 in 2012). The industry has gained global prominence for a highly diverse range of products ranging from sports goods, surgical instruments, leather goods and gloves, readymade garments to musical instruments. Around 400,000 plus people are engaged directly or indirectly with export activities.

6.1- Sports Sector

Sports goods sector is the main export sector of the city with total exports of US \$ 450 million per annum. Sialkot caters to around 70% of total world demand of hand stitched inflatable balls which translates into around 40 million balls annually worth US \$ 210 million. These balls are produced by a workforce of nearly 60,000 and exported to world markets by 1,000 plus entrepreneurs, majority of which fall under SME definition.

The industry initially commenced with production of sporting goods involving wood e.g. cricket bats, hockey sticks, tennis, badminton rackets etc. Over the years and influx of modern equipment, the Sialkot sports industry is now able to manufacture any product and in any material. The industry has also expanded towards manufacturing sports apparel as well.

The industry has produced for renowned global brands such as Adidas, Nike, Puma, Select, Lotto, Wilson, Micassa etc. It is estimated that there are approximately 2,000 units operating in Sialkot, most of which can be classified under SME. Few and larger units are known for soccer balls and Field Hockey Sticks. Pakistan made a name for itself by producing the most advance soccer ball for the FIFA World Cup as well.



6.2- Surgical Sector

The surgical instruments industry is mainly clustered in and around the skirts of Sialkot. Over 99% of Pakistan's production is centered in Sialkot. Out of the total production, approximately over 95% is exported. The industry belongs to the light engineering industry category, and is one that has specialized in skill and has stable export market share.

The surgical instruments manufacturing cluster is mainly located in and around Sialkot, Punjab, Pakistan covering about 99% of the country's production with GDP contribution of 0.13%. The cluster comprises of over 3600 companies including industrial units, vendors & traders and employs around 100,000-150,000 workers. This industrial cluster produces a wide range of surgical and beauty instruments for international producers / brands



with diversified range of designs on their demand. Almost 95% production is export oriented. Almost all the firms are exporting, however, there are many vendor units that usually supply to commercial exporters/traders.

The surgical instruments manufactured in Sialkot are highly acknowledged all over the world due to their quality. The advanced countries of Europe and America are the leading buyers of Pakistan's surgical instruments. The industry belongs to the light engineering industry category, and is one that has specialized in skill and stable export market share. Stainless Steel (both imported as well as local), Titanium, Brass and Aluminium are major industrial inputs. Surgical Instrument Manufacturing Association of Pakistan (SIMAP) is actively engaged to promote and safeguard the interests of this cluster.

Pakistan is exporting surgical instruments to the world market mainly under Harmonized System (HS) Code 90. More than 95% of country's export is under HS Code 9018 which covers Instruments and appliances used in medical, surgical, dental or veterinary sciences, including scintigraphic apparatus, other electro-medical apparatus, sight-testing instruments & Neuro Endovascular Surgery (NES). Pakistan has 0.30% share in the world trade i.e. \$112.543 billion.

6.3- Leather Sector

Leather industry, including leather products, is the second largest export earning sector after textiles in Pakistan. Leather garments and footwear is a job-oriented sector providing employment to a very large segment of the society besides earning foreign exchange for the country. The leather industry consists of six sub-sectors namely, Tanning, Leather, Footwear, Leather, Garments, Leather Gloves, Leather Shoe Uppers, and Leather Goods. The Tanning industry plays a vital role in the progress of these sub-sectors by providing the basic material i.e. leather. Today, Pakistan is among the leading countries in the production of Leather Garments and Gloves. The leather and leather made-ups industry plays a significant role in the economy of Pakistan and good share in GDP.



Demand for leather products is mainly associated with urban population growth, income rise and the efforts made in penetrating the export market. Leather tanning and leather products manufacturing is labor intensive. Pakistan's main competitors in leather industry are Turkey and Bangladesh with Turkey being top in providing good quality leather products at cheap price

Though leather manufacturing factories are present all over Pakistan like Kasur, Lahore and Multan, around 90% of products/ garments are made in Karachi and Sialkot. Almost all of these leather products are exported with very few sold to the local market. Apart from earning huge amount of foreign exchange for the country, leather industry provides employment opportunities to about 0.3 million people. Further, availability of livestock population in Pakistan ensures consistent supply of raw material to the leather industry. Leather industry of Pakistan brings huge earning of foreign exchange for the country.



7- Understanding the Value Chain of the Sialkot Industry

To understand the situation of Sialkot Industry it is important to understand the chain of important stakeholders/subsectors that are interdependent in nature. Meaning that the entire value chain has to be operational for the sector to operate.

The process starts with mainly European and American customers placing orders to exporters in Sialkot.

Exporters in Sialkot get the products manufactured in their factories or through independent vendors. Main product lines that are manufactured in Sialkot belong to leather, surgical and sports sectors. Large chunk of the manufactured products are exported to customers in Europe and America mainly.

Although many exporters have in-house facilities to manufacture the products in their own manufacturing facilities, a large portion of Sialkot exporters are traders. Traders also secure their orders from foreign buyers and fulfill them through independent vendors available throughout the city. Hence the term exporter is used for the factory owners and the traders and the term “maker” is used for the independent vendors that produce the products for the exporters but do not possess the ability to export themselves.

Makers depend on the orders that are secured by exporters from European and American markets. Once exporters secure orders they produce some products in-house and source out the rest of the products to makers. Also some products involve 20 to 25 processes from raw material to finished products and not all the processes are carried out in-house. E.g. when leather manufacturers need tanneries for availability of finished leather, after pattern cutting, the leather pieces are sent to independent embroidery and printing service providers and then brought back for stitching. For surgical instrument manufacturers unfinished instruments are procured from independent vendors that specialise in manufacturing specific instruments and brought to in-house facility for polishing, finishing, branding and final packing.

To produce the required products the exporters procure raw material from the local suppliers. The local suppliers mainly import raw materials that are used for manufacturing the products. Indigenous material is used as well e.g. finished leather, certain types of fabrics etc however majority of the products are being imported e.g. stainless steel, latex, carbon fibre, zips, buttons, chemicals, printing material etc.

Another associated sub-sector is printing, labelling and packaging solution providers. Majority of the exporters use services of independent of i) printers, who provide services of printing and branding on the products, ii) embroidery, size and instruction tags machinery setups and iii) custom packaging providers of cardboard packages.

One of the main associated sectors is cargo service providers, once the shipment is ready cargo service providers in the city take over the shipment and take full responsibility of delivering the shipment to the destination while also handling all the paper work. The shippers use different methods and modes depending on the size of the shipment. For small shipments they have accounts with international courier providers like DHL and offer competitive rates and offer door to door service for small shipments. For medium sized shipments, Air Cargo services are used. The cargo service providers take care of all the paper work even at the destination end and take the responsibility of getting the shipments cleared from the Airport of the destination country and getting it delivered to the address of the customer. The cargo service providers are able to offer this service in

partnership with cargo service providers in that particular country. For large orders the cargo service providers arrange for over sea shipment delivery by booking containers, full, half and in part. They also deal with all the processes and paper work required to clear the shipment in the dry port of Sialkot.



Fig-1: The figure above shows value chain of Sialkot Industry and that the relationship in the hierarchy are interdependent. One cannot operate without the other.

7.1- Major Stakeholders for the Sialkot Industry

- Sialkot Chamber of Commerce and Industry
- Surgical Instruments Manufacturing Association Of Pakistan (SIMAP)
- Pakistan Sports Goods Manufacturer & Exporters Association (PSGMEA)
- Pakistan Leather Garments Manufacturers and Exporters Association (PLGMEA)
- Pakistan Tannery Association (PTA)
- Sialkot Dry Port
- Trade Development Authority Pakistan (TDAP)

8- Measures Undertaken by Government of Pakistan to Combat Impact of Coronavirus

Amid growing concerns about the potential economic impact Of the COVID — 19 pandemic, the Government of Pakistan and SBP, in collaboration with Pakistan Bank's Association (PBA), are taking various measures to provide relief to the industry as well as the general public. The announced relief packages are highlighted below.

8.1- Relief Package by the Government

Economic Relief Package worth PKR 1,200 Bn



- ❖ PKR 100 Bn have been kept for immediate release of tax refund to businessmen, exporters and industry, adding that the industry will also be entitled for deferred interest payments.
- ❖ PKR 100 Bn have been allocated for Small and Medium Enterprises and agriculture sectors, along with deferment of interest payments, and concessional loan facility.
- ❖ PKR 50 Bn have been reserved for Utility Stores Corporation to provide essential items on subsidized rates, whereas PKR 280 Bn allocated for wheat procurement PKR 50 Bn have been assigned to medical workers for necessary supplies, PKR 25 Bn to National Disaster Management Authority (NDMA) for the procurement of testing kits and other equipment to face the challenge of Coronavirus.
- ❖ PKR 100 Bn have been kept as residual/emergency relief fund to handle the negative impact of the lockdown.
- ❖ PKR 200 Bn of cash assistance for the daily wagers working in the formal industrial sector and who had been laid off as a result Of COVID-19 outbreak.
- ❖ PKR 75 Bn for FBR to enable them to payback the sales tax and income tax refunds, duty drawbacks and customs duties The special Package for providing relief to the poor through cash assistance under the Ehsaas Program

Establishment of "Corona Tigers Relief Force" fund which will 'work in coordination with the Pakistan Army and Other authorities in wake of the coronavirus outbreak. It is a donation fund established to counter the impact of the coronavirus.

8.2- Relief package by SBP

- ❖ SBP has allowed all federal and provincial government departments, hospitals in public and private sectors, charitable organizations, manufacturers and commercial importers to make Import Advance Payment and Import on Open Account, without any limit, for the import Of medical equipment, medicines and Other ancillary items for the treatment Of COVID-19.
- ❖ To support the banking sector to supply additional loans to businesses and households, SBP has reduced the Capital Conservation Buffer (CCB) from its existing level of 2.50% to 1.50%. This will enable banks to lend an additional amount of around PKR 800 Bn.
- ❖ As a tool to incentivize banks to provide additional loans to retail SMEs, the existing regulatory retail limit Of PKR 125 Mn per SME has been permanently enhanced to Rs.180 Mn.
- ❖ SBP has relaxed the Debt Burden Ration (DBR) for consumer loans from 50% to 60%. This measure will allow about 2.3 Mn individuals to borrow more from banks in this time of need.
- ❖ Banks & DFIs will defer the payment Of principal on loans and advances by one year.
- ❖ SBP has relaxed the regulatory criteria for restructuring/rescheduling of loans. The loans that are re-scheduled/restructured within 180 days from the due date of payment will not be treated as defaults.



- ❖ Keeping in view the steep decline in share prices, margin call requirement of 30% vis-a-vis banks' financing against listed shares has been significantly reduced to 10%.

While the Government has implemented various measures to slow down the spread of COVID-19 and to provide relief measures to industries and general public, the economy is likely to continue to deteriorate in the short run. It is important to ensure that all the relief packages announced by the government, are implemented swiftly, and reach the intended beneficiaries. The policy makers should continue to closely monitor the situation and remain on standby for further interventions. While, businesses should continue to plan tactically for sustaining current business operations and seeing through the lockdown period. The government should also plan for return to normalcy, and prepare revival plans for key sectors of the economy (Dun&Bradstreet, 2020).

9- Discussion, Analysis and Findings of the Questionnaire Survey and Interviews

All the respondents are Pakistani Nationals and belong to city of Sialkot. The respondents of the questionnaire belong to surgical, leather and sports sector and all are owners, CEOs, managing directors and partners. One response of the owner of the freight forwarder service provider has also been incorporated as well and phone interviews of three different owners of the freight forwarding service providers were also conducted. The interviews were conducted of the business owners making sure that all the stakeholders are engaged and reached out. The stakeholders include factory owners belonging to surgical, sports and leather industry, makers belonging to each industry, cargo service providers, President, Sialkot Chamber of Commerce and raw material suppliers. Names of the companies, contact number and email were also recorded for future reference and coordination if required. The detailed responses are also attached as **Annexure-A** for reference.

9.1- Section 1- Sector, Products and Export Destinations of the Respondents

The section one of the survey takes information of the company to establish the nature of sector the exporters belong to, the kind of products they are manufacturing and their export destinations. Consequently the respondents belonged to sports, surgical and leather sectors of the Sialkot and it was observed that the respondents are mostly involved in the manufacturing of the following products.

Sports Sector

- Sports Apparel, Footballs, Boxing Gloves, Horse Riding Gloves, Fitness Accessories, Gym wear and Gym Gear

As one respondent said, “We deal in soccer balls of different types, hand stitch to machine made along with goal keeper gloves and boxing equipment, which consists of boxing products of all kinds from uniforms to training equipment etc.”

Surgical Industry

Surgical and Dental Instruments, as one respondent puts it, “we manufacture stainless steel Instruments used for medical and surgical procedures”



- General surgery instruments, Gynaecology instruments, Dental instruments, ENT instruments, Veterinary instruments, Diagnostic instruments, Orthopaedic instruments, Neurosurgery instruments

One respondent said, “we manufacture surgical instruments of stainless steel and titanium for human and veterinary use”

Leather Industry

- Motorcycle Clothing, Leather belts, wallets and accessories, Leather Jackets and Gloves,

As one respondent stated that, “we manufacture Motorbike suits and other leather apparels”

Some of the respondents leather manufacturing factories also owned and operated tanneries

Individual responses are attached as Annex-A for reference.

Export Destinations:

Although the export sector of the city of Sialkot export their products to majority of the countries in the world. However the respondents who filled the questionnaire and the interviews conducted, the businesses exported to the following countries.

- United States of America
- United Kingdom
- Canada
- Russia
- Brazil
- South Korea
- Germany
- Italy
- Spain
- Holland
- Norway
- Australia
- China
- Netherlands
- Finland
- Ireland
- Poland
- Japan

As it can be seen that all the countries listed are under complete lockdown.



9.2- Areas of Focus as per the Scope of the Study

All of the interviews and respondents were asked a set of 9 questions, focusing on the 9 different aspects of value chain and strategy decisions that are considered most important. The analysis of the questions asked is as below

9.2.1- Assessing the Extent of Shut Down of Industry in Sialkot and Associated Issues

Following question was asked from the respondent to assess the situation, **“are you operational fully, partially or completely shut down? please state reasons as well, e.g. if you are fully operational you can mention your items are essential items, if partially operational you can state that you are only selling online, or if you are completely shut you can state the reason accordingly.”**

All the respondents stated that, they are fully closed and their production facilities are shutdown, however few of them are minimally operational due to pending orders that need to be urgently completed, packed and shipped.

These are the orders that were in the process of production, when the state imposed the lockdown. The respondents however shared that they sought special exemptions from the local governments, to operate with minimal staff to complete the on-going orders before going to complete shutdown. Others stated that the only reason they are opening their factories is to clear payments to suppliers and pays that needed to be given to their employees.

The suppliers of raw material are completely shutdown, one cargo freight forwarder said that, “we are partially closed, as we are working from home for the sea freight cargo already booked and in pipeline. However our local trucking is completely closed due to which we are unable to pick up the ready and packed goods from manufacturing units”.

Top reasons shared by the business owners for completely shutting down their operations included, government enforced lockdown, main export destinations around the world are closed so no export is possible, production cannot be carried out as suppliers of raw materials are also close. Also there are fears that the raw material that is imported would disappear from the market or will soon be non-available or if it will be available it will be sold at higher prices. The uncertainty created by these factors has left the factory owners to shut down their factories as well.

As one exporter said, *“We are fully shut down, as we cannot work with labor and do not have access to material from market”* Another exporter said, *“since after the initial intimation of the lock down we have been completely shut down. Reason for total shutdown is the virus that is affecting the whole world at the moment”*

One Business Owner cited the issue as follows, *“we are completely shut down, no labour transportation, local government do not allow to open factories, can’t import, can’t export.”* One owner of the surgical factory said that, *“we are completely shut down because we can’t export merchandise to our customers and we cannot earn without exporting anything because we don’t have others sources of income”*.

One factory owner showed high spirits and said that they want to shut down their factory so that the virus don’t spread and we get out of this situation as soon as possible. Another owner of the one of the top surgical manufacturers said, “we are completely shut. We feel that during COVID crisis we need to be vigilant and



maintain social distancing. Our factories comprise of close knit processes. It would require some time and investment to adjust to the SOPs in order to maintain the fight against COVID19”

9.2.2 -Assessing the effect on sales/export orders and expectation from the Government

Following question was asked from the respondent to assess the situation, **“please tell us about the effect on your sales/revenue and the reasons, whether they have increased, or completely halted or partially halted and state reasons as well, you can also state if the government can take any steps to help increase your sales”**

After the survey the general statement by all the industrialists is that, since majority of the products are exported to developed countries which are under lockdown they are not receiving any new orders at the moment and few orders that were in the pipeline, meaning that were finalised and waiting for the final go ahead were cancelled too. This means that the orders that majority of the industrialists were supposed to secure, produce and receive payments for the month of April and May have been cancelled or postponed until further notice. Hence there will be significant decrease in the export and revenues of the export community in Sialkot.

The basic demand of the exporters from the government is to pay them their pending rebates and sales tax returns, this will ease their monetary pressures and will allow them to survive for few months while meeting their minimal operational expenses and paying their employees until the European and other western economies open up. As one industrialist stated that, *“The business is gone down by 65%, Government can support us with an interest free banking for 3 years”*

As one manufacturer and exporter of sports products stated that, *“regarding sales its totally stopped and negatively affected at the moment because we are in state of lockdown so we cannot run the factory and export the goods and receive revenue/payments. For the moment we have few balance payments which we are getting from time to time from our customers but for the current week all countries are in the state of lockdown so we are not expecting any payments until this situation is over (COVID 19) and everything starts its operations again because when the sports begins then it leads to sales of products and then we can expect new orders and payments.”*

The freight forward owner said that. *“Our sales and revenue are badly affected, the customers have stopped our payment due to cancellation of foreign orders, and our CAAS cheques, and payable at every fortnight is a big challenge for us now.”*

A managing director of a tannery explained the situation as following, *“Sales have been affected adversely due to the lock down imposition. The curtailed manufacturing brought all running operations to stop thus proved extremely unfavorable from sales perspective and has prevented any revenues to be generated. The government should immediately recognize its impact on national economy and must provide regulations to the leather industry which allows certain operations to be carried out where there are minimum health risk factors.”*

Another owner of the surgical manufacturing unit explained that, *“when the lockdown was enforced business was shut down and any activity related to production or administration was halted. No one is allowed on the premises for the fear of ban from the government. As there is no ongoing production hence no shipments will be completed as scheduled nor there will be any revenue. Labour was paid in full based off humanitarian*



reasons while the business is completely shut. So such drastic decisions definitely affect the state of the business financially as well as in terms of keeping up with already tight production schedules. Being solely an export oriented unit business will not generate any revenue whatsoever unless it is manufacturing and exporting.”

Another manufacturer and exporter of leather garments and accessories who also own and operate their independent tannery said that, *“we have not been able to export anything apart from some very small shipments since 22nd March. Exports are bound to hit rock bottom for April & May. All forecasts have been cancelled for this year. Payments from our customers in Europe and States have already been deferred till further notice. We have paid the Employees full Salaries for March and intend to do till April. Definitely, if there is no financial aid for us we will be forced to downsize a lot.”*

The surgical sector however conveyed positive analysis as they commented that the surgical instruments are required around the world even in lockdown situations hence the sector may not see significant decline in export orders however necessary mechanism and SOPs are required to be established for the industry to operate and this will come as challenge as the industry is scattered in and around the city of Sialkot. As one manufacturer and exporter said, *“actually our main problem is to be able to export our products globally. Which is completely shut down. In this case we think medical instruments are very essential nowadays so we think it should not be shutdown in such kind of global crisis for long time.”*

9.2.3- Assessing Impact on Employment, Strategy to Retain Employees and Daily Wage Workers and Issues of Supply Chain and Distribution

Following question was asked from the respondent to assess the situation, **“Please tell us about how you have been forced to reduce your operations, did you lay off people or you retaining entire staff for a particular time period. Did you cancelled your import orders of raw material” and “What is the impact of this situation on the supply chain and distribution of your industry?”**

The respondents’ share that, as the suppliers of raw material and independent vendors that work in collaboration with big factories are closed hence it has become impossible to operate. As one surgical industry owner said, *“Surgical industry runs based on the vendor performance. Given the nature of the business no single business can manufacture 100% in house. Outsourcing is a necessity not a choice as any one business offers anywhere between 1000 -5000 individual articles. This situation is not only affecting the exporting units but also the local suppliers. It's a business circle that allows survival depending off of each other. Dependency rate is high and every sector is affected. Local vendors may be affected more in the given situation.*

Another respondent from the industry shared that the cost of the logistics has increased and will increase post corona. The courier/cargo cost have also increased and the price of raw materials will also increase, this will increase the cost of the products and our products will become less competitive globally.

The most common responses given by the owners of the business units was that the operations have been halted to minimum, only necessary staff is working to process the orders that are the pipeline. Almost all of the industrialists said that they have retained their current permanent staff and have also given the salaries for the Month of March and intend to give the salaries for the Month of April as well. All of the exporters have halted their import orders and are investing in anything until the situation stabilizes. Some exporters are also proposing



to pay half salaries of the staff and workers in the factories can be ensured for the month of April and May that will give them the sustenance till the Month of June, considering Eid-ul-Fitr is near.

Few of the responses from the prominent members of the business community from Sialkot are noted below, which serve to better understand the true picture of the industry and make strategic decisions.

1. *All activities are at a halt. We have paid salaries to our employees for the month of April.*
2. *We will pay as the salaries as per our revenue capacity. We cannot afford the leak out revenue per month (if there is no business) We are planning to pay the salaries of April and May with deduction upto 60%. We are not sure if we can afford the to pay the salaries after May. We might have to lay off the workers. This depends on the situation.*
3. *Yes we will have to reduce workforce by MAY/JUNE. YES all import orders have been cancelled/put on halt. All liquidity is now kept for only essentials.*
4. *We have paid all salaries in full during the buffer period of one day before the lockdown was enforced on March 25th. Given the availability of skilled labour being rare in surgical industry, letting go of the staff is not an option. Whole staff is retained with paid off holidays due to lockdown.*
5. *The staff has been informed to retain and wait until lock down phase eases. Industry has not practiced laying off staff due to the factor of uncertainty. It can be considered if it is forced to minimize production due to the cancellation of orders.*
6. *Currently we are unable to take any decision and can only take once we will be back in offices. Yes we cancelled some import order as due to current situation in EU many of our orders were cancelled which will ultimately force us to downsize everything.*
7. *The orders for importing raw material are in pipeline by our customers and we are facing issues in clearing these shipments on arrival. With lockdown notice, we sent our staff homes after paying the salaries in advance.*
8. *I am giving half month salaries and not laying off people and yes we cancelled the import orders of the raw material needed for future production*

Detailed responses are attached at Annex-A for reference

9.2.4- Assessing Strategy of the industry start production post COVID 19 and role of Government

Following question was asked from the respondent to assess the situation, **“when the situation normalises, what are your plans/strategy to kick start production (e.g. introducing new measures to control production areas with respect to hygiene, how to manage returning labor etc) and what are your expectations from the government for support?”**

Due to uncertainty surrounding the pandemic scenario, majority of the respondents expressed their uncertainty about the future direction or strategy. The unique aspect of the Sialkot industry is that the industry is linked with the European and other Western Countries. For the export community their market is closed, hence the for any strategic decision about the business operations it is necessary to observe how Europe and Western countries come out of this situation and in how much time. The following are the most notable comments from the leading industrialists from Sialkot.



1. *We will let our customers know about the situation which will be settled hopefully in few days. We will get orders from them and import raw material and call our labour back to work as we are fulfilling their requirements and serving our labour with their needs in this crisis, and we will start our products to be manufactured again.*
2. *We shall wait for a specific SOP from labour department and shall be happy to implement.*
3. *The production will not be resumed unless it has trained the returning staff to strictly follow hygiene protocols. There will be a new sanitation regimen of production areas to maximize health safety during working hours.*
4. *Government has issued a notification stating the SOPs for businesses to enforce throughout their facility. We do have a plan to follow those SOPs and guidelines set out by the government to ensure much more hygienic environment for the labour to work in. Constant temperature readings (3-4 times/day) starting from first reading taken upon entry into the premises, wearing of masks and gloves, use of sanitizer will be mandatory throughout the premises as well as at the entrance. Returning labour will be briefed and given the right tools to operate under the new set of rules regarding hygiene. Whole premises will be Spray sanitised before the workers are allowed to work.*
5. *We are working on the SOP's needs to control the COVID-19 plus we will reduce our man power to 50% to control the things in a better way.*
6. *We have to recheck with our international buyers to check this lockdown situation and their business strategies and will plan ours accordingly, will follow GOVT SOPs to run factory, news packages for our labour and salaries staff, Government must offer 10% rebate percentage to give new kick start to export industries.*
7. *We will make sure to adopt sanitisation measures to prevent the disease and complete the pending orders. On the lighter note, we export depends on EU and USA situation. If we are open they are still in lock down, we cannot operate or generate new orders.*
8. *So far our expectations from government have not met fruition. We feel that we are on our own. We will do what we always do, we will strive and we will survive Insha 'Allah.*

Hence it is common understanding and agreement among the business community in Sialkot to enforce a strict lockdown of the city and its surrounding areas as the industry is of the opinion that labor has been ensured wages and it is in the best interest of the city to open when Europe and other Western countries Open. It will be a highly unfavourable situation for Sialkot to be stuck with uncontrolled spread and facing extension in lockdown when Europe and rest of Western open their economies. This scenario would just mean that their customers will turn to suppliers of other countries mainly being China.

9.2.5- Assessing how the Industry is Planning to Adopt New Marketing and Sales Strategies to Retain the Customers and Secure Avenues of Revenue.

Following question was asked from the respondent to assess the situation, **“If the situation persists, what is your strategy to adopt to the new situation? What is your strategy to sustain in the current environment if the situation persists (e.g. introducing new products, new strategy to selling online, improve supply chain with respect to hygiene conditions etc)?”**



Majority of the respondents said that the situation is too uncertain to form any strategy and that they will wait for the situation to become clear and for the moment they will wait and see and hope for the best. As one respondent stated, *“If the current situation persists and if government allows the industry to operate again. Most definitely we will follow the hygiene guidelines throughout the premises. Nature of our business does not allow us to develop new products or change business model to ensure sustainability. The only possible situation is to follow and ensure high hygiene standards and get the operations back online as soon as possible.”*

Others are considering the idea of selling their products online, working on new products and product development according to the new economic reality of the world and offering lower MOQ keeping in mind that the economy is predicted to go in to recession and buying power to go down, hence sales will drop globally.

As one respondent puts it, *“Hygiene has always been our utmost priority the time calls for extra precaution and In the light of that we are going to take strict measures for personal protection until the vaccine is created. We are considering online sales in Pakistan of our products but there is so much red tape setup by the government which acts as a deterrent in showcasing our products online. Government departments are a boon and need to be simplified and automated. Corruption is still unabated.”*

9.2.6- Assessment of policy interventions Government is expected to take in the form of incentives for the benefit of the industry and to save it from closures and bankruptcies.

Following question was asked from the respondent to assess the situation, **“are there any issues being faced by your industry that the government may intervene and facilitate with respect to current situation?”**

The following are the top suggestions given by the industrialists, the below given suggestions and comments are presented without alteration and represent the true expectations of the industrialists from the government

1. *We request our Government to please **waive off the demurrage on our import shipments**, by shipping lines. We are unable to pay the storage as it is due to custom houses closures.*
2. *As it is now almost 2 weeks and we will be closed for another 2 weeks we shall be facing allot of financial pressure. Government can facilitate by **giving time to pay utility bills and work with banks to facilitate exporters in loan interest payment taken at the end of year rather than quarterly.***
3. *Shipments that are ready to be shipped, we need **permission to call minimal staff to load them for shipping**, while also many Shipping companies are over charging us due to which many clients are refusing shipment and paying.*
4. *Government intervention has halted any production or progress. Core issue that the industry now faces is catching up with the lost times. Late shipments will mean late payments and late payments will most definitely break the back of the financial flow of the industry. SMEs will suffer the most as the result of the lockdown as they make investments to cater customers and enforcing immediate lockdown did not allow businesses to plan out any contingencies that could allow them room to breath while they were halted. Necessary intervention will be to allow the industry to operate may it be under strict restrictions. Government should also consider that SMEs cannot survive paying labour without continuing production and export. Hence some form of **financial relief to share the burden of paid holidays** will be appreciated greatly.*
5. *Government should allow us to work if we can meet all SOPs*



6. Government can **increase rebate on our exports**. They can provide subsidy/relaxation on utility bills. There should be ease in import of the raw material from China and different countries. Our products are mostly made from the materials which are being imported.
7. Government may provide **financial aid, interest free loans, reduce taxes, reduce high duties on imports for exporters (as 30-40% of our product includes imported materials, also Machinery)**.
8. We are cashless and the government has to pay us back large amount of money in the form our **sales tax returns, income tax returns, DTL and rebates**. The government despite many promises has been unable to return our money. When the taxes were paid dollar was cheaper when the government pays us back, the dollar becomes very expensive and our money loses value. Government should adjust the inflation to the money it borrows from hardworking businessmen and should pay them back in full value and in due time. This should be the first step. Once government does the due diligence in paying back what is owed then we can talk about further help that government could, 'maybe' provide.

9.2.7- Assessment of the Assistance that can be provided by the Industry to Fight the Pandemic

Following question was asked from the respondent to assess the situation, **“Is there any way you can help produce emergency equipment for helping fighting this pandemic in Punjab? (Is your production line capable of being modified to start producing such products on emergency basis)”**

The responses from there industry are very encouraging. The industry reports that they have the capability to produce the required products like face masks, PPE suits and other necessary equipment if needed. Some suggested that this can be done in Public Private Partnership mode and the industry may be engaged via Chamber of Commerce of Sialkot and the related industry associations.

9.2.8 Top Suggestions for the Government by the Industry

Following question was asked from the respondent to assess the situation, **“What are the top three to five suggestions that you may give to the Government for managing the industry that you are related to?”**

The following is the compilation of the top suggestions given by the industrialists

- i. *Interest free banking for 3 years*
- ii. *Release of outstanding refunds and subsidies*
- iii. *Allow to work with Development team on new developments for 2021*
- iv. *Open bulk production facility with SOP'S max 50%*
- v. *25% duty-free import against the last year export value*
- vi. *Deferment of Utility bills for three months*
- vii. *Ease of paying of taxes*
- viii. *Removal of import duty to bring the cost of production down so that the products become competitive globally*
- ix. *Collaboration of the industry with the relevant department to develop, introduce and find mechanism to effectively implement new SOPs for the industry to operate with special on the cottage industry*
- x. *Start Pakistani based cargo services with competitive prices, international cargo service providers have increased the prices and the products will no longer remain competitive globally.*



10- An Exclusive Video Conference with President, Sialkot Chamber of Commerce Video Conference Interview with the President Sialkot Chamber of Commerce and Industry Held on April 3, 2020 at 3:45 pm held over Zoom App

Main Points of Discussion:

The president informed that the Sialkot industry has been under lockdown since 23 march, 2020. During this period the industry has not been able process their pending orders for which they have received payments from their respective customers and as a consequence fear losing their customers.

He informed that that the issue has been raised with the commissioner of Sialkot as well, in which they have requested the Government to please let them dispatch the pending orders atleast, with minimal staff in operation, as there are around 300 member of the SCCI who have communicated that they have pending orders that need to be dispatched.

He said that the commissioner office informed them that they can do so under the condition that they would record the CNIC of the workers, who will be working during the processing of the pending shipments and that the worker will remain in the facility under quarantine and not leave the factory until the job is complete. He was hoping that they might get the required permission today but at the moment the permission is awaited.

He also communicated that he has had a number of meetings with Mr. Razzak Dawwod and it is being suggested to them that the certain SOPs are to be followed in order for the Government to allow for industry to open. One of the condition is that the labor should be kept inside the factory in quarantine and not leave the factory area. However he said that Sialkot does not have such big factories and have no provisions to house the labor inside the factory. He further explained that majority of the industry operate on the vendor system and not all products are made under one roof. There are 25 to 30 processes that need to be performed from raw material to finished product and most of the processes are outsourced to independent vendors. So if vendors are not operational the industry will not be able to be operational as well. In addition labor mostly reside in villages and due to 144 they are unable to travel to factories. Some factories have their own transport, they run their own buses, but majority of the labor use public transport and no transport is allowed currently.

He communicated that the industry has received payments for future orders as well and if the industry will not fulfil those orders, the customers may find other suppliers in other countries.

Conclusive Remarks by the President

While concluding, he suggested that the Government may open/allow factories to operate but with minimal staff and then gradually allow factories to increase their labor. E.g. In the first phase the factories may be allowed to open with only 30% of their workforce and then gradually increase the percentage from 30% to 50% and then to 70%. Hence gradual, phase wise opening of the industry will mitigate the chances of sudden spread of virus as well.

Also the industry may open gradually with strict SOPs of hygiene, ensuring that the workers are sanitised while entering the facility and while exiting. That they have separate clothing to wear inside the factory and outside.



That they will be placed to work at their work stations observing principles of social distancing. They will be wearing masks at all time and that hand sanitizers are placed at every work station.

Special SOPs may be introduced for the movement and transport of labor following principles of social distance and hygiene.

11- Conclusion – ‘The Final Recommendations and The Way Forward’

It is now an accepted reality that the world will drastically change during and post corona. Economically countries might in to recession and industries will struggle to survive. It is important to analyse the issues, gain insight from the industrialists themselves and be aware of the ground realities. The motive being to be able to take intelligent strategic decisions to save your crucial industries. Export being a very important aspect of the any country, the export industries would need all the support from the government and strategic decision making to adjust to new reality and devise strategies to survive. Post corona there is a high probability of western economies to recover and chances of revival of consumer markets are high. The Sialkot industry should be ready, equipped with support from the government and its incentives to grab the market share. This will ensure steady stream of foreign revenues, create jobs and improve the economic situation of the country. The extensive survey suggests following important recommendations that are believed to help the industry survive and prepare them for the new world.

11.1- Recommendations for the Government of Punjab and Pakistan

1. The factories may be allowed to keep operating with minimal staff to produce and complete running orders while observing strict hygiene standards and SOPs.
2. Allow banking sector to keep on operating with minimal staff
3. The government should focus on release of outstanding refunds and subsidies, which have been accumulating in the form of rebates, sales and income tax returns and DLT. This will ease their monetary pressures and will allow them to survive for few months while meeting their minimal operational expenses and paying their employees until the European and other western economies open up
4. The Government may waive off the demurrage on our import shipments, by shipping lines. Storage costs are crippling the industry
5. Deferment of utility bills for few months may be implemented for the industry
6. Government may consider increasing rebate for the export sector in Sialkot. This will make the products competitive globally and with rising costs of logistics and raw material and inflation, this will offset the negative effects and help the country boost exports and secure global market share
7. The industry depends heavily on the import of raw materials especially from china, the import process can be improved and duties may be waived off on import of raw material and related machinery
8. Interest free banking for 3 years
9. Collaboration of the industry with the relevant government departments, to develop, introduce and find mechanisms to effectively implement new SOPs for the industry to operate with special focus on the cottage industry. A high powered committee may be formed with representatives from public and private sector to work on agenda to come up with new developments for 2021



10. In the first phase the factories may be allowed to open with only 30% of their workforce and then gradually increase the percentage from 30% to 50% and then to 70%. Hence gradual, phase wise opening of the industry will mitigate the chances of sudden spread of virus as well.
11. As the export industry is scattered throughout the city, so in order to ensure that the spread of virus do not start again, a committee may be constituted, representing the business community of the city of Sialkot with an agenda to devise a mechanism that should allow only a limited number of sectors to be open for a limited number of days in a week. And alternative sectors may be allowed so that all the sectors are open and available in one week. E.g. surgical vendors may be allowed to operate every once every two days and printing and packaging sector associated to export manufacturing only may be allowed to operate once every 2 days but the days may be alternate.
12. SOPs to be devised in cooperation with local district government for the transport of the local labor
13. 25% duty-free import against the last year export value may be considered
14. Ease of paying of taxes
15. Removal of import duty to bring the cost of production down so that the products become competitive globally
16. Start Pakistani based cargo services with competitive prices, international cargo service providers have increased the prices and the products will no longer remain competitive globally.

11.2- Recommendations for the Industry

1. Training of the returning staff to strictly follow hygiene protocols.
2. Introducing a strict new sanitation regimen of production areas to maximize health safety during working hours.
3. Collaborate with government department to conduct visits and submit weekly report that the issued notification stating the SOPs for businesses are enforced throughout their facility.
4. Constant temperature readings (3-4 times/day) starting from first reading taken upon entry into the premises, wearing of masks and gloves, use of sanitizer will be mandatory throughout the premises as well as at the entrance. Returning labour should be briefed and given the right tools to operate under the new set of rules regarding hygiene.
5. Whole premises should be sprayed and sanitised before the workers are allowed to work.
6. Sanitization spray tunnel to be installed at all factory gates
7. To introduce new SOP's in order to control the COVID-19 spread by ideally to reduce man power to 50% in a single shift and add multiple shifts, to control the things in a better way for first few months
8. Appoint managers with additional job roles to implement and enforce hygiene SOPs in the factories and strict penalties may be administered for employees violating the SOPs

Section 1 Company Information

(Annex-A)

Respondent #	Company Name	Sector	Description of Products/Services	Name of Export Destination Countries	Designation of Respondent
Respondent 1	Wembley Sports	Sports goods	We deals in soccer balls different types hand stitch to machine made along with goal keeper gloves and boxing equipment which consists of boxing products all kinds from uniforms to training equipment etc..	Russian countries, Africa, UAE, North America	CEO
Respondent 2	JSD sports	Sports goods	Sports apparels. footballs. boxing gloves.	America, Europe.	Managing Director
Respondent 3	Paramount Logistics International	Freight Forwarder	Logistics and supply chain services	Pakistan	CEO
Respondent 4	Cimpax Instruments	Surgical Instruments	Surgical and Dental instruments	USA , UK , CANADA , BRAZIL , KOREA	Owner
Respondent 5	Littlewood Corporation PVT Ltd	Leather Apparels	Leather Apparels for motorcycle industry	EU - mostly in Germany , Italy , POLAND	Managing Director
Respondent 6	Littlewood Corporation Limited	Leather Tannery	Motorbike suits and other leather apparels	USA Italy Japan	Managing Director
Respondent 7	Jc Trade leather	Leather Apparels	Leather jackets/gloves	Europe/USA/UK	Partner
Respondent 8	Asmat Corporation	Surgical Instruments	stainless steel Instruments used for medical and surgical procedures	USA, Germany, Italy, China , Japan, South Korea etc	Managing Director
Respondent 9	Durani and Co	Surgical Instruments	General surgery instruments Gynaecology instruments Dental instruments ENT instruments Veterinary instruments Diagnostic instruments Orthopaedic instruments Neurosurgery instruments	Europe United Kingdom Australia Middle East	Production Executive / Partner

Respondent 10	DE MAKMADIN	Leather Apparels	Textile And Leather Garments	EUROPE	Managing Partner
Respondent 11	Ecostar 1982	Leather Apparels	Leather and Textile Jackets and Glove	Europe	Owner
Respondent 12	Rehman Textile Industries	Sports Goods	Sportswear Garments	USA, Europe, Japan	Managing Director
Respondent 13	Riders Trend	Sports goods	Horse Riding Gloves	UK, USA, Germany, Holland, SPAIN, Norway, Australia, POLAND, Ireland	Owner
Respondent 14	Tinopal Surgical Corp. Pvt. Ltd.	Surgical Instruments	Surgical Instruments of Stainless Steel and Titanium for human and veterinary use	United States and China	Managing Director
Respondent 15	Hmt International Co.	Sports goods	We are manufacturers and and exporters of sports, fitness and leather goods	Usa, EU, UAE and Australia	Managing director
Respondent 16	MECCA TANNERIES	Leather Apparels	MOTORCYCLE CLOTHING	GERMANY, NETHERLANDS, FINLAND, POLAND, UNITED KINGDOM, RUSSIA, UNITED STATES OF AMERICA.	Technical & Compliance Manager / Partner
Respondent 17	MB Malik (Telephonic Interview only)	Sports goods	Cricket Bats and Accessories	EU, Middl East, Australia, South Africa etc	Director
Respondent 18	Towne Brother (Telephonic Interview only)	Surgical Instruments	Surgical Instrument	Europe & America	Director
Respondent 19	Mehmood & Sons (Telephonic Interview only)	Leather Goods	Leather Belts and Accessories	Vendor (Maker) -Local	Owner
Respondent 20	Sadiqeen Enterprise(Telephonic Interview only)	Surgical	Stainless Steel	Raw Material Supplier -Local	Owner
Respondent 21	Hasnain Printing Press (Telephonic Interview only)	Printing and Packaging	Printing and Packaging Services	Local	Owner
Respondent 22	Adeel Islam (Telephonic Interview only)	Surgical Goods	Stainless Steel	Raw Material Supplier -Local	Owner

Respondent 22	Burhan Zip House	Leather and Sports	Suppliers of Zips	Local	Owner
Respondent 22	Aizaz Traders	Leather and Sports	Textile Fabrics Supplier	Local	Owner

Sections 2 – Responses of Survey Question 1

Respondent #	Are you operational fully, partially or completely shut down? please state reasons as well, e.g. if you are fully operational you can mention your items are essential items, if partially operational you can state that you are only selling online, or if you are completely shut you can state the reason accordingly
Respondent 1	We are totally shut down because we have notice from government of Punjab
Respondent 2	We are completely shut down because as Pakistani citizen my wish is that this virus totally gone off from my country.
Respondent 3	Partially, we are working from home for the sea freight cargo already booked and in pipeline. Our local trucking is completely closed due to which we are unable to pick up the ready and packed goods from manufacturing units.
Respondent 4	We are completely shut down because we can't be able to export merchandise to our customer and we cannot earn without exporting anything because we don't have others sources of income.
Respondent 5	Completely shut down due to Covid19 lockdown
Respondent 6	The industry is following a complete shutdown of operations due to ongoing national lock down.
Respondent 7	Fully shut down, as we cannot work with labor and do not have access to material from market.
Respondent 8	Completely
Respondent 9	Since after the initial intimation of the lock down we have been completely shut down. Reason for total shutdown is the Virus that is affecting the whole world at the moment.
Respondent 10	because of coronavirus
Respondent 11	Completely Shut down, COVID-19
Respondent 12	Completely Shutdown
Respondent 13	Completely Shut down, no labour transportation, local GOVT don't allow to open factories, can't import can't export
Respondent 14	Completely shut. We feel that during COVID crisis we need to be vigilant and maintain social distancing. Our factories comprise of close knit processes. It would require some time and investment to adjust to the SOPs in order to maintain the fight against COVID19.
Respondent 15	We are completely shut down as per the government orders.
Respondent 16	Completely Shut Down because of the strict lock down conditions.

Sections 2 – Responses of Survey Question 2

Respondent #	Please tell us about the effect on your sales/revenue and the reasons, whether they have increased, or completely halted or partially halted and state reasons as well, you can also state if the government can take any steps to help increase your sales
Respondent 1	Regarding sales its totally stopped and affected at the moment because we are in state of lockdown so we cannot run the factory and export the goods and revenue/payments for the moment we have few balance payments which we are getting from time to time but for the current week all countries are in the state of lockdown so we are not expecting any payments until this situation is over (COVID 19) and everything starts it's operations again because when the sports begins then it leads to sales of products and then we can expect new orders and payments.
Respondent 2	Yah not sales drop it will effect on our export yah government should take steps on rebate and dltl cases and some other relief.
Respondent 3	Our sales and revenue are badly affected, the customers has stopped our payment due to cancellation of foreign orders, and our CAAS cheques, payable at every fortnight is a big challenge for us now.
Respondent 4	Actually our main problem is export. Which is completely shut down. In this case we think medical instruments are very essential nowadays so we think it should not be shutdown in such kind of global crisis.
Respondent 5	Halted because all operations are stopped in the middle as all of a sudden decision of lockdown was imposed and we were unable to finish or to plan our ongoing productions.
Respondent 6	Sales have been affected adversely due to the lock down imposition. The curtailed manufacturing brought all running operations to stop thus proved extremely unfavourable from sales perspective and has prevented any revenues to be generated. The government should immediately recognize its impact on national economy and must provide regulations to the leather industry which allows certain operations to be carried out where there are minimum health risk factors.
Respondent 7	Facing totally loss, no revenue being generated in this time while no break on overheads/salaries
Respondent 8	Completely Halted due to the lockdown
Respondent 9	When the lockdown was enforced business was shut down and any activity related to production or administration was halted. No one is allowed on the premises for the fear of ban from the government. As there is no ongoing production hence no shipments will be completed as scheduled nor will there be any revenue. Labour was paid in full based off humanitarian reasons while the business is completely shut. So such drastic decisions definitely affect the state of the business financially as well as in terms of keeping up with already tight production schedules. Being solely an export oriented unit business will not generate any revenue whatsoever unless it is manufacturing and exporting.
Respondent 10	partially halted
Respondent 11	The business is gone down by 65%, Government can support us with an interest free banking for 3 years
Respondent 12	Completely Halted
Respondent 13	Completely halted, zero production, zero sales, zero purchase, labour and salaries staff are unemployed
Respondent 14	Our sales revenues are subject to active sales. We are completely shut and we have no revenue stream.

Respondent 15	We deal in export business. We are completely shut down. No worker can reach the working premises Importers of raw materials are shut down.
Respondent 16	We have not been able to export anything apart from some very small shipments since 22nd March. EXPORTS are bound to hit rock bottom for APRIL & MAY. All forecasts have been cancelled for this year. Payments from our customers in Europe and States have already been deferred till further notice. We have paid the Employees full Salaries for March and intend to do till April. Definitely, if there is no financial aid for us we will be forced to downsize a lot.

Sections 2 – Responses of Survey Question 3

Respondent #	Are there any issues being faced by your industry that the government may intervene and facilitate with respect to current situation?
Respondent 1	Government is doing at its best in respect of lockdown as it is necessary but they must try to facilitate the daily wages labourers as much as they can. Government must impose laws on the industries to pay salaries for April even the industries are open or close because no industry is surviving on current situation but all have sufficient funds for such times.its our moral values if we pay or not but government must take severe actions against those who will not pay and also who are forcing their labourers to leave the work. We always earn with the help of labourer and we must help them in this time of need. There are many labourers work on extra time basis to earn livelihood for their families so the industry must facilitate in this matter also by giving extra packages in time of need and government must force to the industry to do this..
Respondent 2	Yah 1 of all effect on our export well on this step people health r more important for me as a citizen.
Respondent 3	We request our Honorable Government to please waive off the demurrage on our import shipments, by shipping lines. We are unable to pay the storage as it is due to custom houses closures.
Respondent 4	Government should give authority to the citizens who are serving people outside of the countries and giving part of the revenue to the government that they can continue their export because this is the source through exporters are earning.
Respondent 5	As it is now almost 2 weeks and we will be closed for another 2 weeks we shall be facing allot of financial pressure. Government can facilitate by giving time to pay utility bills and work with banks to facilitate exporters in loan interest payment taken at the end of year rather than quarterly.
Respondent 6	There are no issues that requires direct government intervention for solution.
Respondent 7	Please allow us to reopen with security measures
Respondent 8	Shipment ready to be shipped, we need permission to at have staff to load them for shipping, while also many Shipping companies are over charging us due to which many clients are refusing shipment and paying
Respondent 9	Government intervention has halted any production or progress. Core issue that the industry now faces is catching up with the lost times. Late shipments will mean late payments and late payments will most definitely break the back of the financial flow of the industry. SMEs will suffer the most as the result of the lockdown as they make investments to cater customers and enforcing immediate lockdown did not allow businesses to plan out any contingencies that could allow them room to breath while they were halted. Necessary intervention will be to allow the industry to operate may it be under strict restrictions. Government should also consider that SMEs cannot survive paying labour without continuing production and export. Hence some form of financial relief to share the burden of paid holidays will be appreciated greatly.

Respondent 10	Nil
Respondent 11	Some we have lost almost 65% of the sales, government can allow us to continue the development for the next year. In this way we can secure the business for the next year.
Respondent 12	Government should allow us to work if we can meet all SOPs
Respondent 13	Govt should open Industries ASAP with SOPs as labour wont survive longer without production
Respondent 14	We are cashless and the govt has to pay us back large amount of money in the form our sales tax returns income tax returns DLTL and rebates. The govt despite many promises has been unable to return our money. When the taxes were paid dollar was cheaper when the govt pays us back dollar becomes very expensive and our money loses value. Govt should adjust the inflation to the money it borrows from hardworking businessmen and should pay them back in full value and in due time. This should be the first step. Once govt does the due diligence in paying back what is owed then we can tak about further help that govt could maybe provide. (No confidence).
Respondent 15	Government can increase rebate on our exports. They can provide subsidy/relaxation on utility bills. There should be ease in import of the raw material from China and different countries. Our products are mostly made from the materials which are being imported.
Respondent 16	PROVIDE FINANCIAL AID, INTEREST FREE LOANS, REDUCE TAXES, REDUCE HIGH DUTIES ON IMPORTS for EXPORTERS (as 30-40% of our product includes imported materials, also Machinery).

Sections 2 – Responses of Survey Question 4

Respondent #	Please tell us about how you have been forced to reduce your operations, did you lay off people or you retaining entire staff for a particular time period. Did you cancelled your import orders of raw material
Respondent 1	All industries sectors have strength to keep the Labourers for 2/3/4 months it's not an issue.no industry is working on such minor profits that they can afford labour for 2/3 months.We can delay our import order for the time because there is no sales so we really don't need to hurry for import but we must keep the Labourers and pay them..
Respondent 2	Im giving half month salaries not laying off people yah of course i cancelled orders.
Respondent 3	The orders for importing raw material are in pipeline by our customers and we are facing issues in clearing these shipments on arrival. With lockdown notice, we sent our staff homes after paying the salaries in advance.
Respondent 4	We don't have export orders so how we will be needing raw materials. We have cancelled importing orders of raw materials.
Respondent 5	Currently we are unable to take any decision and can only take once we will be back in offices. Yes we cancelled some import order as due to current situation in Eu many of our orders were cancelled which will Ultimately force us to downsize everything.
Respondent 6	The staff has been informed to retain and wait until lock down phase eases. Industry has not practiced laying off staff due to the factor of uncertainty. It can be considered if it is forced to minimize production due to the cancellation of orders.
Respondent 7	

Respondent 8	Retained.
Respondent 9	We have paid all salaries in full during the buffer period of one day before the lockdown was enforced on March 25th. Given the availability of skilled labour being rare in surgical industry, letting go of the staff is not an option. Whole staff is retained with paid off holidays due to lockdown.
Respondent 10	lay off people and reduce import
Respondent 11	The way was totally unplanned and non sensible
Respondent 12	Due to Government lockdown we are forced to close factory
Respondent 13	Strong chances to lay off and to retrain entire staff for a particular time period
Respondent 14	All activities are at a halt. We have paid salaries to our employees for the month of April. What has the govt done?
Respondent 15	We will pay as the salaries as per our revenue capacity. We cannot afford the leak out revenue per month (if there is no business) We are planning to pay the salaries of April and May with deduction upto 60%. We are not sure if we can afford to pay the salaries after May. We might have to lay off the workers. This depends on the situation.
Respondent 16	Yes we will have to reduce workforce by MAY/JUNE. YES all import orders have been cancelled/put on halt. All liquidity is now kept for only essentials.

Sections 2 – Responses of Survey Question 5

Respondent #	When the situation normalises, what are your plans/strategy to kick start production (e.g. introducing new measures to control production areas with respect to hygiene, how to manage returning labor etc) and what are your expectations from the government for support?
Respondent 1	Definitely we will take extra measures to control the environment (working areas and the Labourers) and make it better environment from government we expect to release the pending return at earlier so we start the imports, production etc and try to cover the gap at earlier..
Respondent 2	I need assurity from government after lock down this virus will be totally finish from our country.
Respondent 3	We already had applied precautionary measures with mask, distant sitting and sterilization.
Respondent 4	We will let our customers know about the situation which will be settled hopefully in few days. We will get orders from them and import raw material and call our labour back to work as we are fulfilling their requirements and serving our labour with their needs in this crisis, and we will start our products to be manufactured again.
Respondent 5	We shall wait for a specific SOP from labour department and shall be happy to implement.
Respondent 6	The production will not be resumed unless it has trained the returning staff to strictly follow hygiene protocols. There will be a new sanitation regimen of production areas to maximize health safety during working hours.
Respondent 7	Null

Respondent 8	Implement some hygiene aspects
Respondent 9	Government has issued a notification stating the SOPs for businesses to enforce throughout their facility. We do have a plan to follow those SOPs and guidelines set out by the government to ensure much more hygienic environment for the labour to work in. Constant temp readings (3-4 times/day) starting from first reading taken upon entry into the premises, wearing of masks and gloves, use of sanitizer will be mandatory throughout the premises as well as at the entrance. Returning labour will be briefed and given the right tools to operate under the new set of rules regarding hygiene. Whole premises will be Spray sanitised before the workers are allowed to work.
Respondent 10	new measures to control production and ask the labour to back give loans on low markups
Respondent 11	We are working on the SOP's needs to control the COVID-19 plus we will reduce our man power to 50% to control the things in a better way.
Respondent 12	When situation normalizes we can always make a start if government can give us some relief on bills, taxes and Import Taxes.
Respondent 13	We have to recheck with our international buyers to check this lockdown situation and their business strategies and will plan ours accordingly, will follow GOVT SOPs to run factory, news packages for our labour and salaries staff, GOVT must offer 10% rebate percentage to give new kick start to export industries
Respondent 14	So far our expectations from govt have not met fruition. We feel that we are on our own. We will do what we always do, we will strive and we will survive Insha'Allah.
Respondent 15	We will make sure to adopt sanitisation measures to prevent the disease and complete the pending orders. On the lighter note, we export depends on EU and USA situation. If we are open they are still in lock down (we can not operate or generate new orders.
Respondent 16	Of course, All SOPs will be dealt with, the last thing we would want is to promote infections and risk our own lives.

Sections 2 – Responses of Survey Question 6

Respondent #	If the situation persists, what is your strategy to adopt to the new situation? What is your strategy to sustain in the current environment if the situation persists (e.g. introducing new products, new strategy to selling online, improve supply chain with respect to hygiene conditions etc) ?
Respondent 1	We will find new working methods where we can keep people's at a distance and start the work once all open as this is the same pattern came in my knowledge from different countries which starts their operations already..
Respondent 2	Yah improve supply chain with health hygiene
Respondent 3	Our suggestion to supply chain industry is to use sterilizing sprays.
Respondent 4	we haven't think about it yet.
Respondent 5	It is not easy to adopt to new product according to situation. We are related to export industry and having capabilities for a specific market. To do something new we will require finance and in this situation we are not sure to invest or not to.
Respondent 6	No novel strategies at the moment.

Respondent 7	Null
Respondent 8	nothing
Respondent 9	If the current situation persists and if government allows the industry to operate again. Most definitely we will follow the hygiene guidelines throughout the premises. Nature of our business does not allow us to develop new products or change business model to ensure sustainability. The only possible situation is to follow and ensure high hygiene standards and get the operations back online as soon as possible.
Respondent 10	
Respondent 11	Introduction of new products and online selling would be a good option.
Respondent 12	If situation persists we can work with all SOPs and less labour so that we dont loose all our customers
Respondent 13	GOVT must provide FOC essentials equipment and to help train staff of Export Industries so Industry can stand on legs
Respondent 14	Hygiene has always been our utmost priority the time calls for extra precaution and In the light of that We are going to take strict measures for personal protection until the vaccine is created. We are considering online sales in Pakistan of our products but their is so much red tape setup by the govt which acts as a deterrent in showcasing our products online. Govt departments are a boon and need to be simplified and automated. Corruption is still unabated.
Respondent 15	If the situation persist. Sadly, we have to extreme measure and might have shut down the business for temporary basis.
Respondent 16	A lot of price gauging will occur with customers. Our prices and margins will go down undoubtedly. New products, innovations, attractive products, quick deliveries & lower MOQS.

Sections 2 – Responses of Survey Question 7

Respondent #	What is the impact of this situation on the supply chain and distribution of your industry? if the question does not apply to you please mention N/A
Respondent 1	NA
Respondent 2	N/A
Respondent 3	Our staff, trucking, flight and labor everything is shutdown right now.
Respondent 4	We will face major lose as this is the only reason of earning so we cannot survive.
Respondent 5	All local market is halted so supply chain is also halted.
Respondent 6	The stand-still situation of supply chain comprises all its individuals and organizations. The complete network has been stopped to execute operations of any sort.
Respondent 7	Null
Respondent 8	Completely Halted

Respondent 9	Surgical industry runs based on the vendor performance. Given the nature of the business no single business can manufacture 100% in house. Outsourcing is a necessity not a choice as any one business offers anywhere between 1000 -5000 individual articles. This situation is not only affecting the exporting units but also the local suppliers. It's a business circle that allows survival depending off of each other. Dependency rate is high and every sector is affected. Local vendors may be affected more in the given situation.
Respondent 10	Null
Respondent 11	N/A
Respondent 12	Our business has fully stopped and we are still paying our labour fully and helping them in difficult time. Government should help us
Respondent 13	I think it would decrease 50% of our business
Respondent 14	Severe impact.
Respondent 15	N/A
Respondent 16	Very Critical. Prices of Logistics will be much higher considering they are also scaled down. Overheads and costs for any material purchase will be higher than before.

Sections 2 – Responses of Survey Question 8

Respondent #	Is there any way you can help produce emergency equipment for helping fighting this pandemic in Punjab? (Is your production line capable of being modified to start producing such products on emergency basis)
Respondent 1	yes if require and we can modify and produce face masks..
Respondent 2	Yah its capable.
Respondent 3	Not our industry
Respondent 4	Yes we can able to produce any kind of emergency equipment for helping to fight this pandemic in punjab and also we are capable to produce such products in emergencies.
Respondent 5	Yes we have the capacity and capability only need to arrange specific materials.
Respondent 6	Yes, there is a possibility to manufacture safety suits, body covering garments and protecting apparels of different sorts.
Respondent 7	Null
Respondent 8	Not that we are aware of
Respondent 9	We are blessed with some of the most creative minds and I am certain that we can manage to help as much as we can in production of emergency equipment for helping fighting the outbreak of the virus. Any modification to the existing production line will take time and effort but we will surely be able to help.
Respondent 10	Null
Respondent 11	Yes, we can produce paramedic suits. We have submitted the samples to DC office but have no response. Or concerned staff is looking for some of there interest.
Respondent 12	Yes we are in textile garments business and we can make masks and suits

Respondent 13	Yes we certainly can
Respondent 14	We are hard wired to manufacture surgical instruments but We may be able to make some plastic items but would need capital investment. We have the skills and the knowledge but we lack capital.
Respondent 15	No, we don't have any experience in this field.
Respondent 16	Yes, we can produce protective Suits. We would need confirmed orders.

Sections 2 – Responses of Survey Question 9

Respondent #	What are the top three to five suggestions that you may give to the Government for managing the industry that you are related to
Respondent 1	Lockdown until it's free take care of poor people's and daily wages worker organise food camps(take away to home only for poor people's)
Respondent 2	1 plz we need more precise and hygienic equipment 2) designers those rum our industries with new ideas.3) give relief to business community.
Respondent 3	1. Demurrage waive off by shipping line 2. Immediate orders for shipping the ready and packed goods only, so our wheel can be run. 3. Cities with no COVID 19 cases should be allowed working in offices and manufacturing units with safety measures.
Respondent 4	Government should allow to do work this kind of sector who are producing medical related instruments. Government should give some benefits to the local companies as now labour is free and we are pay to labour and we are fulfilling their need. So government should take part in this role. Companies who took loans from banks they should give extensions for the instalments.
Respondent 5	1) To facilitate exporters you should clear their tax returns in form of Sales tax , income tax returns and Outstanding rebate payments. Which will definitely help us to keep factories running until things get better. 2) Should allow specific amount of workers to come to factory for each department and for specific time period. 3) Facilitate exporters in easy bank loans if someone needs a loan to keep things running in this difficult time so banks should help them otherwise industry will die and customers will start moving to other regions and help re payments of interest payments by reducing the interest rates or by giving enough time required by exporters to pay the interest.
Respondent 6	Initiation of universal basic income program for a certain stint Providing regulations to the leather industry which allows certain operations to be carried out where there are minimum health risk factors Organizing E-seminars developed by experts to provide solutions for current and expected economic issues.
Respondent 7	Null
Respondent 8	Start Pakistani based cargo services with competitive pricing Reopen factories with minimal staff and minimal production so that current production has been started can be completed Open banks with minimal staff
Respondent 9	1.Complete shutdown is not in the best interest of country's economy or finances of the businesses. 2.Business should be allowed to operate under controlled hygienic environment. 3.Government should consider relieving businesses financially as

	<p>they have already paid their labour/staff in full while they are completely shut.</p> <p>4.Government should enforce restrictions and rules but at least allow the industry sufficient time to adapt and operate under those restrictions and rules.</p> <p>5.Government should setup initiatives that allow industrial sector to innovate and help through this pandemic. Not just close shut the existing life line of the country.</p>
Respondent 10	Nil
Respondent 11	Interest free banking for 3 years, release of outstanding refunds and subsidies, allow to work with Development team on new developments for 2021, Open bulk production facility with SOP'S max 50%, 25% duty-free import against the last year export value.
Respondent 12	<p>1.Let us work with less labor if we meet all SOPs</p> <p>2.Government should not take any bills for 3 months</p> <p>3.Government should make our industry tax free</p> <p>4.Government should allow us to import our materials tax free in this difficult time</p>
Respondent 13	Suggestions already explained above
Respondent 14	Do the due diligence please.
Respondent 15	<p>I think the government performing well.</p> <p>We should be thinking collectively for the Pakistan not just of sector or factory.</p> <p>We support our government to fill extend.</p>
Respondent 16	<p>FINANCIAL AID FOR EXPORTERS TO BE ABLE TO MANAGE THEIR EMPLOYEES.</p> <p>INTERESTS TO BE BROUGHT DOWN.</p> <p>STRICT SOPs FOLLOW UP WITH FACTORIES IN SIALKOT ESPECIALLY (COTTAGE INDUSTRY)</p>



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Team (Projects & Policy Research)

Research, Compilation and Analysis by

Mohsin Malik (Deputy Manager, Manager Projects & Policy Research)

Supported by

Mr. Sohail Qadri (Director, Projects and Policy Research)

Ms. Sidra Khan (Assistant Director, Marketing and Publications)

Mr. Talha Tariq (Assistant Manager, China Cell)



Projects & Policy Research Department

Government of Punjab

23 – Aikman Road, GOR I, Lahore, Pakistan