

COMPANY PROFILE

Welcome to Development Executives

Connecting Frontier Markets with Global Capital & Opportunity

ABOUT US



A specialist technical consultancy delivering high-impact development solutions across emerging, frontier, and complex operating environments.

- Established 2010 in Islamabad, Pakistan, with 15+ years delivering measurable impact across 20+ countries in, including several challenging operating environments.
- We deliver contracts ranging from rapid assessments to major multi-year programs, supporting \$700M+ in program value for leading development agencies, and serve as strategic local partners in large-scale consortia.
- An in-house core team offers deep contextual knowledge and technical/managerial expertise, backed by a larger network of over 800 associate experts.
- We deploy senior experts on every contract to ensure quality.
- We specialize in trade and investment programming that connects frontier markets with capital markets, incorporating ESG standards and gender lens investing, having mobilized \$420M+ in private investment to date.
- We provide MEL support, including complex evaluations, in conflict environments.
- Leading multilateral organizations, including ADB, DFAT's KIAT, and UNDP, have entered framework partnership agreements and empanelled our advisors.



OUR MISSION & GUIDING PRINCIPLES

To accelerate sustainable development impact by partnering with clients to deliver innovative, evidence-based solutions

HOW WE WORK

- **With Adaptive Excellence**
We combine cutting-edge technical expertise with flexible programming approaches that respond to evolving development challenges and donor priorities
- **With Integrated Solutions**
We work across thematic boundaries to create holistic development approaches that address interconnected challenges from governance to economics to climate
- **With Innovation Leadership**
We pioneer new methodologies while maintaining proven development effectiveness, from traditional programming to innovative finance mechanisms
- **As Evidence-Based Partners**
We leverage rigorous research, impact measurement, and adaptive learning to optimize outcomes across diverse contexts and funding modalities

OUR GUIDING PRINCIPLES

-  **Technical Excellence**
Cutting-edge expertise and innovation across all development sectors
-  **Contextual Intelligence**
Deep understanding of local environments and cultural dynamics
-  **Adaptive Programming**
Flexible approaches that evolve with changing contexts and priorities
-  **Partnership Focus**
Collaborative ecosystem building across all stakeholder groups
-  **Evidence-Based Impact**
Rigorous measurement and learning-driven program enhancement
-  **Innovation Integration**
Market-driven solutions • Climate adaptation • Digital transformation



A SELECTION OF OUR CLIENTS & PARTNERS

DEVELOPMENT AGENCIES AND GOVERNMENTS



PARTNER FIRMS



WHY PARTNER WITH DEVEXECS?

Technical excellence meets regional expertise - global innovation paired with deep market insight to unlock high-impact partnerships.

- **Proven Development Excellence:** Results across ESG integration, gender-smart investing (2X Challenge), trade facilitation, and frontier market development, giving partners a competitive edge with FCDO, USAID, ADB, and other major donors.
- **Extensive Stakeholder Networks:** Deep relationships across business communities, investor networks, and regulatory bodies enable rapid mobilization and faster implementation timelines.
- **Intellectual Leadership Commitment:** Beyond implementation, we drive program innovation through advanced research, methodology development, and thought leadership.
- **Comprehensive MEL Excellence:** Expertise spanning capital markets monitoring to rigorous conflict-zone evaluations - positioning partners for high-value and high-risk programs alike.
- **Established Institutional Relationships:** Framework partnership agreements and advisor empanelment with ADB, DFAT's KIAT, and UNDP validate our capacity for complex, high-value programs.

OUR FOUR CORE SERVICES

Our expertise delivers measurable results across four specialized core areas, each designed to maximize impact while ensuring financial sustainability.



Accelerating Economic Growth

We unlock sustainable economic growth through gender-smart investments, green finance innovations, and multi-country trade expertise that delivers measurable prosperity and empowers communities across emerging markets.



Measuring Development Impact

We provide advanced MEL solutions that combine sophisticated quantitative analytics with deep qualitative insights, specializing in rigorous evaluation support within the world's most challenging conflict environments.



Strengthening Financial Systems

We design transformative financial ecosystems that connect frontier markets with global capital, deploy next-generation fintech solutions, and pioneer integrated ESG-gender investments.



Modernizing Governance

We engineer transformative governance frameworks and architect next-generation service delivery systems that modernize public institutions and enhance democratic accountability.

ACCELERATING ECONOMIC GROWTH

Gender-smart investment, green finance, and trade expertise that deliver measurable prosperity.

OUR SERVICES

Business Enabling Environment Transformation.

Dismantling regulatory barriers, strengthening institutional frameworks, catalyzing policy reforms that unlock private sector growth and developing secondary market ecosystems of business support providers

Green Investment & ESG Integration.

Climate-smart financing, sustainable infrastructure development, and environmental impact investing

Multi-Country Trade & Investment Facilitation.

Cross-border investment structuring, trade corridor development, regional market integration, and market systems approaches that connect domestic and international firms

2X Challenge Gender Lens Investing.

Women's economic empowerment through leadership opportunities, quality employment, and entrepreneurship finance

OUR PROJECTS

- ▶ **Indonesia: Kemitraan Indonesia Australia untuk Infrastruktur (DFAT, 2024-2026)**
Infrastructure investment and blended finance structuring
- ▶ **Pakistan: Investment Promotion Activity (USAID, 2022-2025)**
Advisory support to \$17M activity; \$14.5M FDI, \$46.1M trade, 754 meetings
- ▶ **UK: Growth Gateway Programme (FCDO, 2024-2026)**
Advisory support to £68M programme; investment facilitation and MEL
- ▶ **Pakistan: Sustainable Energy and Economic Development Programme (FCDO, 2020-2025)**
Green finance and business enabling environment in Khyber Pakhtunkhwa
- ▶ **Afghanistan: Competitiveness of Export Businesses Activity (USAID, 2023-2024)**
Mid-term evaluation of \$105M programme; business enabling in conflict contexts
- ▶ **Pakistan: Punjab Enabling Environment Program (USAID, 2014-2023)**
Business regulatory reform and private sector development
- ▶ **UK: Investment Promotion Programme - £50M (FCDO, 2018-2021)**
Investment promotion across Nigeria, South Africa, India, Pakistan, Philippines

STRENGTHENING FINANCIAL SYSTEMS

Connecting frontier markets with global capital through fintech innovation and ESG-gender investment.

OUR SERVICES

Frontier Capital Market Integration.

Bridging emerging markets with international capital through innovative financial instruments and risk mitigation

ESG-Integrated Gender Lens Investment.

Pioneering 2X Challenge compliant investments that maximize women's economic empowerment and environmental impact

Digital Finance Revolution.

Deploying cutting-edge fintech solutions that democratize financial access and accelerate inclusion

Blended Finance Innovation.

Engineering sophisticated risk-sharing mechanisms that de-risk private capital and catalyze cross-sector partnerships

OUR PROJECTS

- ▶ **Pakistan: Investment Promotion Activity (USAID, 2022-2025)**
Advisory support to \$17M activity; \$133.2M inquiries, 754 meetings, \$9M term sheets
- ▶ **Indonesia: Kemitraan Indonesia Australia untuk Infrastruktur (DFAT, 2024-2026)**
Infrastructure finance structuring and blended finance mechanisms
- ▶ **UK: Growth Gateway Programme (FCDO, 2024-2026)**
MEL support to £68M programme; investment structuring and financial sector advisory
- ▶ **UK: Mobilising Institutional Capital Through Listed Product Structures (FCDO, 2021)**
MEL support to £90M facility; capital market development and frontier markets
- ▶ **Armenia: Public Finance Management Activity (USAID, 2023)**
PFM systems innovation and performance-based budgeting
- ▶ **UK: Global Finance Programme (FCDO, 2018-2021)**
Evaluation support to £68M programme across 11 countries
- ▶ **Iraq: Mid-term Evaluation of Financial Development Program (USAID, 2012)**
Financial sector evaluation and impact assessment



MEASURING DEVELOPMENT IMPACT

Rigorous MEL combining quantitative analytics and qualitative insight, including in conflict environments.

OUR SERVICES

Advanced Quantitative Analytics.

Randomized controlled trials, difference-in-difference analysis, regression discontinuity designs, and machine learning applications

Conflict-Sensitive MEL Systems.

Specialized evaluation frameworks for fragile states, conflict analysis integration, and adaptive management protocols

Deep Qualitative Intelligence.

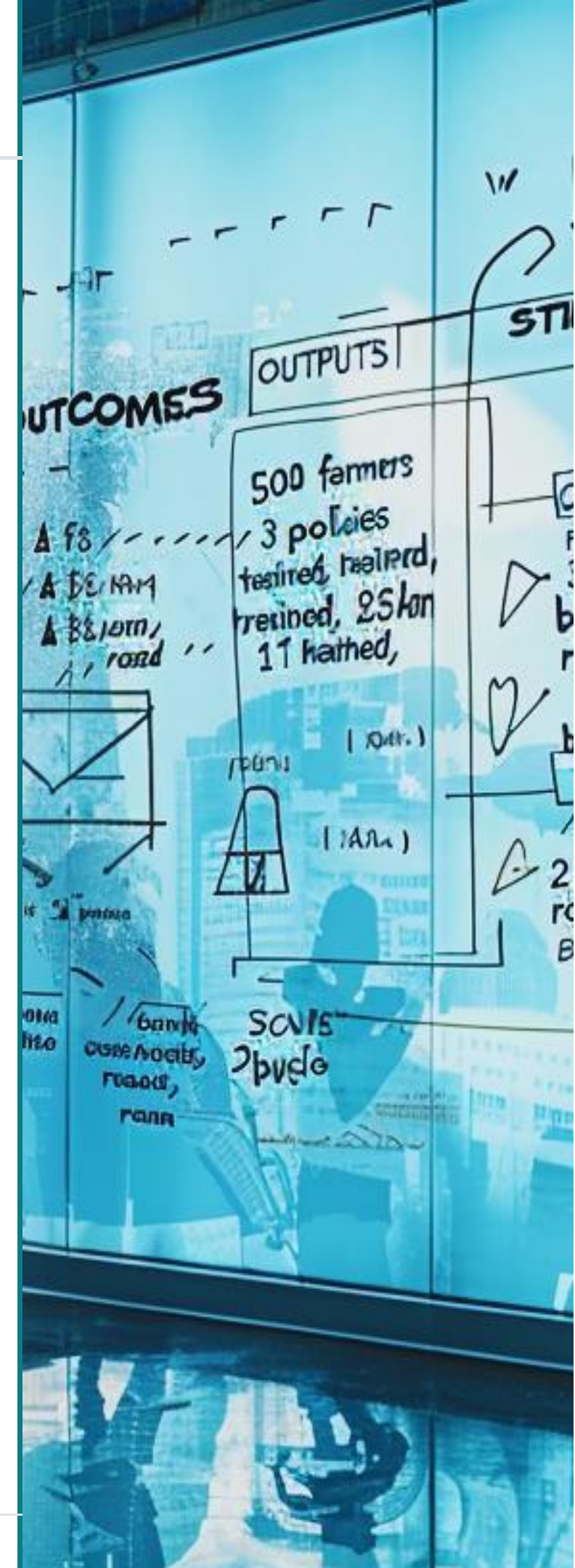
Ethnographic studies, participatory evaluation, outcome harvesting, and most significant change methodologies

Real-Time Learning Platforms.

Digital monitoring dashboards, adaptive programming protocols, and rapid feedback mechanisms for course correction

OUR PROJECTS

- ▶ **Philippines: Framework Agreement for Technical Assistance Completion Report Validations (ADB, 2023-2026)**
Independent validation of ADB technical assistance completions
- ▶ **UK: Growth Gateway Programme (FCDO, 2024-2026)**
MEL support to £68M programme; adaptive learning systems
- ▶ **Afghanistan: Competitiveness of Export Businesses Activity (USAID, 2023-2024)**
Mid-term evaluation of \$105M programme; conflict-sensitive MEL
- ▶ **Armenia: Public Finance Management Activity (USAID, 2023)**
Performance measurement and results-based evaluation
- ▶ **UK: Mobilising Institutional Capital Through Listed Product Structures (FCDO, 2021)**
MEL support to £90M facility; financial impact evaluation
- ▶ **Pakistan: Khyber Pakhtunkhwa Education Sector Programme Evaluation (DFID, 2017-2021)**
Mixed-method programme evaluation in conflict-affected province
- ▶ **Pakistan: Sustainable Energy and Economic Development Programme (FCDO, 2020-2025)**
MEL support for economic development programming



MODERNIZING GOVERNANCE

Governance frameworks and service delivery systems that modernize institutions and strengthen accountability.

OUR SERVICES

— Institutional Transformation & State Modernization.

Advanced organizational restructuring, civil service reform, and institutional capacity development with digital governance integration

— Public Financial Management Innovation.

Advanced PFM systems, fiscal decentralization frameworks, and performance-based budgeting methodologies

— Evidence-Based Policy Design & Implementation.

Data-driven policy frameworks, regulatory impact assessment, and adaptive policy management systems

— Digital Government & Citizen Engagement.

E-governance platforms, digital service delivery, participatory governance mechanisms, and transparency technologies

OUR PROJECTS

► **Armenia: Public Finance Management Activity (USAID, 2023)**
PFM system modernization and performance-based budgeting

► **Pakistan: Investment Promotion Activity (USAID, 2022-2025)**
Advisory support to \$17M activity; institutional strengthening of investment promotion agencies

► **UK: Growth Gateway Programme (FCDO, 2024-2026)**
MEL support to £68M programme; institutional capacity building

► **Pakistan: Sustainable Energy and Economic Development Programme (FCDO, 2020-2025)**
Energy sector governance and provincial capacity development

► **Pakistan: Khyber Pakhtunkhwa Education Sector Programme Evaluation (DFID, 2017-2021)**
Education sector governance and institutional performance evaluation

► **Pakistan: FATA Economic Stabilization Program (USAID, 2012-2016)** Management of \$50M programme; economic governance in post-conflict areas

► **Pakistan: Punjab Enabling Environment Program (USAID, 2014-2023)**
Regulatory modernization and institutional reform

CROSS-CUTTING CAPABILITIES

These four themes cut across every engagement, embedding climate, gender, infrastructure, and conflict sensitivity into program design.

Climate & ESG Integration

Helping enterprises integrate climate solutions — from carbon reduction and renewable energy to ESG-compliant investment and risk management.

Infrastructure & Cities

Sustainable infrastructure and smart city solutions integrating digital technology, climate resilience, and blended finance.

Gender & 2X Challenge

Gender-smart investment strategies and 2X Challenge-compliant solutions advancing women's empowerment through employment, finance, and leadership.

Conflict-Sensitive Development

Evidence-based interventions in fragile settings, combining conflict analysis with community-driven approaches to build pathways to peace.

CLIMATE & ESG INTEGRATION

Climate solutions for enterprises and industries: mitigation, adaptation, and resilience frameworks.

OUR SERVICES

ESG-Integrated Climate Investment.

Pioneering green bond structuring, climate fund development, and ESG compliance frameworks to mobilize private finance for sustainable development.

Green Technology Solutions Advisory.

Providing expert guidance on renewable energy integration, clean production methodologies, and digital climate monitoring systems.

Climate Resilience & Risk Management.

Conducting vulnerability assessments, integrating climate adaptation strategies, and developing resilience frameworks for infrastructure and enterprise.

Enterprise Climate Mitigation & Adaptation.

Advising industries on carbon reduction strategies, sustainable supply chain transformation, and climate-resilient operations.

OUR PROJECTS

- ▶ **Pakistan: Sustainable Energy and Economic Development Programme (FCDO, 2020-2025)**
Mobilized PKR 7.2B term finance; assessed 30,000MW hydro potential
- ▶ **Indonesia: Kemitraan Indonesia Australia untuk Infrastruktur (DFAT, 2024-2026)**
Climate-resilient infrastructure and ESG-compliant investment structuring
- ▶ **UK: Growth Gateway Programme (FCDO, 2024-2026)**
MEL support to £68M programme; climate finance advisory and ESG integration
- ▶ **Pakistan: Investment Promotion Activity (USAID, 2022-2025)**
Advisory support to \$17M activity; green investment and climate technology
- ▶ **Afghanistan: Competitiveness of Export Businesses Activity (USAID, 2023-2024)**
Evaluation of \$105M programme; climate-smart agriculture and sustainable value chains
- ▶ **UK: Investment Promotion Programme (FCDO, 2018-2021)**
Evaluation support to £50M programme; green finance across 5 countries
- ▶ **Pakistan: Punjab Enabling Environment Program (USAID, 2014-2023)**
Environmental compliance and sustainable business practices

GENDER & 2X CHALLENGE

Gender-smart investment strategies and 2X Challenge-compliant solutions that deliver measurable returns.

OUR SERVICES

— ESG-Integrated Climate Investment.

Designing capital instruments and funds that meet global 2X Challenge criteria for mobilizing finance toward women's leadership, employment, and entrepreneurship.

— Gender-Smart Infrastructure & Policy.

Mainstreaming Gender Equality, Disability, and Social Inclusion (GEDSI) into large-scale infrastructure transactions, PPP frameworks, and national economic policies.

— Climate Resilience & Risk Management.

Integrating women into high-growth productive value chains (textiles, agri-business, manufacturing) to secure sustainable employment and income growth.

— Accelerator Programs for Women-Led SMEs.

Delivering targeted export readiness, financial management, and market access support to scale women-owned businesses in frontier markets.

OUR PROJECTS

- ▶ **UK: Growth Gateway Programme (FCDO, 2024-2026)**
MEL support to £68M programme; gender-smart investment and 2X Challenge
- ▶ **Afghanistan: Competitiveness of Export Businesses Activity (USAID, 2023-2024)**
Evaluation of \$105M programme; 5,000+ women in export value chains
- ▶ **Indonesia: Kemitraan Indonesia Australia untuk Infrastruktur (DFAT, 2024-2026)**
GEDSI mainstreaming in infrastructure investment
- ▶ **Pakistan: Investment Promotion Activity (USAID, 2022-2025)**
Advisory support to \$17M activity; gender lens investing and women entrepreneurs
- ▶ **Pakistan: Sustainable Energy and Economic Development Programme (FCDO, 2020-2025)**
Women's economic participation in energy value chains
- ▶ **UK: Investment Promotion Programme (FCDO, 2018-2021)**
Evaluation support to £50M programme; gender lens investing across 5 countries
- ▶ **Pakistan: Punjab Enabling Environment Program (USAID, 2014-2023)**
2,770 women trained in livestock/dairy value chains; integrated into formal economy



INFRASTRUCTURE & SUSTAINABLE CITIES

Climate-resilient infrastructure and urban solutions built on innovative financing mechanisms.

OUR SERVICES

Infrastructure Finance & Blended Finance.

Structuring green bonds, optimizing PPPs, and utilizing blended finance mechanisms to mobilize private capital for large-scale infrastructure and asset development.

Climate-Resilient Infrastructure & Smart Cities.

Integrating climate adaptation, digital technologies (IoT, smart grids), and advanced engineering solutions for sustainable infrastructure design and urban planning.

Digital Infrastructure & E-Governance.

Architecting smart grid development, e-governance platforms, and digital service delivery systems to modernize state institutions and enhance public accountability.

Sustainable Urban Planning & Asset Management.

Applying integrated city planning, infrastructure asset optimization, and circular economy principles to create climate-proofed and highly functional urban centers.

OUR PROJECTS

► Indonesia: Kemitraan Indonesia Australia untuk Infrastruktur (DFAT, 2024-2026)

Blended finance structuring, PPP advisory, and climate-resilient infrastructure

► Pakistan: Sustainable Energy and Economic Development Programme (FCDO, 2020-2025)

Sustainable energy infrastructure and renewable energy project finance

► Pakistan: Investment Promotion Activity (USAID, 2022-2025)

Advisory support to \$17M activity; infrastructure investment and project finance

► UK: Growth Gateway Programme (FCDO, 2024-2026)

MEL support to £68M programme; infrastructure investment advisory

► Pakistan: FATA Economic Stabilization Program (USAID, 2012-2016)

Management of \$50M programme; post-conflict infrastructure rehabilitation

► UK: Investment Promotion Programme (FCDO, 2018-2021)

Evaluation support to £50M programme; infrastructure investment across 5 countries

► Pakistan: Punjab Enabling Environment Program (USAID, 2014-2023)

Infrastructure policy reform and investment enabling environment

CONFLICT-SENSITIVE DEVELOPMENT

Evidence-based interventions combining conflict analysis and community-driven approaches to build pathways to peace.

OUR SERVICES

— Conflict Analysis & Stabilization Systems.

Integrating political economy assessments, conflict mapping, and early warning systems to design highly adaptive programming in fragile settings.

— MEL in High-Risk Environments.

Designing specialized evaluation frameworks (e.g., stabilization toolkits) and undertaking rigorous VfM assessments in non-permissive, high-risk environments.

— Economic Recovery & Livelihood Restoration.

Post-conflict livelihood reconstruction, market rehabilitation, and SME strengthening to rapidly build economic resilience and pathways out of fragility.

— Post-Conflict Governance & Cohesion.

Supporting transitional institutional capacity building, PFM reforms, and social cohesion initiatives to strengthen the state-society contract.

OUR PROJECTS

- ▶ **Afghanistan: Competitiveness of Export Businesses Activity (USAID, 2023-2024)**
Mid-term evaluation of \$105M programme in active conflict environment
- ▶ **Pakistan: FATA Economic Stabilization Program (USAID, 2012-2016)**
Management of \$50M programme; post-conflict economic recovery and livelihoods
- ▶ **Pakistan: Khyber Pakhtunkhwa Education Sector Programme Evaluation (DFID, 2017-2021)**
Evaluated £283.2M programme in conflict-affected region; assessed governance reforms
- ▶ **Pakistan: Sustainable Energy and Economic Development Programme (FCDO, 2020-2025)**
Economic development in post-conflict Khyber Pakhtunkhwa
- ▶ **Iraq: Toolkit for Assessment, Monitoring and Evaluation of Stabilization Activities (USAID, 2017)**
Stabilization programming MEL frameworks for conflict environments
- ▶ **Iraq: Mid-term Evaluation of Financial Development Program (USAID, 2012)**
Financial sector evaluation in post-conflict transition
- ▶ **Pakistan: FATA Investment Plan (USAID, 2013-2014)**
Post-conflict economic planning and investment strategy



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