
DEVELOPMENT ADVISORY · ISLAMABAD, PAKISTAN



PRAXIS

ADVISORY CONSULTANTS

FIRM PROFILE

Evidence into action.



Most firms either think or do.

Praxis does both.

Praxis Advisory Consultants is an Islamabad-based development advisory firm that turns evidence and policy into delivered results. We pair the analytical depth of a research institute with the delivery discipline of an implementing partner. Designing and evaluating programmes, drafting policy and strategy, running research, trainings and consultations, and executing governance, climate and human-development work on the ground.

Our name is our method. **Praxis** — the idea, from Aristotle to development pedagogy, that knowledge matters only when it is enacted — is the principle the firm is built on. We exist to close the gap between knowing and doing.

We are deliberately a boutique: a registered firm led by two directors and a core team of five senior associates, scaling through a vetted bench of sector experts when an assignment demands it. Senior specialists lead every engagement; the people you meet at proposal stage are the people who do the work.

10	150+	35+	\$500M+
SENIOR PROFESSIONALS	YEARS COMBINED EXPERIENCE	INSTITUTIONS WORKED WITH	DONOR PORTFOLIOS SUPPORTED

THE FIRM	Praxis Advisory Consultants — a registered development advisory firm, headquartered in Islamabad, Pakistan
FOCUS	Policy & governance · MERL · climate & sustainability · gender & inclusion · economic research · youth, skills & human development · implementation
MODEL	Two directors + five senior associates + a vetted network of sector experts; senior-led on every assignment
CLIENTS	UN agencies · World Bank Group & ADB · GIZ, EU, FCDO & bilateral partners · federal & provincial government · INGOs & civil society
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01 Who we are

Praxis was founded by two public-policy professionals who spent years on both sides of the development divide; writing national reports, results frameworks and policies, and running the consultations, evaluations and trainings that turn them into outcomes. Across UNDP, UNFPA, UNEP, GIZ, the World Bank, FCDO, WHO, SDPI and federal and provincial government, our team kept meeting the same gap: rigorous evidence that never became practice, and well-meaning implementation that was not grounded in evidence. Praxis is our answer to that gap.

OUR VISION

Evidence carried into change

A Pakistan where development decisions — from the climate budget to the classroom — are shaped by sound evidence and carried through into real, measurable change.

OUR MISSION

Knowing into doing

To help governments, development partners and communities turn evidence and policy into delivered results; through rigorous research and evaluation, sound policy and programme design, and disciplined, ethical implementation.

OUR VALUES

- **Evidence first.** We let data and field reality lead, even when the findings are inconvenient.
- **We deliver.** We are judged on results that hold up after we leave, not on documents alone.
- **Integrity and independence.** We protect the credibility of our analysis and decline work that would compromise it.
- **Inclusion by design.** Gender, disability, youth, climate vulnerability and the marginalised are built into the work, not bolted on.
- **Partnership, not extraction.** We transfer skills and leave clients and communities stronger than we found them.



02 What we do

We work across eight connected service pillars. Most engagements draw on more than one; a climate-programme evaluation, for example, combines our MERL and sustainability practices; a skills-sector reform draws on our youth, economics and gender practices at once.

01 Policy, governance & institutional reform

Policy and legislative drafting, public-sector and parliamentary reform, institutional strengthening, governance accountability, quality-assurance systems and reform roadmaps.

02 Monitoring, evaluation, research & learning (MERL)

Results frameworks and theories of change, M&E systems, baseline / midline / endline and impact evaluations, third-party monitoring, tracer studies, DLI/DLR verification support and applied research.

03 Climate, environment & sustainability

Climate governance and adaptation planning, NAP support, climate finance and budgeting, circular economy and EPR, ESG advisory, plastics and waste policy, and environment-related project execution.

04 Youth, skills, education & human development

Youth policy and programming, TVET and competency-based training reform, career counselling and job-placement systems, education and STEM, human-development and multidimensional-poverty analysis.

05 Gender equality & social inclusion

Gender strategies and costed action plans, GESI analysis and mainstreaming, GBV/SEAH-informed programming, disability inclusion, child protection and safeguarding, social protection design.

06 Economic research & growth policy

Macroeconomic and fiscal analysis, energy economics, survey design, randomised evaluations and causal inference, large administrative datasets, trade and export-competitiveness research.

07 Programme design, management & implementation

Programme and project design, theories of change and proposals, project and contract management, on-the-ground execution, field-team and event management, donor progress reviews.

08 Communications, knowledge & stakeholder engagement

Knowledge-management systems, donor and board reporting, policy briefs, strategic communications and campaigns, stakeholder mapping, multi-stakeholder consultations, advocacy and dissemination.



03 How we help

Across those pillars, clients engage us for eight types of assignment — from the first question to the final handover.

RESEARCH & ANALYTICS

Evidence, gathered and made sense of.

Primary and secondary research, surveys, FGDs and KIIs, quantitative and qualitative analysis, situational analyses, benchmarking, and landscape and policy research.

EVALUATION & REVIEW

Independent judgement on what works.

Baseline, midline, endline, mid-term and impact evaluations; randomised and quasi-experimental designs; results-oriented monitoring; performance and value-for-money reviews.

THIRD-PARTY MONITORING & VERIFICATION

Trusted eyes in hard-to-reach places.

Independent verification of activities, outputs and beneficiary reach; DLI/DLR-style verification; spot checks; data-quality assessments; field monitoring in difficult terrain.

POLICY & STRATEGY ADVISORY

From evidence to enacted decisions.

Policy and legislative drafting; sector strategies and costed implementation plans; options appraisals; institutional and regulatory analysis; reform roadmaps.

PROGRAMME & PROJECT DESIGN

The blueprint behind fundable work.

Theories of change; results frameworks and log-frames; budgets and costed workplans; technical proposals and concept notes; feasibility and scoping studies.

IMPLEMENTATION & EXECUTION

Where the framework meets the field.

Delivering governance, youth, gender and environment projects; activity execution; sub-grant, contract and field-team management; events and consultations.

CAPACITY BUILDING & TRAINING

Skills that stay after we leave.

Training design and delivery; curricula, toolkits and manuals; mentoring and training-of-trainers; institutional and workforce capacity programmes.

COMMUNICATIONS, KNOWLEDGE & ENGAGEMENT

Findings that travel and persuade.

KM systems; donor and board reporting; policy briefs, reports and case studies; campaigns and outreach; stakeholder mapping; validation events; dissemination products.



04 Why Praxis

Five reasons clients choose Praxis — and keep coming back.



Advise and implement.

From the results framework to the field, one accountable team. Few local firms credibly span both the analysis and the delivery — we are built to do both, and our advisors have run the government departments that commission this work.

Breadth under one roof.

Governance, climate, gender, economics, skills and communications in a single senior team — a rare combination in Pakistan's consulting market. We field one coherent team across public-sector reform, climate, circular-economy and carbon/MRV work, GESI analysis and rigorous economic research.



Donor-grade rigour, built in.

We design EU- and BMZ-compliant results frameworks, support World Bank operations through to DLR disbursement, co-author UN flagship reports, and run FCDO programmes and randomised evaluations — to GIZ, UNICEF, UNEP and IOM standards. We speak their methodological and compliance language from day one.

Senior-led, government-grounded.

Clients work directly with the directors and senior associates — not a rotating cast of juniors. A panel of strategic advisors who have served as Secretaries, Commissioners and EPA Chairs across AJ&K keeps our work grounded in the realities of public administration.



Safeguarding and ethics as standard.

PSEA, research ethics, child safeguarding and data-protection practices are embedded in how we work — increasingly a procurement requirement, and always the right thing to do.

05 Leadership

Praxis is led by two co-founding directors whose expertise is deliberately complementary: one anchored in governance, public policy and MERL, the other in climate, sustainability and policy research. Senior people leading every assignment.

Amna Urooj

CO-FOUNDER & EXECUTIVE DIRECTOR · CLIMATE, SUSTAINABILITY & RESEARCH



Amna is a public-policy and sustainability professional with eight years of research, policy analysis and stakeholder-engagement experience across climate governance, circular economy, plastics and waste policy, and sustainable industry. She is based at the Sustainable Development Policy Institute (SDPI) under its Ecological Sustainability and Circular Economy programme, contributing to UNEP-funded work on circularity, climate adaptation and national policy development in Pakistan.

She was lead author of the UNEP/EU-funded technical report on circularity and the used-textiles trade in Pakistan, is lead focal person for a national plastics and packaging policy mapping study, and has contributed to Pakistan's National Circular Economy Policy, the GCF-supported National Adaptation Plan process for KP and Balochistan, the National State of Environment Report 2025, and ADB-linked analysis of adaptation through social protection. Her recent authored and co-authored publications include district adaptation plans for Charsadda and Karak, a provincial analysis of climate budgeting in Pakistan, and working papers on circular construction and the gender-climate-anxiety nexus.

Earlier, as Development Research Specialist at the All Pakistan Textile Mills Association (APTMA), she led textile-trade, ESG and energy-competitiveness research and advocacy, benchmarking Pakistan's policy regime against regional competitors and supporting industry training on environmental compliance and social sustainability. She has published more than 30 articles and policy pieces in Business Recorder, Tribune, PIDE and other national outlets.

SELECTED CREDENTIALS

- M.Phil. Public Policy, PIDE (CGPA 3.81); B.S. Government & Public Policy, NDU
- Local Pathways Fellow, UN SDSN Youth — selected alongside 98 professionals from 48 countries
- Advanced Concepts of Climate Change & Carbon Markets, and Climate Risks for Businesses — GIZ
- Life Cycle Thinking in Policy Making — UNEP Life Cycle Initiative; Urban Climate Resilience — UN-Habitat
- Reproducible Research Fundamentals — World Bank; Action to End Sexual Exploitation & Abuse (PSEA) — UNICEF / End Violence Partnership

Ahmad Saleem

CO-FOUNDER & MANAGING DIRECTOR · GOVERNANCE, POLICY & MERL



Ahmad is a governance and public-policy professional with nearly a decade of progressive experience across GIZ, UNDP, UNFPA, WHO and federal government reform initiatives in Pakistan. He specialises in monitoring and evaluation, evidence-based policy development, knowledge management and multi-stakeholder institutional coordination — consistently working at the intersection of implementation systems, governance accountability and inclusive development outcomes.

He currently leads monitoring, evaluation, quality assurance and knowledge management for Pakistan's EU/BMZ-funded national TVET sector reform at GIZ, coordinating results-tracking across NAVTTC, provincial TEVTAs and training institutions, and analysing tracer studies and labour-market data to steer adaptive programming. Previously, as M&E Specialist on the EU-funded Mustehkam Parlimaan parliamentary-strengthening programme, he designed the project's Phase-II logframe, results framework and EUR 1.6 million costed workplan, and led its monitoring, evaluation and learning system through EU results-oriented reviews.

Ahmad co-drafted Pakistan's National Human Development Report 2023 with UNDP's Development Policy Unit — leading research on digital accessibility, literacy and inclusion — and is the author of the AJ&K Youth Policy 2021 under UNDP and UNFPA, drafted through more than 15 validation workshops across the region and formally launched by the Prime Minister of AJ&K. Earlier roles include supervising a 150-person WHO mass-vaccination operation serving 5,000 people a day, MPI-based poverty fieldwork on the EU-funded SUCCESS programme, and a Young Development Fellowship in the federal Ministry of Planning, Development and Reform.

SELECTED CREDENTIALS

- Member, Prime Minister's National Youth Council, Pakistan — the apex federal youth-policy advisory body
- M.Phil. Public Policy, Riphah International University; B.S. (Hons.) Government & Public Policy, National Defence University, Islamabad
- Results-Based Monitoring — GIZ Academy for International Cooperation (AIZ), Bonn
- Development Economics for Low- and Lower-Middle-Income Countries (Growth, Labour Markets, Poverty & Climate Policy) — International Growth Centre & London School of Economics and Political Science.
- Good Governance after Conflict: Building Institutions for Reform — United States Institute of Peace
- Multidimensional Poverty Index design — UNDP & OPHI, University of Oxford.
- Chairperson, Standing Committee on Youth Affairs, 17th Youth Parliament of Pakistan (PILDAT)

06 Strategic Advisors

Complementing the leadership team is a panel of senior advisors whose combined experience spans decades of public service and institutional leadership. Having led major government departments, development initiatives and public-sector reforms, they bring strategic perspective, policy insight and implementation wisdom that help ensure Praxis remains grounded in the realities of governance and public administration.

Khawaja Muhammad Saleem Bismil

STRATEGIC ADVISOR · GOVERNANCE, PUBLIC ADMINISTRATION & INSTITUTIONAL REFORM



Khawaja Muhammad Saleem Bismil is a distinguished retired civil servant with more than three decades of senior leadership experience across the Government of Azad Jammu & Kashmir. A member of the 10th Common Training Programme (CTP) of the AJ&K Administrative Service, he has served in some of the most influential administrative, developmental and policy-making positions in the region, providing strategic leadership across governance, disaster management, infrastructure development, local government, environmental management and public-sector reform.

Throughout his career, he held key field-administration appointments including Assistant Commissioner, Additional Deputy Commissioner (General), Deputy Commissioner and Commissioner across multiple tehsils, districts and divisions of AJ&K, overseeing governance, public service delivery, law and order, development planning and interdepartmental coordination.

His senior government leadership experience spans numerous secretariat and departmental positions, including Secretary, Forests, Wildlife & Fisheries; Secretary, Local Government & Rural Development; Secretary, Public Works Department; Secretary, Information Technology; and Secretary, Industries. He also served as Director General of several government institutions and later as Chairman of the Technical Education and Vocational Training Authority (TEVTA), contributing to institutional development, public-sector modernisation and skills-sector reform.

Following the devastating 2005 earthquake, he served as Relief Commissioner AJ&K, playing a critical leadership role in emergency response, recovery coordination and rehabilitation efforts during one of the most significant humanitarian crises in the region's history.

After retirement from government service, he was appointed Member of the Azad Jammu & Kashmir Public Service Commission, where he contributed to strengthening merit-based recruitment and public-sector governance.

SELECTED CREDENTIALS

- M.A. English, Punjab University; MSc. Strategic Studies, National Defence University, Islamabad.
- Executive Leadership Development Programme, Kennedy School of Government, Harvard University.
- Course Leader, National Defence & War Course, National Defence University, Islamabad.
- Led departmental implementation of the World Bank-financed Community Infrastructure Development & Services Project (CDISP) across AJ&K.

Khawaja Muhammad Naeem

STRATEGIC ADVISOR · PUBLIC INFRASTRUCTURE, ENVIRONMENT & DEVELOPMENT MANAGEMENT



Khawaja Muhammad Naeem is a senior serving civil servant of the Government of Azad Jammu & Kashmir with extensive experience in public administration, infrastructure management, environmental governance, tourism development and institutional leadership. A member of the 30th Common Training Programme (CTP) of the AJ&K Administrative Service, he has held a wide range of executive and policy positions across the government, managing complex development portfolios and public institutions.

He currently serves as Secretary to the Government of AJ&K, Communications & Works Department, providing strategic oversight of infrastructure planning, public works, transport connectivity and development implementation across the region.

Over the course of his career, he has served as Assistant Commissioner, Deputy Commissioner and Deputy Commissioner Rehabilitation in multiple districts of AJ&K, leading district administration, development coordination, public-service delivery and post-disaster rehabilitation initiatives.

His sectoral leadership experience includes serving as Chairman of the Environmental Protection Agency (EPA), where he oversaw environmental regulation, compliance and environmental-governance initiatives. He has also served as Director General, Sports, Youth & Culture; Director General, Tourism; and Chairman, AJ&K Technical Education and Vocational Training Authority (TEVTA), contributing to youth development, tourism promotion, institutional strengthening and workforce-skills development.

Combining extensive field-administration experience with senior policy leadership, he brings deep expertise in public-sector management, infrastructure governance, environmental stewardship and development planning.

SELECTED CREDENTIALS

- L.L.B. Punjab University, Lahore.
- Mid-Career Management Course; Kashmir Institute of Management, Muzaffarabad.
- Senior Management Course; Kashmir Institute of Management, Muzaffarabad.
- Completed Japan International Cooperation Agency (JICA) training in Disaster Risk Reduction and Emergency Management at the JICA Kansai Centre, Japan (2012).
- Participated in the Malaysian Technical Cooperation Programme (MTCP) International Workshop on Global Geopark Planning & Development — Natural Heritage for Sustainable Development, Langkawi, Malaysia (2017)
- Letter of Commendation from the Prime Minister of AJ&K.

07 Senior Associates

Around the directors sits a core team of five senior associates; specialists who lead their own practice areas and have delivered, inside the institutions our clients answer to, exactly the kind of work Praxis is engaged for.

Muhammad Zuhair Murad Khan

SENIOR ASSOCIATE · ECONOMICS & RESEARCH



Zuhair is a development economist working at the intersection of rigorous research and policy. He serves as Country Economist for Pakistan at the International Growth Centre (IGC), the FCDO-funded research centre based at the London School of Economics, where he connects frontier research with policymakers, helps implement IGC's country strategy and policy-influence agenda, and analyses large government datasets including consumer electricity and administrative data. He was part of the team that evaluated government tax proposals submitted to the IMF, assessing them for revenue

impact and potential economic benefit, and he provides technical support to government counterparts including macroeconomic modelling and monitoring and evaluation of IGC Pakistan's research portfolio.

Earlier at IGC he led the Energy Economics programme's engagement with Pakistan's Federal Ministry of Energy on subsidy reform and loss reduction, designing and managing a large-scale randomised controlled trial in Punjab that tested religious and financial incentives to curb electricity theft, and developing the household survey instruments behind it. As a core member of UNDP Pakistan's National Human Development Report team, he conducted field research across the country on the socioeconomic impact of the digital divide, designed the quantitative survey instrument behind Pakistan's first Digital Human Development Index, and drafted major report components on digitalisation, the economy, social services, governance, gender and youth. His earlier roles span energy-security research in Washington D.C. and political-economy work on the World Bank-supported Punjab Spatial Strategy.

He is a published co-author of IGC growth and energy policy frameworks alongside leading development economists, and his work has informed national reform debates on electricity, fiscal policy and export-led growth.

SELECTED CREDENTIALS

- M.A. International Relations (International Political Economy), University of Chicago; B.Sc. (Hons.) Economics & Political Science, LUMS
- Advanced quantitative methods: STATA, R, RCTs, causal inference, macroeconomic modelling and big-data analytics; trained at MIT x J-PAL in randomised evaluation design and impact analysis
- Co-author of IGC frameworks on export-led growth and on climate-driven electricity demand and fiscal challenges, with Dr. Ijaz Nabi, Dr. Tim Dobermann, Dr. Faraz Hayat and others

Hafsa Omar Bajwa

SENIOR ASSOCIATE · GENDER EQUALITY & SOCIAL INCLUSION



Hafsa is a gender and social-inclusion specialist whose work spans gender strategy, GBV/SEAH-informed programming, disability inclusion, child protection and social protection. She co-authored UNICEF Pakistan's Gender Strategy 2024–2027; including gender toolkits and provincial costing action plans and the gender equality and social inclusion strategy of Pakistan's National Human Development Report 2023/24 with UNDP.

She led the development of the Punjab Women Protection Authority's five-year Strategic Plan 2026–2031, served as UNICEF's national consultant for capacity-strengthening of Punjab's child-protection social service workforce, and is currently leading a national IOM study on protection risks, GBV/SEAH and service-access barriers facing persons with disabilities among Pakistani and Afghan populations. Earlier roles include Oxford Policy Management (FCDO-funded Aawaz II) and adviser positions in the ACT Legislative Assembly and Abt Associates' Investing in Women programme in Australia.

SELECTED CREDENTIALS

- Master of Public Policy, Australian National University — batch topper and recipient of the MPP Prize 2020; B.Sc. (Hons.) Management Science, LUMS
- Published co-author — Pakistan NHDR 2023/24 (UNDP) and UNICEF Pakistan Gender Strategy 2024–2027
- Methods — STATA, SPSS, Atlas.ti; qualitative research, stakeholder consultation and survivor-centred study design; UNDSS SSAFE & BSAFE certified

Nimra Tariq

SENIOR ASSOCIATE · PROGRAMME DESIGN & IMPLEMENTATION



Nimra brings over a decade of experience designing, managing and monitoring large donor-funded programmes. As Education Consultant to the World Bank, she provides implementation, technical and operational support to a federal education portfolio exceeding US\$200 Mil. (ASPIRE, RRREP, PREP), where she supported the GPE System Transformation Grant concept note that secured US\$47 Mil., developed the PDO-indicator calculation strategy and the M&E approach behind over 90% disbursement against DLRs, and supported preparation of the US\$33 Mil. ASPIRE Additional Financing package.

Previously she served as Monitoring & Evaluation Specialist at Punjab's Programme Monitoring and Implementation Unit on the FCDO-funded PESP II — managing the Annual School Census, School Information System and province-wide field monitoring — and held M&E and partnerships roles with DAI (Aawaz II; Alif Ailaan, coordinating 50+ partner organisations) and IMC Worldwide on DFID's school construction programme. She is also a Research Consultant with Oxford Policy Management on the DARE research consortium in education.

SELECTED CREDENTIALS

- 12+ years across the World Bank, FCDO/DFID-funded programmes, OPM, DAI and provincial government
- Deep fluency in donor disbursement architecture- DLIs/DLRs, PDO indicators, results frameworks and negotiation packages
- Trained in the World Bank TEACH classroom-observation tool; UNDSS SSAFE certified

Ebadat Ur Rehman Babar

SENIOR ASSOCIATE · CLIMATE, CIRCULAR ECONOMY & MRV



Ebadat is a climate and circular-economy specialist whose work spans climate adaptation planning, carbon measurement and MRV, and circular-economy and waste policy. He currently serves as Focal Point and Technical Expert on UNDP's National Adaptation Plan (NAP) process, developing provincial climate adaptation plans for Khyber Pakhtunkhwa and Balochistan, and contributes to Pakistan's first National Circular Economy Policy (UNEP/IGES/MoCC&EC) and the National State of Environment Report 2025, where he coordinates the climate-change working group.

His technical depth runs from the registry to the field: he has built customised GHG inventories across Scope 1, 2 and 3 aligned to the GHG Protocol and ISO 14064, supported MRV systems for carbon projects, mapped used-textile and plastic value chains for UNEP, and led feasibility and LCA-based studies on plastic recycling and nature-based solutions for clients including UNEP, ADB/IIED, Tetra Pak and Shell. He pairs this with strong spatial and quantitative capability; GIS and remote sensing, KoboToolbox and statistical analysis along with a substantial record of peer-reviewed publications, policy briefs and national op-eds on climate, water and waste.

SELECTED CREDENTIALS

- PhD (in progress) Land Resources & Spatial Information Technology, NWAUFU China; MS Environmental Science, NUST; B.Sc. (Hons.) Environmental Science (Silver Medalist), UAF
- GHG accounting and MRV — GHG Protocol, ISO 14064; carbon-market, decarbonisation and science-based-target certifications (Persefoni, World Bank, FAO, UN Global Compact)
- GIS & remote sensing (ArcGIS Pro), quantitative analysis (R, Stata, Power BI), KoboToolbox/ODK; published author with peer-reviewed climate and drought-risk research

Hunain Sheikh

SENIOR ASSOCIATE · STRATEGIC COMMUNICATIONS & STAKEHOLDER ENGAGEMENT



Hunain is a strategic-communications and stakeholder-engagement specialist with the UK Foreign, Commonwealth & Development Office in Islamabad, where he leads in-country delivery of the Commonwealth Scholarships Programme and previously the Chevening Programme; managing one of the world's highest-volume application pipelines, designing brand-compliant marketing and press campaigns, managing marketing budgets, and building alumni networks and institutional partnerships from concept to delivery.

His earlier FCDO roles span high-tempo operational coordination and cross-government communication — including the Afghan relocations programme, where he led teams in 34 of 40 chartered flight operations — and sensitive verification work for UK Visas & Immigration. He completed the FCDO Executive Programme in Economics for Foreign Policy at Oxford’s Blavatnik School of Government with a grade of 90%, and was one of three finalists for the UK Civil Service Awards 2025 (Collaboration) from more than 3,000 nominations.

SELECTED CREDENTIALS

- B.Sc. Government & Public Policy, National Defence University - top 5% of class; FCDO Executive Programme, Blavatnik School of Government, University of Oxford
- Finalist, UK Civil Service Awards 2025 (Collaboration); Special Team Award, British High Commission Pakistan Network
- APM Project Fundamentals Qualification (UK); Qualified Contract Manager — UK Government Commercial Function

Abdullah Bin Kamal

SENIOR ASSOCIATE · YOUTH, SKILLS, EDUCATION & HUMAN DEVELOPMENT



Abdullah is a skills-development and education specialist serving as Technical Advisor for Education & Youth Affairs at GIZ Pakistan’s TVET Sector Support Programme. He advises national and provincial counterparts on career counselling and job-placement systems for TVET graduates; establishing placement centres in training institutes, developing SOPs, monitoring mechanisms and KPIs, building employer linkages, and designing counselling products, training manuals and e-learning materials aligned with labour-market demand.

He combines this sector depth with strong delivery systems experience: preparing joint action plans and donor progress reviews (narrative and financial), and managing the full contract-management lifecycle — from bidding documents and specifications through invoicing, expenditure tracking and financial forecasting on GIZ platforms. Earlier, he spent nearly seven years in university administration at NDU and Bahria University, managing internships and placements, financial aid, quality assurance and institutional reporting.

SELECTED CREDENTIALS

- MS Project Management and BS Development Studies, Bahria University
- Published in Springer Switzerland on the role of agricultural extension in food security under climate change
- Full contract-management lifecycle experience: bidding documents, specifications, BoQs, service contracts and financing agreements, with invoicing, expenditure tracking and financial forecasting on GIZ Onsite Operations and SAP platforms
- Designs career-counselling and job-placement systems for TVET institutes, including SOPs, monitoring mechanisms and KPIs, employer linkages, training manuals and e-learning products
- Trained in Leadership in the Public Sector (Pakistan Planning & Management Institute) and Leadership as a Helping Relationship (GIZ)



08 How we work

THE EXPERT NETWORK

Beyond the core team, Praxis maintains a curated, vetted bench of associate experts — evaluators, statisticians and data analysts, sector specialists (health, WASH, energy, education, social protection), enumerator and field-team leads, editors, translators and designers — whom we bring in assignment by assignment. This lets us field appropriately senior, full teams for large studies and multi-province execution, while clients pay only for the expertise each assignment genuinely requires. Every associate is vetted for technical quality and signs our confidentiality, ethics and safeguarding terms before joining a team.

OUR DELIVERY APPROACH

Our method is mixed-methods by default, theory-based, and utilisation-focused; we design every study and project around the decisions the client needs to make. We align to recognised standards (OECD-DAC evaluation criteria; donor results and reporting frameworks; EU, GIZ, World Bank and UN methodological norms) and adapt them to Pakistani field realities.

- 1. Inception & alignment** — confirm scope, questions, deliverables, timeline and success criteria.
- 2. Design** — methodology, sampling, tools, theory of change, and an ethics and safeguarding plan.
- 3. Mobilise** — assemble directors, associates and field teams; brief and train enumerators; set up data systems.
- 4. Deliver** — fieldwork and implementation with real-time quality control and regular client check-ins.
- 5. Analyse & synthesise** — rigorous analysis, with findings tested against the most specific evidence available.
- 6. Report & transfer** — clear, decision-ready deliverables; validation with the client; skills and tools handed over.

QUALITY, ETHICS & SAFEGUARDING

A named quality-assurance lead, independent of the delivery lead, reviews every major deliverable; instruments are pilot-tested and data quality-checked, with version control and an audit trail throughout. Our evaluations and reporting follow OECD-DAC evaluation criteria and align to each donor's results and reporting standards (EU, GIZ, World Bank, FCDO and UN), and we apply EU GDPR data-protection principles — informed consent, data minimisation, secure storage and controlled access — on every study. A PSEA policy, research-ethics and informed-consent standards, child-safeguarding and data-protection practices, and conflict-of-interest screening apply to every engagement.



09 Who we work with

We are positioned to serve the institutions that drive Pakistan's development agenda as a prime consultant on focused assignments and as a specialist subcontractor or joint-venture partner on larger programmes. Our team members have worked with, inside or for:

United Nations agencies

UNDP, UNICEF, UNFPA, UNEP, IOM, WHO, ILO and UN-Habitat — research, evaluation, flagship reports, strategy and policy support.

International financial institutions

World Bank Group and Asian Development Bank — portfolio implementation support, studies, evaluations, verification and technical inputs.

Bilateral partners

GIZ/BMZ, the European Union, FCDO and similar — as programme staff, technical advisers and local delivery partners.

Government

Federal ministries, provincial departments, parliamentary bodies and the governments of AJ&K and Gilgit-Baltistan — reform, policy and M&E.

International consulting primes

Oxford Policy Management, DAI, IMC Worldwide, Abt Associates and others — as embedded specialists and research consultants.

Research institutes, civil society & industry

SDPI, IGC/LSE, think tanks, NGOs, foundations, industry associations and ESG-focused firms.

ENGAGEMENT MODES

Praxis works as a **prime consultant** leading focused assignments in our areas of strength; as a **subcontractor or specialist partner** providing local technical depth, field delivery or M&E to a larger prime; and as a **joint-venture or consortium member** co-bidding on larger programmes. We are explicit and fair on roles, intellectual property and data ownership in every partnership.

10 Our mark

The Praxis mark is built around a globe, grid and leaf system. It presents the firm not as a narrow environmental organisation or a generic consultancy, but as a development advisory firm working at the intersection of policy, evaluation, climate, governance, research, training and implementation. In short: we see the system, we read the evidence, we move policy into practice.



Globe & systems lens. The circular globe frames Praxis as a firm working inside interconnected public systems.

Meridian & grid. The grid signals policy architecture, mapping, diagnostics and structured analysis.

Gold nodes. Two anchors; evidence and action, strategy and implementation, field and policy.

Grounded leaf. Climate, sustainability, adaptation and resilience; the human, grounded side of the firm.

Gold outer arc. Direction and movement; the journey from insight to impact, from report to implementation.

Evidence into action



Let's talk

From a single focused assignment to a long-term partnership —
tell us what you are trying to achieve.



Ahmad Saleem

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PRAXIS ADVISORY CONSULTANTS

Evidence into action.