

APEX Consulting at a Glance



Harnessing Knowledge ®

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| Year of Establishment | August 2002 |
| Incorporation in Pakistan | APEX Consulting Pakistan is registered in Lahore, Pakistan under Section 58(1) of the Partnership Act 1932. |
| Incorporation in Canada | APEX Consulting International, Inc. is registered with Industry Canada under Corporation Number 453265-1. |
| Head Office Address | Executive Business Center Ground Floor, Saudi Pak Tower, Jinnah Avenue, Islamabad. Tel: +92 (051) 280 0397/98 Ext: 3110 www.apexconsulting.biz |
| Pakistan Branch Offices | Islamabad Lahore Peshawar Sukkur Quetta Gilgit Hyderabad |
| International Offices | Kabul, Afghanistan Ontario, Canada |
| Line of Business | Development and Management Consultants |
| Practice Areas | Monitoring and Evaluation Livelihood Education Health Energy and Environment Natural Resource Management Governance and Economic Growth Marketing Research Corporate Social Responsibility Business Process Outsourcing Textile Consulting Water, Sanitation and Hygiene |

Client Testimonials

We are extremely proud of the feedback we have received from our clients over the years for the quality of our work and our commitment to their success.



“We would rate APEX’s work among the best we have contracted to third party service providers. We can confidently recommend APEX for the provision of quality professional consulting services to development practitioners”.

Shahzad Mithani, Senior Director
Education



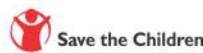
“APEX was selected through a nationwide competition, which was open to all consultancy firms and we have found that APEX has completed the Assignment...from the design to field work to analysis and report generation within the timeframe. We are satisfied with their work and recommend them”.

Haider W. Yaqub, Country Director



“On a very short notice APEX was able to mobilize a complete research and field team, carry out the field work, analyze data and present the finding. We are very satisfied with the speed and quality with which APEX has completed the Assignment”.

Colin Rasmussen, Reconstruction
Program Specialist, Earthquake
Reconstruction Program



“We would like to thank APEX Consulting Pakistan for rendering us their services and for doing an outstanding job”.

Dr. Amanullah Khan, Deputy Country
Director

KRI, Inc.

“APEX successfully completed all the given tasks specified in the Terms of Reference. Its performance as well as profession responsibility in terms of compliance with the contract was evaluated highly”.

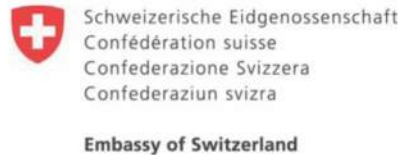
Tetsuya ISHII, General Manager



“Despite tough field conditions due to massive floods, APEX proficiently completed the nationwide Institutional Assessment Study of Community Organizations. Its presentation on major findings to a large gathering of development professionals generated thoughtful discussion and contributed enormously to the success of our yearly retreat”.

Khaleel Ahmed Tetlay, Chief Operating
Officer (COO)

APEX Clients



Message from the Senior Partner

Harnessing Knowledge®

At APEX Consulting we are committed to be a world leader in providing knowledge-based solutions to challenges of social development, economic growth and enterprise management. Our consulting services to governments, donor agencies and private entities are a reflection of our strong corporate sector roots and our vast multi-disciplinary experience in the social sector.

Our corporate motto Harnessing Knowledge® is a reflection of our belief in the power of human reason in leading the way to a prosperous, harmonious and sustainable world.

We shall continue in our efforts to provide you with the most effective solutions to all your public and private sector development needs.

Profile

Master in Public Administration – Harvard (1996-98)

Master in International Relations – Japan (1989-91)

BS Mech. Engineering – UT Austin (1983-86)

Financial and Private Sector – World Bank, Washington, DC (1998 – 2002)

International Dept. – Industrial Bank of Japan, Tokyo (1994 – 96)

Middle East Business Dept. – Sony Corp., Tokyo (1991 – 94)

Engineering Dept. – ICI Pakistan, Ltd. (1987 – 89)

Syed Sardar Ali obtained master's degree in International Relations from Japan and trained in Public Administration from John F. Kennedy School of Government at Harvard. For the past 25 years, Sardar Ali has worked in Pakistan, Japan, US and Europe in engineering, business, commercial banking and international development. Working for the World Bank in Washington, DC he negotiated transactions for privatization, foreign equity investment and restructuring of State Owned Enterprises. He advised ministries of finance and central banks on bank privatization, mergers, liquidations and re-capitalization and helped establish capital markets in Eastern Europe and former Soviet Union. Working in Tokyo he was responsible for credit and structured finance for the Industrial Bank of Japan. He is fluent in Japanese and has published in international dailies. As founder and Senior Partner of APEX, Sardar Ali has led teams on wide ranging disciplines including economics, energy, agriculture, livelihood, governance, microfinance and local area development.



Syed Sardar Ali
Senior Partner
APEX Consulting

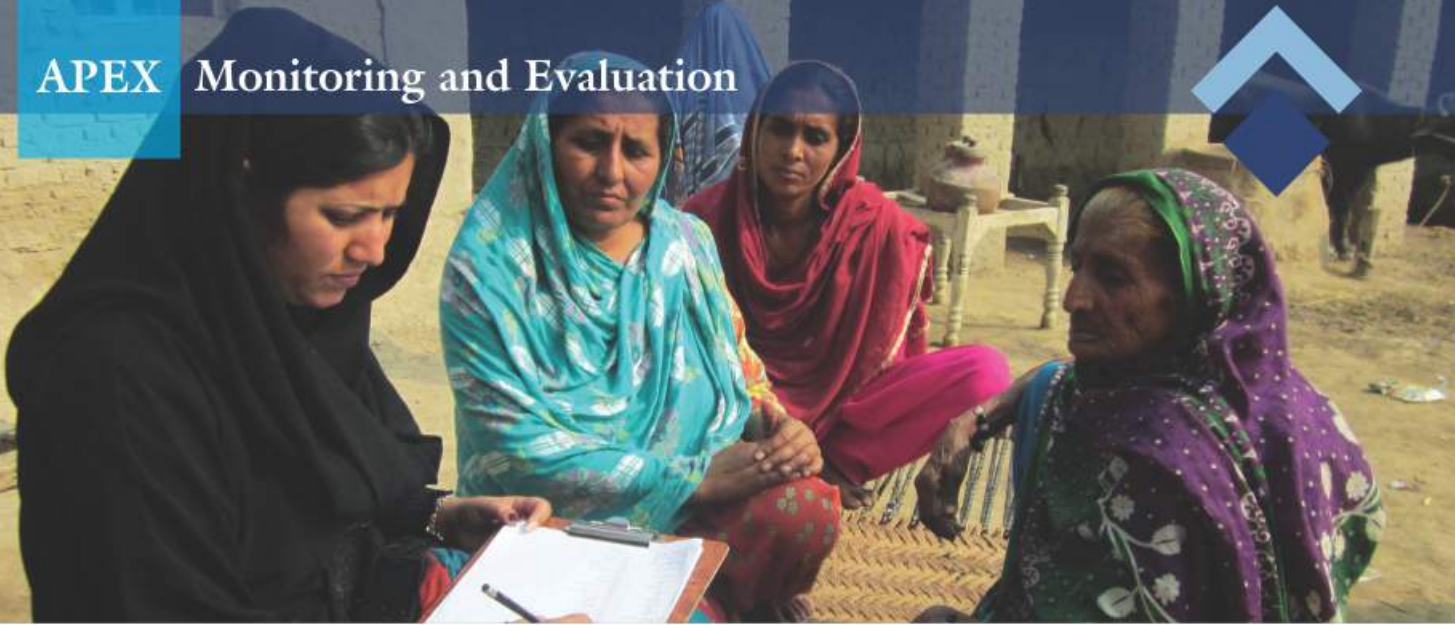
Project List

| S.No | Year | Project | Client |
|------|------|----------------------------------------------------------------------------------------------------------------------------|------------------------------|
| 100. | 2013 | Assessment of Water and Sanitation Schemes Phase 1 | Solidarités International |
| 99. | 2013 | Baseline Survey of LRP Sindh 2013 | UN FAO |
| 98. | 2013 | Livelihood Recovery Appraisal 2013 | UN FAO |
| 97. | 2013 | Nutrition and Health Survey in 6 Provinces | Save the Children |
| 96. | 2013 | TPFM of COMNet Projects in Balochistan 2013 | UNICEF |
| 95. | 2013 | Third Party Field Monitoring in Balochistan 2013 | UNICEF |
| 94. | 2013 | Third Party Field Monitoring in Sindh 2013 | UNICEF |
| 93. | 2013 | TPFM of COMNet Projects in KP and FATA 2013 | UNICEF |
| 92. | 2013 | Third Party Field Monitoring of COMNet Projects in Sindh 2013 | UNICEF |
| 91. | 2013 | Communication Strategy for FATA KP Health Program | Save the Children |
| 90. | 2013 | Pre and Post Intervention Survey of Drugs Awareness in KPK | UNODC |
| 89. | 2013 | Field Monitors and Reporters in KPK and FATA | UNICEF |
| 88. | 2013 | Gender Analysis for the FATA KP Health Programme | Save the Children |
| 87. | 2013 | Baseline Survey of MNCH and HTSP in KPK and FATA | Save the Children |
| 86. | 2013 | Third Party Monitoring & Evaluation of Services in FATA | UNWFP |
| 85. | 2013 | Third Party Field Monitoring of Sanitation Programme at Scale in Pakistan (SPSP-Rural) | UNICEF |
| 84. | 2013 | Third Party Monitoring of Saudi Fund for Development (SFD) Supplies | UNICEF |
| 83. | 2013 | M&E Services for Training Activities for General Election in Pakistan | UNDP |
| 82. | 2013 | Baseline Survey for Peach Farmers 2013 | Chemonics |
| 81. | 2013 | Monitoring and Evaluation in Pakistan | IFES |
| 80. | 2013 | UCs Profiles and Baseline Data Collection Study in Khyber Pakhtunkhwa (Peshawar and Nowshera Districts) for RAHA Programme | UNDP |
| 79. | 2013 | Evaluation of WFP (P) FERL and DRR activities through Cash For Work & Food for Work under "EO & PRR0" 2011-12 | UNWFP |
| 78. | 2013 | Baseline Survey of MNCH for MCCS Project | AKF(P) |
| 77. | 2013 | Regular Performance Monitoring Service | MEDA |
| 76. | 2013 | Beneficiary Perception Survey | PMDFC |
| 75. | 2012 | Third Party Monitoring of RAHA Projects in FATA | UNHCR |
| 74. | 2012 | Comprehensive Needs Assessment in KP | UNHCR |
| 73. | 2012 | Field Monitors and Reporters in Sindh | UNICEF |
| 72. | 2012 | Field Monitors and Reporters in KPK and FATA | UNICEF |
| 71. | 2012 | Third Party Field Monitoring of UNICEF Regular Programme and Emergency Response Activities in Punjab | UNICEF |
| 70. | 2012 | Literacy Boost (LB) and Students Readiness Assessment (SRA) Baseline Survey | Save the Children |
| 69. | 2012 | Livelihood Recovery Appraisal (LRA) | FAO |
| 68. | 2012 | Conflict Trend Analysis | DFID |
| 67. | 2012 | Baseline Survey of Peach and Potato Growers of Malakand Region (under USAID Pakistan Firms Project) | Chemonics International Inc. |
| 66. | 2012 | Health Baseline Survey in Swabi District | Save the Children |
| 65. | 2012 | Data Collection and Entry for LSP Survey of SRSP | RSPN |
| 64. | 2012 | Field Monitors and Reporters in Sindh | UNICEF |
| 63. | 2012 | Field Monitors and Reporters in KPK and FATA | UNICEF |
| 62. | 2012 | Final Evaluation of Children Back to School Project | Plan |
| 61. | 2012 | Large Scale Baseline Survey | Save the Children |
| 60. | 2012 | Baseline Survey for Manzil Project | World Vision |
| 59. | 2012 | Final Evaluation of EIE Program in Pakistan | Plan Int. |
| 58. | 2011 | Data Collection and Entry for Final Evaluation of CBHA Program in Pakistan | Save the Children |
| 57. | 2011 | Monitoring, Evaluation and Knowledge Management of Early Recovery Scaling up of Rural Sanitation Programme | WaterAid |
| 56. | 2011 | Monitoring Review of UNDP Flood Recovery Programmes | UNDP |
| 55. | 2011 | Field Monitors and Reporters in FATA | UNICEF |
| 54. | 2011 | KAP Survey and Environmental Awareness Campaign | Islamic Relief |
| 53. | 2011 | Detailed Livelihood Assessment (DLA) | FAO |
| 52. | 2011 | End-line Survey for Impact Analysis | KRI / JICA |
| 51. | 2011 | User Beneficiary Assessment Survey | PPAF |

Project List

| S.No | Year | Project | Client |
|------|------|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 50. | 2011 | Final Evaluation of PEFSA Program in Pakistan | Save the Children |
| 49. | 2011 | Sporting Need Assessment in Lower Dir, Upper Dir, Malakand and Shangla Districts | UNDP |
| 48. | 2011 | Poverty Scorecard Survey (Lot NB) District Khushab | PPAF |
| 47. | 2011 | Field Monitors and Reporters - Sindh | UNICEF |
| 46. | 2011 | Field Monitors and Reporters – KPK | UNICEF |
| 45. | 2010 | Baseline Survey for Community Infrastructure Project | Care International |
| 44. | 2010 | Innovative Rapid Assessment and Monitoring in Sindh | USAID |
| 43. | 2010 | Study on "Result Based Monitoring & Evaluation Framework for PRSP-II" | Finance Division, GoP |
| 42. | 2010 | Field Monitors and Reporters | UNICEF |
| 41. | 2010 | Apricot Commercial Potential Study for GB | SDC |
| 40. | 2010 | Third Party Evaluation of Literacy Centers in Di Khan | PAIMAN AT |
| 39. | 2010 | Institutional Assessment Survey of COs | RSPN |
| 38. | 2010 | Training Need Assessment Survey | SDC, Peshawar |
| 37. | 2010 | Household Survey and Carryout Qualitative Survey of the Project "Revitalization and Improvement of Primary Health Care Services in Batagram" | Save the Children |
| 36. | 2010 | Baseline Survey in Two Union Council Based Poverty Programme Districts of SRSO | RSPN |
| 35. | 2010 | Punjab Cities Improvement Investment Program | ADB |
| 34. | 2010 | Baseline and End line Studies for Media Storming Project | JSI/USAID |
| 33. | 2010 | Sporting Need Assessment in Swat and Buner Districts | UNDP |
| 32. | 2009 | Data Collection, Entry and Tabulation for Survey of RSPs Community Physical Infrastructure (CPI) | RSPN |
| 31. | 2009 | Baseline survey for Impact Analysis (BLSIA) | KRI – JICA |
| 30. | 2009 | Terminal Evaluation of International Training Program on Operation and maintenance of Construction Machinery. | JICA |
| 29. | 2009 | Evaluation of In-Country Training Program on "Safe Motherhood" | JICA |
| 28. | 2008 | Developing a Comprehensive Technical and Vocational Education and Training Support Programme For Pakistan | GTZ |
| 27. | 2008 | Final Evaluation of Supporting Community Learning in EQ Areas | Plan Pakistan |
| 26. | 2008 | Compilation, Evaluation and Gap Identification of Existing Water Sector Studies in FATA | FDP-LD/CHF |
| 25. | 2008 | Literacy Mapping in Pakistan for the purpose of developing a Strategy for National Literacy Plan | NCHD |
| 24. | 2008 | Behavior Change Communication Strategy for Demand Generation of Reproductive Health | UNFPA |
| 23. | 2008 | Rapid Rural Assessment of Livelihood Program | CNFA - I-LED |
| 22. | 2008 | SWOT Analysis of Economic Development Policies | CNFA - I-LED |
| 21. | 2008 | Gender Analysis in Value Chain | CNFA - I-LED |
| 20. | 2007 | Baseline Study for Impact Assessment in FATA | KB |
| 19. | 2007 | Capacity Assessment of PMD, AEDB, NEPRA | WEP-UNDP |
| 18. | 2007 | Kalinger Water Supply Scheme | IPDF |
| 17. | 2007 | Evaluation of Programme Building Resilience of Communities to Disasters | IR |
| 16. | 2006 | Budget Analysis for Ministries of (i) Food, (ii) Environment; and (iii) Labor and Manpower | DAI |
| 15. | 2006 | Cluster Development Study for 6 different Manufacturing Industries | UNIDO |
| 14. | 2006 | Value Chain Study for Micro & Small Enterprise in the Dairy Sector | LAP |
| 13. | 2006 | Socio-economic Survey for Defining Village Energy Need in Balochistan and Sindh | AEDB |
| 12. | 2006 | Rapid Assessment of Shelter in Earthquake Affected Region | USAID |
| 11. | 2006 | Training Program for ICCT Members of Middle East Countries | ICCI |
| 10. | 2006 | Institutional Development of TEVTA Punjab | TEVTA |
| 9. | 2006 | Assistance in Technical and Cost Proposal Development for USAID Value Chain Project | LOL |
| 8. | 2006 | Review of Customs Clearance System and its Enforcement in Pakistan | JICA |
| 7. | 2005 | Design of Training Modules | KB |
| 6. | 2005 | Assistance in the Drafting of National SME Policy | SMEDA |
| 5. | 2005 | Primary Education Survey in Sindh and Balochistan | ESRA |
| 4. | 2004 | Concept Papers for New Activity Design | USAID |
| 3. | 2004 | Unlocking the Industrial Potential of Bin Qasim District | JETRO |
| 2. | 2003 | Design of Merit and Needs Based Scholarship Program | USAID |
| 1. | 2002 | A Study of the Postal Payment System of Pakistan | BP |

APEX Monitoring and Evaluation



Our Monitoring and Evaluation practice aims to improve the performance of development projects by providing right information to the right decision makers at the right time.

We pride ourselves in giving customized and research-based M&E solutions to our customers. Our deep understanding of M&E is supplemented by our broad knowledge of development sector and our experience of working across Pakistan, including in remote and conflict prone areas.

Based on our understanding of the unique requirements of social development sector, APEX offers its clients complete M&E solutions - monitoring, validation, evaluation, formative and summative research - both at the program and at the systemic levels.

We help organizations in the design and implementation of manual and IT based M&E systems and provide staff training for the smooth functioning of the M&E regime.

- Baseline Surveys
- Project Evaluations
- M&E System Audit
- Participatory M&E
- Third Party Monitoring
- M&E System Design
- Field Data Collection
- Social Sector Benchmarking
- Impact Assessment Surveys
- Indicator Development
- M&E Needs Assessment
- Research Instruments Design
- Training in LFA, PMP & RBMS
- M&E Trainings for CBO

Our Associates



MOHAMMAD AZHAR KHAN

Monitoring and Evaluation System Design and Implementation

Over the last three decades Azhar Khan has designed and implemented monitoring and evaluation systems at both the project and the programmatic levels. With thorough knowledge of monitoring and evaluation standards of development agencies such as USAID, EU, DFID and CIDA, he has evaluated projects on poverty alleviation, water and sanitation, infrastructure, human settlement, education, livelihood, value chain and community outreach. Azhar Khan managed child labor project for UNICEF and education program for National Commission of Human Development (NCHD) in 122 districts of Pakistan. Author of several research papers, he has won awards and recognition for his work from UNICEF, Government of Pakistan and the Aga Khan Development Network. He has served as Director Planning and Development with the Sindh Government and as Program Manager M&E with the National Rural Support Program (NRSP).

ABDUL HAMEED

Surveys, Quantitative and Qualitative Evaluations and Anthropological Studies

Abdul Hameed is a trained anthropologist and statistician with command over both quantitative and qualitative research techniques, backed by more than 20 years of field research experience. Proficient in all areas of research including sampling design, field instruments development, field work management and data collection, he has worked with research organizations such as Rural Support Program Network, Population Council and the University of California Berkeley. He

worked as team supervisor for Multiple Indicator Clusters Survey and acted as Area Coordinator for the Poverty Scorecard Rollout funded by the World Bank. Abdul Hameed has participated in research workshops and forums in Geneva, Switzerland and at the Center for Development and Population Activities in Washington, DC.

DR. RAY C. RIST

Results-based Monitoring and Evaluation (M&E) Expert

Ray C. Rist is one of the creators and co-Directors of International Program for Development Evaluation Training. Retired from the Independent Evaluation Group of the World Bank, Dr. Rist continues to advise organizations and national governments throughout the world on how to design and build results-based M&E systems. His career includes 15 years in the US Government with senior appointments in both the executive and legislative branches. He has held professorships at Johns Hopkins, Cornell, and George Washington Universities and has been a Fulbright fellow at the Max Planck Institute. He has authored or edited 26 books, written more than 140 articles, and lectured in more than 75 countries. Dr. Rist serves on the Editorial Boards of nine professional journals and chairs an international Working Group that collaborates on research related to evaluation and governance.



We believe that education provides skills to solve problems through creativity put to use for the benefit of others. The education expertise of APEX encompasses formal primary education, non-formal primary education, adult literacy, vocational skills, sports education, life-skills development and focused informal education. In addition, we are also adept at monitoring and evaluation of education programs.

APEX has extensive experience in the development of textbooks, teachers training material, teachers guides, assessment tools and capacity building of public sector education departments including hands-on training of teachers and education managers.

Our deep understanding of education stems from our broad knowledge as well as our practical experience in this sector. We help organizations in the design and implementation of education programs tailored to the needs of the community and in conformity with international best practices.

- Textbook Development
- Training of Teachers
- Training Material
- Education Benchmarking
- Skill-based Assessment Tools
- Skills & Vocational Training
- Life Skills Development
- Education System Evaluation
- Training of Education Managers
- Teaching Guides
- Institutional Assessment
- Adult Literacy
- Community Education
- Sports Education

Our Associates



MOHAMMAD AZHAR

Senior Education Expert

Mohammad Azhar, an education sociologist, has developed, tried, and tested models for improvement of education in Pakistan. With a complete grasp over the issues of education, his expertise includes curriculum evaluation, textbook development, refining assessment systems, preparation of teachers' guides and training of teachers and education managers. He led a countrywide elementary education program, for six years, in collaboration with the Ministry of Education, Government of Pakistan, aimed at making systemic sector reforms. Earlier during his tenure with UNICEF, he led a team of educationists for four years and developed a Universal Primary Education (UPE) model, ensuring 100% enrollment, reducing dropouts and imparting quality education.

DR. RAFAT NABI

Early Childhood and Innovation in Learning Expert

Dr. Rafat Nabi has over 30 years of experience in the education sector in Pakistan. She has conducted numerous trainings on impact assessment, adult learners, and early childhood education. She possesses exceptional skills in both quantitative and qualitative education research techniques. She has published various papers and reports on teaching/learning. She has work experience in the capacity of Technical Director, Education Sector Reforms Assistance Program (ESRA) funded by USAID. She also headed USAID Community School Development Program for eight years. She has earned her master's degree and Ph.D. in Innovative Learning from the University of Bristol, UK.

SYED HALIM SHAH

Technical Education Expert

Halim Shah has more than 38 years of experience in technical and vocational training design and delivery. His areas of expertise include training program design, execution and technical education quality assurance. He worked as an Advisor to GIZ from 1982-1996 under Pak German Technical Training Program. Apart from serving as principal of the Technical Training Center in Swat, he has worked as Director Skill Development Council, Khyber Pakhtunkhwa. He developed board-based Vocational Training Courses for National Training Bureau, Islamabad. He also developed manuals for the Earthquake Affected Vocational Training Program. Halim Shah did his Post Graduate Diploma in Educational Administration from Landau, Germany, and Diploma in Management of Provincial Training Institutions from Turin, Italy.



APEX believes that accessible and appropriate quality health care is a basic right of all citizens. We thus work with communities, governments and civil society organizations to meet the basic minimum health care needs across all income and social groups.

We work for the strengthening of the public sector for better service delivery by carrying out policy research, introducing benchmark innovations and proposing various healthcare insurance and cost sharing options.

We realize that even the best public health coverage leaves gaps which need to be filled through participatory community health schemes. We thus research, design and implement public health interventions to prevent the need of expensive secondary and tertiary care.

We also carry out baseline surveys and field research and provide monitoring and evaluation services for health sector projects and programs.

- Health Management Information System
- Birth Spacing Campaigns
- Reproductive Health Issues
- Mother and Neo-natal Health
- Public Health Management
- Community Health Programs
- Health Facility Assessment
- Behaviour Change Communication
- Health Sector Policy Research
- Health System Strengthening
- Assistance in Service Delivery
- Local Care Capacity Development
- Health System Economics
- Health Projects M&E

Our Associates



DR. MOAZZAM KHALIL

Public Health Expert

Dr. Moazzam Khalil possesses over 20 years of progressive community health and development experience in program design, system restructuring and strategic planning. He combines theoretical knowledge and field experience which allow him to move effortlessly across all levels of program management. In community health Dr. Moazzam has vast experience of analyzing the needs and concepts besides developing detailed implementation plans and envisioning new programs. He has served at mid and senior level positions in government, non-government and semi-government organizations. In between regular assignments, he has worked as consultant with UNDP, National TB Control Program, Save the Children USA, and the President's Task Force on Human Development. A physician by training, he holds master's degree in Public Health.

DR. S. M. MURSALIN

Health Management Information Systems Expert

Dr. S. M. Mursalin has over 25 years of experience with the ministries of health and population welfare and with international organizations including WHO and UNICEF. He has wide-ranging knowledge in areas of disease surveillance, reproductive health, child survival programs and monitoring and evaluation of health projects. He helped in the design of Health Management Information System and MDG monitoring mechanisms at the national and provincial levels. Dr. Mursalin was part of the core team that developed the Disease Early Warning System. He worked with experts from CDC Atlanta, WHO and the World Bank to produce the National Plan of Action on Disease Surveillance. He is a medical graduate with

master's degree in Public Health from Netherlands and holds post graduate qualification in health and development and health information systems.

MUHAMMAD ASHAR MALIK

Health Economist

Ashar Malik, who holds M.Sc. in Health Economics from the University of York, UK, has been involved in preparing financial budgets, income and expenditure statements and conducting audits for health sector. A member of the task force working on national health policy, he has peer reviewed and authored several publications on health budgeting. He has attended trainings on health financial management, both in Pakistan and abroad and worked with Pakistan's premier medical school - Agha Khan University Medical College – as Senior Instructor. He is also member of the International Health Economics Association.



Faced with globalizing markets, environmental disruption and dwindling government support, the poor are increasingly forced to look beyond their traditional means to sustain themselves. APEX works with communities to bridge the technology, skill and resource gap to restore livelihoods and diversify income sources.

APEX designs and manages interventions that enhance competitiveness and access to markets for small agribusinesses and other micro enterprises. Community members are provided skills training to increase the level of technology absorption. Financing is arranged through microfinance schemes or small cash grants.

As part of our livelihood practice we also conduct evidence-based social and economic research to advise policy makers and assist civil society organizations in carrying out awareness and advocacy campaigns for the communities threatened by livelihood disruption.

- Livelihood Mapping
- Livelihood Project Design
- Value Chain Analysis
- Joint Marketing Services
- Microfinance Programs
- Matching Grants Schemes
- CBO Formulations
- Small Infrastructure Schemes
- Use of IT in Development
- Livelihood Advocacy
- Indigenous Populations
- Gender-based Income Program
- Skills Development Programs
- Impact and Evaluations

Our Associates



DR. SHABBIR HUSSAIN

Livelihood Expert

Dr. Shabbir Hussain has long and proven track record in community mobilization, livelihood development, microfinance, poverty alleviation, capacity building, grants management, gender mainstreaming and promotion of social equity. During his long career he has been responsible for designing, planning, and executing nationwide projects focusing on socio-economic empowerment of deprived communities. He has conducted pioneering research and project work in more than ten countries on livelihood and microfinance as development interventions for poverty alleviation. He holds Ph.D. in Development Economics and M.Sc. in Management Sciences (Operational Research) from the London School of Economics. Dr. Shabbir is a British Council scholarship holder.

SHER AKBER

Skills Development Specialist

Sher Akber has more than 30 years of experience in planning and implementing technical training programs. Working as Director General in National Training Bureau, Government of Pakistan, he has supervised 110 million dollars National Vocational Training Project, assisted by donors including IDA, CIDA and UNDP. He has conducted training needs assessments, project budgeting and resource scheduling and has prepared skills and vocational training policies and programs. Working for the National Training Bureau, he established and supervised skill standards, and developed curriculum for skills training of workers, trade testing and

certification. Sher Akber also worked as Deputy Secretary of States and Frontier Regions Division, Islamabad and advised on policy matters on the development of FATA. He has also supervised multi-donors UNHCR project for income generation of Afghan refugees.

AHMED AFZAL

Enterprise Development Specialist

For nearly 20 years Ahmed Afzal has worked in the SME and IT development sectors. At the Small and Medium Enterprise Development Authority (SMEDA) he participated in the design and launch of the ADB's SME sector development program. Working for the Punjab IT Board he launched ICS education program as a public-private partnership which included setting up of a large number of IT centers in Punjab. He was also instrumental in launching the Competitiveness Support Fund – a joint venture between the Ministry of Finance and USAID. To bridge the digital divide, Ahmed Afzal designed and set up a network of Multipurpose Community Telecenters in rural Punjab. Ahmed Afzal is a graduate of the University of Engineering and Technology, Lahore and holds master's degree in Business Administration from the University of Strathclyde, UK.



Natural resource management, as practiced by APEX, is the integration of biological, engineering, social and economic aspects of earth's natural endowments to allow for a sustainable system. APEX applies basic scientific principles governing the interrelationship between biotic and abiotic factors in terrestrial, wetland and aquatic ecosystems.

Our team includes industry's finest researchers and practitioners who share a deep sense of conviction in their roles as managers of natural resources. The expertise of these professionals stems in equal measures from their academic and research work as well as from their knowledge gained through years of practice and field work.

Our consulting services in natural resource management and animal husbandry help our clients in sustaining their business enterprises in the face of increasing economic, environmental, natural resource and societal challenges.

- Crop Sciences
- Livestock Management
- Dairy Development
- Orchards and Forestry
- Fisheries and Aqua Culture
- Command Water Management
- Sustainability Planning
- Agriculture Economics
- Agribusiness Development
- Research Extension Services
- Environmental Assessment
- Project Impact Assessment
- Project Staff Training
- Policy and Program Planning

Our Associates



DR. LIAQAT ALI HIJAZI

Natural Resource Management Specialist

Dr. L. A. Hijazi has over 35 years of experience in natural resource management, agriculture, agronomy, plant and irrigation, environment, community infrastructure and rural development. He holds Ph.D. in Agriculture and Plant Production from University of Hohenheim, West Germany. As Head of Natural Resource Management for National Rural Support Program (NRSP), Dr. Hijazi designed and implemented community managed interventions throughout Pakistan for the optimum utilization of available natural resources. He has authored more than twenty technical booklets in English and Urdu for field level staff and for community activists, which are currently in use as guides for crop production and management. Dr. Hijazi has served as Dean and Professor of University of Arid Agriculture and as National Program Manager for UNDP.

DR. SADAQAT HAYAT HANJRA

Dairy Development Expert

For more than 40 years Dr. Hanjra has been working in Pakistan and abroad in areas of livestock management, dairy production, livestock farming, animal husbandry, technical training, training curriculum development, teaching, research and development. Dr. Hanjra did M.Sc. in Dairy Production, Beef and Sheep Production from American University of Beirut, Lebanon and holds Ph.D. in Livestock Management (Dairy Sciences). He has provided professional services in project design, development and implementation to various government and donor agencies including World Bank, ADB, FAO,

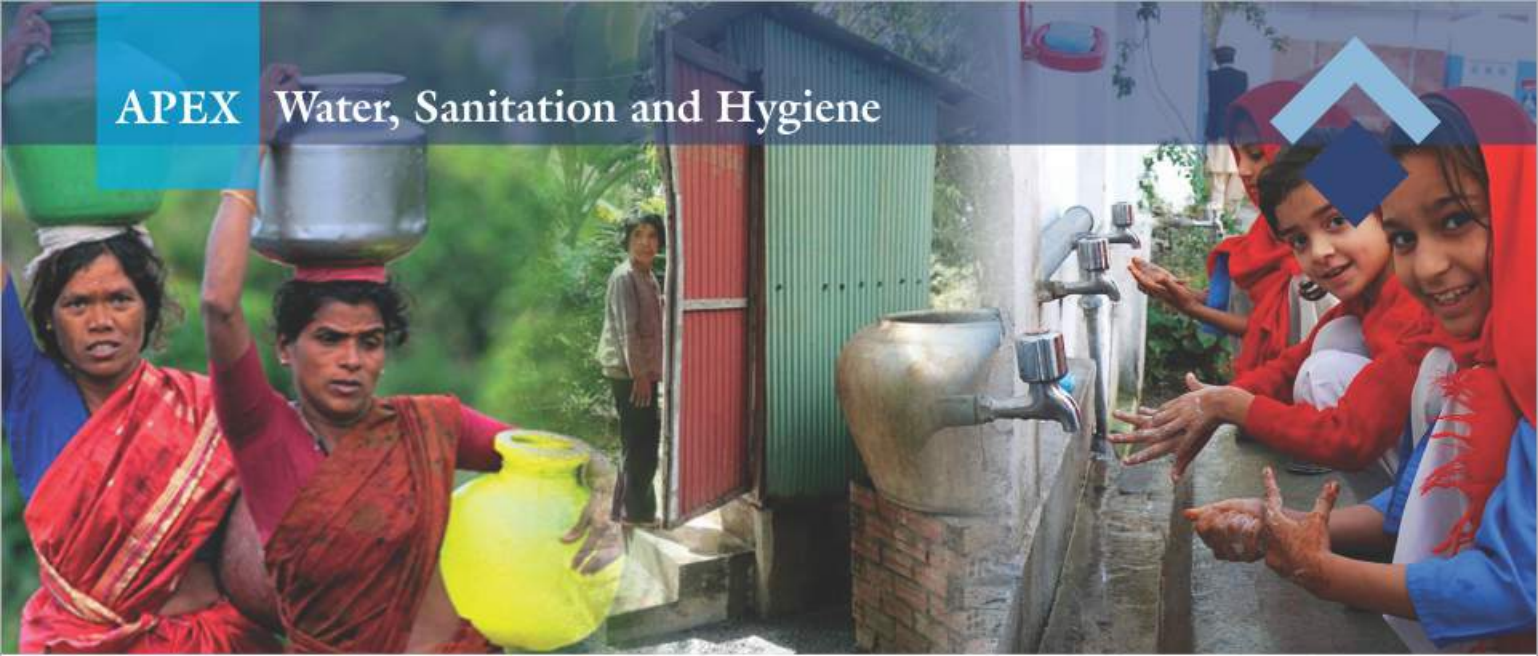
UNDP and USAID. Dr. Hanjra is a member of Asian Farming System Association, NFTA-USA, Society for the Advancement of Sciences, Pakistan and Pakistan Veterinary Medical Association. He has published six books and dozens of articles in national and international journals.

SARTAJ KHAN

Agronomist

Sartaj Khan combines 30 years of research and work experience in agriculture, fodder production, feeding practices, seed sources, land preparation, grazing and forage production. He has conducted statistical analysis on experimental data for evaluation purposes for various ecological zones of Pakistan during his stay at National Agriculture Research Center (NARC) and Pakistan Agriculture Research Council (PARC). During his career he has received intensive trainings and gained theoretical and field knowledge on fodder crop research and production. He also served FAO as Fodder Production Consultant for both irrigated and rain-fed conditions. Sartaj Khan holds Masters of Agriculture Science from University of Adelaide, Australia. He has published more than 50 papers in international reputed journals and has written over 30 research reports, reviews and articles.

APEX Water, Sanitation and Hygiene



APEX works towards the provision of safe drinking Water, Sanitation, and Hygiene (WASH) services with the conviction that these are fundamental to human health, well-being, and poverty eradication.

We assist rural and peri-urban communities in developing potable water resources including plans for operation, maintenance and financial burden sharing. APEX provides technical supervision for the construction of both traditional latrines as well as non-sewered sanitation facilities, helping communities in achieving open defecation-free status. Scaling up is then ensured through linkages with development plans of local and national governments.

Hygiene seeking behavior of the community is key to the success of WASH initiatives. APEX designs campaigns for the promotion of household hygiene practices including its main pillar of introducing hand washing concepts to school-children.

- Water Quality Monitoring
- Water Safety Planning
- Arsenic Mitigation
- Sanitation Infrastructure
- Urban Sanitation Markets
- WASH Preparedness
- Hygiene Promotion Framework
- Waste Reuse
- WASH in Schools
- Handwashing Campaigns
- WASH Policy Planning
- New Sanitation Technologies
- Open-defecation Free Certifications
- Environmental Regulation

Our Associates



MANSOOR SADIQ MALIK

WASH Specialist

Engineer Mansoor Sadiq Malik possesses over 20 years of working experience in WASH project development and management, engineering, capacity building, training, monitoring and evaluation, multi stakeholder planning and knowledge management. Well conversant with WASH sector policies and management systems, he has provided advice on community water management, water quality surveillance and hygiene promotion. Along with supervising water supply schemes and construction of sanitation facilities, he has developed the training manual for various types of latrine construction. He has been responsible for the supervision of WASH emergency as well as development projects. He earned his bachelor's in Civil Engineering and master's in Information Technology.

DR. ABDUL MAJEED

Water Sector Expert

Dr. Abdul Majeed's expertise encompasses integrated water resource management, hydrology, irrigation system management, rainwater harvesting and local economy development. He has authored a book *Pakistan – Water Resources Development and Management*. He served as Chairman and Secretary of the Pakistan Council of Research in Water Resources (PCRWR) and was associated with the United Nations Development Programme (UNDP) as Environment and Water Resources Adviser and with the International Union for Conservation of Nature (IUCN) as National Water Expert. Dr. Majeed is a master's in Water Management from Agricultural University, Wageningen,

Netherlands and Ph.D. in Engineering Sciences from Washington State University, USA.

PERVAIZ IFTIKHAR

Water and Sanitation Engineer

Pervaiz Iftikhar worked with Water and Sanitation Agency (WASA), Punjab Government as Deputy Managing Director and was then promoted as Managing Director. As MD WASA, he dealt with all matters related with planning, development, operation and maintenance, finance, revenue and human resource development. He combines national and international academic training and experience to manage complex water and sanitation projects involving multidisciplinary teams. Pervaiz Iftikhar did B.Sc. Electrical Engineering from the University of Engineering and Technology Lahore, Pakistan and Master of Engineering in Public Health and Environmental Engineering from the Asian Institute of Technology Bangkok, Thailand.



Our Governance and Economic Growth Unit helps governments, local institutions and communities in achieving accountable democratic governance and private-sector led growth.

We provide our clients with customized understanding of the market and development alternatives. Our analyses are aimed at improving public policy discourse and advancing economic and social development decision making.

We pursue innovative approaches and build on best practices to create the foundation for and promote democratic governance. Our goal is to help build more effective, accountable, and responsive institutions and policies at the national, regional and local levels of government.

Our experts in economics, public policy, local government, legislative strengthening and public finance are well qualified to provide independent and objective insights into public policies and private sector concerns.

- Economic Policy Research
- Local Economic Development
- Social Policy Papers
- Decentralization
- Strategies for Rule of Law
- Local Revenue Generation
- Capital Markets Reforms
- Budget Planning and Analysis
- Participatory Strategic Planning
- Legislative Strengthening
- Institutional and Policy Reform
- Civil Society Development
- Public Finance Management
- Food Security Policy
- Privatization Strategies
- Training of Government Officials

Our Associates



DR. AHSAN RANA

Development Economist

Dr. Muhammad Ahsan Rana holds a Ph.D. from the University of Melbourne in Development Studies and has been trained in public service at the Civil Services Academy of Pakistan. As a member of the Civil Services of Pakistan, Dr. Rana served in various parts of Pakistan in policy formulation and administrative positions. In 1999, he joined Punjab Rural Support Programme where he organized more than 10,000 households and disbursed more than PKR100 million in micro credit to the rural poor. Working as the Senior Programme Manager for Pakistan Centre for Philanthropy he developed an NGO evaluation and certification program. He has also worked on various research and development assignments with ILO, USAID and CIDA. Dr. Rana has taught development topics at the University of Melbourne and the Royal Melbourne Institute of Technology.

AIZAZ ASIF

Local and National Governance Specialist

Aizaz Asif has extensive knowledge of institutional, legislative and policy issues relating to governance and democratization in Pakistan. He has interacted with civil society organizations, governments and national legislators for parliamentary oversight and accountability including budget analysis, fiscal devolution, parliamentary committees' functioning, etc. His professional career includes appointments with UNDP, ADB, Pakistan Centre for Philanthropy and Aga Khan Foundation. Aizaz has been nominated for the

Development Alternative International (DAI) Global Innovation Award for developing the Budget Analysis Tools and Budget Resource Monitors for the Pakistan Legislative Strengthening Project. He holds master's degree in Economics from Quaid-e-Azam University, Islamabad, and in English Literature from Punjab University, Lahore.

ZAIGHAM KHAN

Governance and Development Expert

Zaigham Khan has worked with UN agencies and other donor organizations on building bridges between local government institutions and communities, role of media in the state led poverty alleviation initiatives and ensuring citizen's participation, and preparing a Country Status Report on Governance and Democracy. With a strong background in journalism, Zaigham Khan has deep understanding of Pakistan's governance structure and has made significant contributions to the narrative of building a democratic, open and transparent Pakistan through his writings. Apart from his articles on political, social and development issues, some of his publications include *Between Hope and Despair: The Poor and Democratic Development in Pakistan* and *The Unholy War: Religious Militancy and Sectarianism in Pakistan*. He holds master's degree in Social Anthropology from the University of London.

APEX Energy and Environment



APEX focuses on clean energy resource efficiency to engender environmentally ethical behavior by imparting understanding, knowledge, skills and values to develop ecologically sustainable energy solutions.

We provide solutions for rural electrification, adaptation of renewable energy resources, energy efficiency and pollution abatement to improve quality of life and increase access to energy for the poor communities and remote regions.

APEX offers integrated environmental services including impact assessment studies, climate change adaptation, waste management, environmental management, pollution control and GIS mapping. We provide socially and environmentally responsible advice and develop customized outcomes that meet sustainability objectives.

Our energy and environment division serves to meet energy security needs and facilitates transition to low-carbon economy.

- Energy Resource Management
- Energy Auditing
- Performance Contracting
- Energy Efficiency Modelling
- Energy Certification & Trading
- Renewable Energy Feasibilities
- Bankable Energy Studies
- Environmental Impact Assessment
- Climate Change Adaptation
- GHG Emissions Abatement
- Carbon Management Programmes
- Carbon Footprinting & Labeling
- CDM Project Evaluation
- Environmental Performance Management

Our Associates



DR. MUHAMMAD IRFAN KHAN

Senior Environment Expert

Dr. Muhammad Irfan Khan has more than 25 years of postgraduate research and teaching experience along with ten years of consultancy services to national and international organizations in and outside Pakistan on environment and development. He has special expertise in training, research, environmental assessment and environment management. His research work has been published in national and international journals. Dr. Irfan has also attended numerous conferences, seminars and symposia within and outside Pakistan and has worked in more than 10 countries. He is a Ph.D. in Environmental Sciences from the University of London, UK. He also did one-year Diploma in Environmental Sciences from the Imperial College, London.

KHAWAR AHSAN

Energy and Power Project Specialist

Khawar Ahsan has more than 24 years of experience in project management including development and management of turnkey Engineering, Procurement & Construction (EPC) contracts in energy sector. His expertise encompasses due diligence, project planning and coordination, corporate and project finance, strategic planning, monitoring and evaluation of large industrial and commercial building projects and financial modeling for Independent Power Producers projects. Ahsan has been working closely with senior government officials at various levels of decision making in government ministries and attached departments. He is well versed with the statutory requirements and regulations governing the power and energy industry in Pakistan.

Ahsan has served as Advisor, Power Projects and Business Development for Marubeni Corporation, Japan.

RIZWAN SAEED

Clean Development Mechanism Specialist

Rizwan Saeed is a qualified chemical engineer with specialization in environmental management and energy planning. He holds professional experience with reference to Clean Development Mechanism, working under the guidelines of United Nations Framework Convention on Climate Change. He is a member of different engineering organizations and has expertise in Supervisory Control and Data Acquisition systems. He has experience in domestic and international engineering management services and strategic business development for diversified industrial sectors including refineries, pulp and paper mills, power plants and other process industries.



Corporate Social Responsibility (CSR) is the continuing commitment by businesses to behave ethically and to contribute to the well-being and quality of life of the workforce, local community and society at large.

CSR is neither charity nor is it mere public relations tool. When pursued strategically CSR increases revenue, reduces costs, mitigates risks, facilitates innovation and increases company loyalty. For modern corporate entities CSR needs to be part of the vision of top management to enhance profitability and long-term corporate sustainability.

Highly experienced CSR team of APEX has the ability to deliver signature internal and external CSR programs and impart trainings to the organization staff for a lasting impact.

APEX also offers services for producing CSR reports as per Sustainability Reporting Guidelines in accordance with UN Global Compact's Global Reporting Initiative.

- CSR Strategy
- CSR Program Design
- Stakeholder Management
- Media Management
- Business/CSR Alignment
- CSR Trainings
- Corporate Communication
- Program Management
- Social Partnerships
- Social Auditing
- CSR Reporting Standards
- Sustainability Assurance
- Program Evaluation
- Corporate Ethics Manual

Our Associates



AAMIR BILAL

Senior Communications and CSR Specialist

Over the last three decades Aamir Bilal has worked in diversified areas of media management, CSR and sports development. Declared as Media Man in 2004, he has attended various international courses on CSR and communications. He has advised national and international organizations including UNDP, IIR Middle East and Right to Play International on CSR. Aamir has served in the Armed Forces of Pakistan, Inter Services Public Relations, National Commission for Human Development, Prime Minister's Secretariat, Pakistan Cricket Board and Mari Gas Company. A graduate of Pakistan Military Academy, Aamir Bilal acquired his post graduate degree in Public and Business Administration from the University of Punjab and also received training from the University of Louisville, USA.

ALI MADNI

Management and CSR Expert

Ali Madni is one of the leading pioneers of making social responsibility an essential part of Pakistan's corporate sector. He participated in the commissioning and leasing of Serena Business Complex in Islamabad. Along with his team he was also responsible for redesigning the CSR program for Tourism Promotion Services – an Aga Khan Development Network Company. In collaboration with IUCN, the CSR program designed by Ali Madni, continues to provide the CSR framework for all Serena Hotels. He has also been involved in strategic HR planning for the Serena group. He attended University of Illinois at Chicago and completed his B.Sc. (Hons.) in Business Information Systems and IT from Middlesex University London. Later he acquired his master's degree in Supply Chain Management.

SADIA KANWAL

CSR and Public Affairs Officer

Sadia Kanwal is a self-driven and devoted CSR professional with a passion for community work. She has corporate exposure and hands-on experience in designing and implementing CSR programs, along with public affairs campaigns and media management. A master's degree holder in Business Administration with a Diploma of Associate Engineering in Textile Designing and Management, she has worked with Pakistan Oilfields Limited and Mari Gas Company.

APEX Marketing Research



APEX offers best-in-class research capabilities to take your brand, product or service to the next strategic level. With our multi-industry corporate sector roots and years of experience in the social sector APEX is perfectly positioned to deliver you customized understanding of consumer behaviour in media, branded packaged goods, telecom or advertising.

APEX team includes industry's finest researchers and practitioners whose passion for marketing helps them deliver innovations in information collection, measurement, analytics, modeling and forecasting.

Our market research expertise covers the entire product life-cycle from developing products to building brands, from marketing communication to optimizing the customer shopping experience and improving consumer satisfaction.

Our media segment specializes in viewership data, advertising effectiveness and content tracking across print, radio, television, online and mobile devices using latest tools and research techniques.

- Market Measurement
- Pricing Research
- Brand Tracking
- Advertising Effectiveness
- Mystery Shopping
- Customer Satisfaction
- Pack Testing
- KAP Surveys
- Ethnographic Research
- Opinion Polling
- Viewership Profiling
- Content Testing
- Social Media Monitoring
- Technology Watch

Our Associates



MUHAMMAD ZAHID JAMAL TAREEN

Senior Quantitative Researcher

Zahid Jamal's research expertise spans both the corporate and the social sectors in Pakistan. A trained statistician and business graduate, Zahid has experience in market research, survey planning and sample design. Working for an international research agency in Pakistan, he has designed, conducted and reported on various market surveys and censuses and supervised the entire process from questionnaire quantification, data editing and coding to advance data analysis. Zahid has delivered lectures on business research methods, marketing research, social statistics, business statistics, business mathematics, project monitoring and evaluation, survey design and total quality management across top universities in Pakistan. He has also conducted research trainings for staff of national and international organizations.

SHAZIA KHALID

Qualitative Research Specialist

Shazia Khalid has 15 years of progressively senior level experience in all areas of qualitative research, including training of research teams, conducting focus group discussions, paired interviews, reconvened groups, ethnography, in-depth interviews and in-home visits. She has worked for the consumer packaged goods, telecommunication, pharmaceutical, financial services, social and agriculture sectors. Her national and multinational clientele includes Unilever, Reckitt Benckiser, P&G, Tetra Pak, Haleeb Foods, Nestlé, Engro Foods, Qarshi, Continental Biscuits, SMP, Paktel, Mobilink, Ufone, Telenor, Geo, ARY, UBL, Union Bank, HSBC, SCB and GSK. With a graduate degree in


applied psychology, Shazia is trained in market need assessment, brand equity, brand architecture, concept test, copy test, mystery shopping study and in the use of projective techniques and laddering.

AHMAD JAVAD

Media and Communication Specialist

Ahmad Javad has vast and diversified experience in research, advertising and media. His forte includes branding, marketing communication, market segmentation, and strategic media management. Working as account director for an international agency, Javad effectively used his knowledge of marketing and media management to enhance the performance of strategic business units. He has successfully launched numerous creative campaigns for OMV, Lafarge, Wilsons and Khushhali Bank. He has been managing both the ATL and BTL advertising and communication strategies for public as well as private sector organizations. His communication and electronic industry client list includes PTCL and its sub brands, Electronic Government Directorate, Universal Services Fund, ICT R&D Fund and NADRA.

APEX Business Process Outsourcing

A hand in a suit sleeve is shown holding several glowing, semi-transparent icons representing various business processes. To the right, a glowing blue globe of the Earth is visible, with a large blue arrow pointing upwards and to the right. The background is dark with light blue and white bokeh effects.

APEX lets you concentrate on your core business expertise by handling all your auxiliary business processes. APEX Consulting can provide the strategy, solutions and services you need to solve your complex business issues, achieve results, and maintain competitive advantage.

Combining years of information technology, management, sales, research and customer handling experience we can provide business-focused solutions tailored to your strategic goals.

Our full portfolio of Business Process Outsourcing (BPO) solutions will help you improve customer loyalty, drive revenue growth, maximize organizational efficiency and integrate your business processes and applications. Our BPO team will seamlessly guide you from initial conceptualization to final service delivery.

As an outside business process expert our wide array of end-to-end services deliver an optimal mix of operational competence, business skills and advanced technology.

- Business Platforms
- Customer Service Outsourcing
- Human Resources Outsourcing
- Knowledge Process Outsourcing
- Sourcing and Procurement
- Data Management Services
- Sales and Fulfillment
- Transcription Services
- Payroll Services
- Healthcare Services
- Financial Services Outsourcing
- Digital Services Outsourcing
- Research and Analysis
- Web Analytics

Our Associates



AFTAB ASLAM

Senior Associate Software Engineer

Aftab Aslam, a master's degree holder in Computer Science from the International Islamic University Islamabad, has to his credit an online Education and Coaching System and an online education application using PHP (Symfony). An expert software engineer in both web and desktop application development, he has developed several auction sites using Custom PHP. He has also created databases using MYSQL and has employed latest frameworks like CakePHP for several of his projects. His command of development tools includes NetBeans, SQLYOG, Adobe Dreamweaver CS5 and Adobe Photoshop.

KHAWAR SALEEM RAJA

Software Engineer and GIS Expert

Khawar Saleem Raja, a Bachelor of Engineering in Information Technology from UET Taxila (KICSIT) with specialization in VOIP telecommunication, has developed a remote monitoring web application using GIS technologies. He has also worked on screen automation using digital image processing and has created databases using MYSQL and SQL2008. His experience in development languages encompasses JAVA for desktop applications and PHP, ASP.Net C# for web development. He is an expert in the use of development tools including Microsoft Visual Studio 2010, Management Studio SQL 2008, Adobe Dreamweaver CS5, Eclipse RCP and Adobe Photoshop. Khawar has also carried out research on Access Control Models on Cloud Computing using XACML 2.0.

MUHAMMAD TALAL KHILJI

Software Engineer

Muhammad Talal Khilji holds Bachelor of Engineering in Information Technology (BEIT) from UET Taxila (KICSIT). He is specialized in VOIP telecommunication and is currently pursuing master's degree in Software Engineering. He has developed an Android-based web application incorporating RESTful Calls. His experience in development languages encompasses JAVA for desktop applications and PHP, ASP.Net C# for web development. His portfolio of development tools includes Microsoft Visual Studio 2010, Management Studio SQL 2008, Adobe Dreamweaver CS5, Eclipse RCP and Adobe Photoshop.

APEX Textile Consulting



As a mature industry textile sector is truly global and fiercely competitive. Only firms possessing distinct business advantage over their competitors can expect to survive, grow and remain profitable. In association with its global partners, APEX offers matchless understanding of the key drivers of the textile trade.

APEX team includes both technical and production experts who will deliver a world class solution to ensure competitiveness whether you are a new entrant to the market or planning major restructuring. Business and marketing team of APEX can assist producers in launching domestic labels, retail management and international contract manufacturing.

Industry associations, government bodies and financial institutions can gain an intimate understanding of industry dynamics and can rely on our research and benchmarking expertise for national policy advocacy and settlement of international trade disputes.

- Technology Up-gradation
- Productivity Benchmarking
- Process Re-engineering
- Total Quality Systems
- Production Cost Studies
- Pre-shipment Inspection
- Workers Training
- Partner Search
- Market Research
- Branding and Retail
- Quality Audits
- Case Studies
- Policy Proposals
- Sector Studies

Our Associates



DR. MUHAMMAD MUSHTAQ MANGAT

Senior Expert Textile Production

With 18 years of teaching experience and more than 30 publications to his credit, Dr. Muhammad Mushtaq Mangat has worked as productivity and performance consultant for many textile mills and industry associations. He has authored a report on textile and clothing exports from Pakistan. Dr. Mangat has more than 31 years of experience in the production and marketing of textile products. He is also managing two knitwear dyeing mills of 20 MT daily production capacities. Dr. Mangat earned his B.Sc. in Textile Engineering from the University of Engineering and Technology, Pakistan in 1981. He is an M.Phil. from the University of Manchester and obtained his Ph.D. from Technical University, Liberec, Czech Republic.

DR. TANVEER HUSSAIN

Textile Dyeing and Processing Specialist

Dr. Tanveer Hussain has served as Chairman Department of Textile Processing, Associate Dean Quality Assurance and Dean Faculty of Engineering and Technology at the National Textile University of Pakistan. He was secretary of the committee for the development of textile engineering curriculum in Pakistan. In addition to his academic pursuits, Dr. Tanveer has worked with various textile units, departments of the Government of Pakistan and the Armed Forces in the field of product development and enterprise planning. Dr. Tanveer is the author of the book *Critical Solutions in the Dyeing of Cotton Textile Materials* which is published by Woodhead of UK. He has also written more than 50 articles. He is a

gold medalist in B.Sc. Textile Engineering and has Ph.D. from the Heriot-Watt University, Scotland.

DR. HASSAN RAUF CHAUDHRY

Textile Supply Chain Management

Dr. Hassan Rauf Chaudhry is an academic, a researcher and a consultant, working in the areas of operations and supply chain management with the leading multinational and national organizations. He has attended National Textile University and Lahore University of Management Sciences (LUMS) in Pakistan. Starting from shop floor production, he gained progressive experience in product development and process improvement. Later he worked for a leading business house selling fabrics to apparel manufacturers across continents, routing sales via US based brands and retailers. At LUMS he was involved in research on the competitiveness of apparel industry in Pakistan and documenting of industry best practices. Dr. Hassan Rauf obtained Ph.D. from North Carolina State University, specializing in Supply Chain Management.

APEX HR Management



In the era of knowledge economy superior employees constitute the most distinct advantage over the competition. At APEX we follow the principles of strategic Human Resource Management (HRM) to craft comprehensive and long-term people management solutions to meet your organizational needs.

APEX maintains one of the largest nationwide field staff and network of offices. We leverage this strength to help clients raise field workforce of multiple categories around the country on a short notice. Our HR professionals possess years of national and international labour law experience to provide advice on collective bargaining and matters of industrial relations.

APEX team helps you steer people strategy in all fields and assists in attracting, developing and retaining the best talent to meet your strategic goals.

- Executive Search
- HR Audit
- HR Policy Manual
- Third-party Workforce Mgmt.
- Industrial Relations
- Salary Surveys
- Payroll Processing
- Employee Engagement
- Training Needs Analysis
- Organizational Design
- Performance Appraisal
- Benefit Administration
- Soft Skill Development
- HR Automation

Our Associates



SAULAT HUSSAIN

Senior HR Strategist

Saulat Hussain served as Head of HR of the largest fertilizer company in Pakistan. During his three decades of industry experience he has been involved in all areas of HR including development of HR policy manual, designing of hiring system, development of performance appraisal process, and certification of HR department under ISO 9002. He also successfully conducted fourteen rounds of negotiations with the workers union during his service. Saulat Hussain has attended courses at Harvard Business School, Australian Management College, University of Michigan and Harvard Kennedy School of Government. He has taught graduate courses in Organization Design and Analysis and Performance Appraisal System.

MUHAMMAD SALIM KHAN

Legal Advisor and Labour Law Expert

Muhammad Salim Khan, Barrister-at-Law, started his legal practice in 1970 and is the recipient of outstanding academic achievements award from Hertfordshire County UK. During the last four decades he has practiced in commercial, industrial, civil and constitutional fields of law before labour courts, NIRC, Tribunals, Civil Courts, High Courts and Supreme Court. Salim Khan has served as consultant and legal advisor to Punjab Road Transport Board, United Bank, WASA Lahore, and Fauji Fertilizer. He has been responsible for ensuring and fulfilling regulatory compliance and statutory requirements of SECP, CCOP, OGRA, CBR and the Ministry of Petroleum and Industries. He has also dealt with trade unions and served as arbitrator in industrial disputes.

MUHAMMAD ADEEL ANWER

Strategic HR and Change Management Specialist

Muhammad Adeel Anwer possesses over 20 years of progressive HR experience in organizational diagnosis, change management, resource and structural optimization, organizational effectiveness, employee engagement, learning and development and talent management. His special interest is in strategic organizational renewal. Adeel Anwer is writer of first SHRM-ISO Standard on Performance Management, which is being adopted at national level and circulated at international level for adoption by professional HR bodies. Adeel Anwer is US (HRCI) certified HR professional and holds an executive MBA from Lahore University of Management Sciences (LUMS).