

Firm Profile

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Brief Description of the Firm

Apex Consulting, the leading Yemeni consulting firm, offers the best local expertise available in Yemen— with the right level of relationships, insight and scalable support staff. Apex Consulting is a Yemen-based professional service firm with a global experience. It is a specialized team of professionals with competency including public administration reform, economic research, private sector development, strategic planning, Human Resources development, and IT. Apex Consulting was founded by a group of professionals from diverse backgrounds and with broad expertise, having an extensive and solid management consulting experience in the region. With its headquarters in Sana’a, Yemen, Apex offers local skills, knowledge, and experience necessary to support national initiatives of large scale and scope.

Apex Consulting was established in 1997 to focus on Yemen. The head office of Apex is in Sana’a-Republic of Yemen. Apex Consulting is managed by a team of highly qualified partners. Apex has worked on projects in more than 50 countries around the world.







Figure 1: Apex Global Reach



Our Mission



Our mission is to add tangible value to our clients through providing world-class services. Our work should be rewarding to our clients, to the communities we work in, to our employees, and to our partners.

Our Values

-  Trust
-  Leadership

-  Loyalty and Commitment
-  Openness and Respect

-  Integrity and Stewardship
-  Lawfulness

-  Continuous Learning
-  Responsibility

Our Clients

Apex Consulting has worked with numerous public and private organizations in the region and globally. Below is a partial list of our clients.

Multilateral and Bilateral Organizations

-  The World Bank - Yemen, Saudi Arabia and Oman
-  IFC (The World Bank Group) Yemen and UAE
-  FIAS(The World Bank Group) - Liberia, Tanzania, Bangladesh, Yemen, Central Asia, and Rwanda
-  United Nations Development Program (UNDP) - Yemen
-  UNICEF - Yemen
-  Gesellschaft für Internationale Zusammenarbeit (GIZ) - Yemen
-  United States Embassy – Yemen
-  International Organization for Migration (IOM) - Yemen
-  Embassy of the Kingdom of the Netherlands (EKN)- Yemen
-  International Labour Organization

Government





-  Ministry of Foreign Affairs - Yemen and 55 other countries
-  Shoura (Consultative) Council - Yemen
-  The Tax/Revenue Authorities - Yemen, Tanzania, Rwanda, Liberia and Bangladesh
-  Ministry of Industry and Trade(MoIT) - Yemen
-  Presidency National Information Centre - Yemen
-  The General Corporation for Property Development and Investment (Shibam Holding) - Yemen
-  Ministry of Higher Education - Yemen
-  Social Fund for Development - Yemen
-  General Investment Authority (GIA)– Yemen

Private Sector







-  Procter & Gamble - Yemen
-  PepsiCo - Middle East
-  Al-Futaim Group (MAF Properties) - Saudi Arabia
-  Reckitt Benckiser Arabia FZE - Yemen
-  HaelSaeedAnaam Group (Nadfood) - Yemen
-  Al-Rahabi Group - Yemen
-  Al-Rehab Group - Yemen
-  Beaconhouse School System - Pakistan
-  Vista International - USA
-  TransYemen Logistics- Yemen
-  SabaFon GSM Telecom - Yemen
-  Exxon Mobil - Yemen

-  Jones Lang LaSalle - UAE
-  Benchmark International - Lebanon
-  MAM International - Yemen
-  Fuchs Lubricants - Yemen
-  EMKE Group - UAE
-  ENOC Lubricants - Yemen and UAE
-  Bin Shaihon Group - Saudi Arabia
-  NIIT - Yemen
-  Marico Industries India LTD. - UAE
-  HasKan – Yemen
-  Pathfinder International
-  IBTCI Inc

Academia

-  Yale University
-  University of Science and Technology - Yemen
-  New York University - USA
-  University of Connecticut – USA

Notfor Profit Organizations

-  SOUL for development
-  Innovations for Poverty Action (IPA)
-  USAID
-  Al-Amal Microfinance Bank (AMB)
-  Youth Leadership Development Foundation (YLDF)
-  ILO/The Youth Employment Network

Selected Credentials

Apex Consulting has a long list of credentials and we have selected just a few that we think are particularly compelling.

Public Administration Reform, Strategic Management and HR

SOUL Managerial and Development Training Project

Client	SOUL for Development
Country	Yemen
Locations within Country	Sana'a
Description of Project	<p>SOUL for Development would like to conduct a set of training courses to build the professional capabilities of SOUL's staff and strengthen staff competencies.</p> <p>The objectives of the training include the following:</p> <ol style="list-style-type: none"> 1. Maintain qualified, professional, up-to date, and dedicated staff to ensure quality service is provided. 2. Equip the staff with advanced professional, managerial and administrative competencies, as well as personal-development skills. 3. Enhance the quality and professionalism of work by strengthening the staff's ability to plan, monitor and follow up projects. <p>We will conduct the following training courses:</p>

	<ol style="list-style-type: none"> 1. Project Management 2. Self-Leadership, and time management 3. Communication skills 4. Energy Management <p>The courses above are very interactive. Their success highly depends on the interaction and level of experience sharing of the trainees. Each course consists of two parts:</p> <ol style="list-style-type: none"> 1. Main Course: This part consists of teaching and training the techniques and procedures that are involved in the subject matter. Significant time is spent on practical skills of 'real life' cases. 2. Follow-up Session: We will conduct one session after completing all the courses. The objective of this session is to give the trainees time to apply what they have learned in the Main Course and to give them time to ask practical questions on what they have learned. This session will also be used to share experiences amongst the trainees. <p>The content of the training focuses on real life examples. It presents cases from diverse organizations (e.g. large multinational companies, government and non-government agencies, small and medium businesses, etc.). It strives to strike a healthy balance between theory and practice.</p>
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<i>Establishing One Stop Business Start Up Center - Somali Land</i>	
Clients	The World Bank
Country	Somali Land
Locations within Country	Hargeisa, Berbera and Burao
Description of Project	<p>The objectives of the Som-PREPII program are to stimulate the development of the private sector and to foster job creation through supporting relevant MDAs and stakeholders. This will be achieved by implementing a program of reforms that will revise, streamline and simplify administrative, institutional and procedural frameworks and associated ICT processes for starting a business in Somaliland. This program will be executed in the following phases:</p> <p>Phase I:</p> <p>The first phase is composed of the following tasks:</p> <ul style="list-style-type: none"> ▪ Assist the GoS to implement and facilitate acceptance of a policy program and institutional framework reform to support the work plan. This will be achieved through the following tasks: <ul style="list-style-type: none"> ○ Assisting the GoS in framing change proposals that may be subject to new regulations or operational procedures. This includes changes to regulations, orders and tariffs that may be deemed necessary to support the development of an effective business startup system. ○ Assisting the GoS in organizing a series of workshops with stakeholders to discuss process and service improvement options. ▪ Assess current business registration systems, document workflow processes, frame proposals for system changes and convene meetings to discuss those changes. This work includes a gap analysis of hardware and software infrastructure needs and estimates of time and costs savings that may be achieved with recommended improvements. On completion of the assessment, the consultant shall submit a written draft project plan that is to include a Business Process Re-engineering

and Automation Plan. The draft, among other things, will offer detailed specifications for any proposed hardware and software to be procured.

Phase II:

The second phase is composed of the following tasks:

- Draft the tendering documents and obtain at least three competitive quotations for procurement of necessary equipment, software and services. This is based on the Business Process Re-engineering and Automation Plan.
- Implement the Business Process Re-engineering and Automation Plan in accordance with the timetable and other features of that plan.
- Assist the GoS in providing training, capacity building and fully comprehensive change management with the OSBSC staff in the regional centers of Hargeisa, Berbera and Burao. Simultaneously with the adoption of any new orders or regulations that the GoS may make in connection with this initiative, and with the implementation of new re-engineered systems, the consultant is to provide extensive handholding. This includes training, capacity building and comprehensive change management within each OSBSC office. If specified in the Project Plan, this will also include the MDAs at OSBSC localities.
- Assist the GoS in training key stakeholders and the users of the newly re-engineered OSBSC systems including processes for obtaining assistance from the GoS helpdesk. For the purposes of this project, stakeholders include MDAs and intermediaries, such as notaries, lawyers and accountants, banks, business associations and bar associations (including members of those associations).
- Assist the GoS to launch and carry out public outreach and information campaigns. This includes the conduct of a simultaneous information and outreach campaign in the capital and regional cities. These campaigns will be aimed at informing entrepreneurs about new simplified procedures for business registration and related services; and will include the provision of booklets, brochures and other printed information.
- Support the GoS by coordinating the digitization of historical records for the prior five years related to business registration by MDAs. In this context, the consultant will recommend the extent of additional effort and system augmentation that may be required to complete the digitization process in a timely manner.
- Develop a monitoring and evaluation system to be used by the GoS officials and OSBSC offices (including both quantitative and qualitative indicators) for ongoing dissemination directly among stakeholders and through GoS public websites.

Capacity Building for The Shoura (Consultative) Council

Clients	Shoura (Consultative) Council
Country	Yemen
Locations within Country	Sana'a
Description of Project	<p>Designed and delivered a comprehensive capacity building program. Our responsibilities included:</p> <ul style="list-style-type: none"> ▪ Program management ▪ Developing and implementing a strategic management framework

	<ul style="list-style-type: none"> ▪ Working with the Speaker and other senior officials to develop a strategic plan for the IT department ▪ Structuring the IT department and the technical office and providing support on the implementation of the new structures. Responsibilities included designing job descriptions, salary/incentive systems, performance evaluation systems, and assessing training needs ▪ Facilitating the development of a vision, mission, and values for these departments; and helping them to develop strategies, action plans and budgets ▪ Delivering several training courses on Procurement Management, Project Management, Strategic Management, Information Security, Information Systems Management, Negotiation Skills, Time Management, Human Resources Management, Communication Skills, and User Support Management. Responsibilities included training needs analysis, program design, course design, training delivery, and post-training evaluation ▪ Advising the leadership on Human Resources and Information Technology matters
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Restructuring the Ministry of Industry and Trade

Client	Ministry of Industry and Trade
Country	Yemen
Locations within Country	National
Description of Project	<p>Apex was engaged to help the Ministry overcome its organizational deficiencies using a “fast-track” approach. Apex was required to complete the task within six months (as opposed to several years in other ministries). We completed the project on schedule and exceeded the expectations of the client. This restructuring project was the fastest, most inclusive, and most impactful restructuring project of all the projects undertaken by other government agencies.</p> <p>Our responsibilities in this project included:</p> <ul style="list-style-type: none"> ▪ Project management; ▪ Facilitating the development of a vision, mission, and values for the Ministry; ▪ Helping the Ministry to develop strategies and action plans; ▪ Designing the new organization structure (including job descriptions, salary/incentive systems, performance evaluation systems, and assessing training needs); ▪ Advising the minister on Human Resources and Information Technology matters; provide training on Strategic Planning and Management; and ▪ Implementing the new organization structure.

Designing the New Structure of the Tax Authority

Client	Tax Authority of the Republic of Yemen
Country	Yemen
Locations within Country	National
Description of Project	<p>We played a key role in restructuring the Tax Authority. Our responsibilities in this project included:</p> <ul style="list-style-type: none"> ▪ Designing and restructuring the tax authority down to the lower levels within the contours of the broader design. ▪ Drafting clear job descriptions and defining the organizational relationships and functional lines for the entire Tax Authority. ▪ Identifying options for improvement of the current architecture and suggesting new design and a road map for medium-long term implementation.

	<ul style="list-style-type: none"> ▪ Developing a Capacity Building strategy for Human Resources for technical and administrative staff. ▪ Preparing Manuals on Tax Procedures, Audit and Tax Accounting for use of Tax officials in all the Tax Offices. ▪ Designing a mechanism for regular dialogue between the business sector and the Tax Authority. ▪ Drafting a set of Rights and Duties for the taxpayers and drafting a Code of Conduct for Tax Officials, in consultation with both the Public and Private sector. ▪ Drafting a training strategy for sensitizing tax officials to the Code of conduct and Rights and Duties of taxpayers. ▪ Training for tax officials and for the private sector in the new tax procedures and tax laws.
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Implementation of the New Structure of the Tax Authority

Client	Tax Authority of the Republic of Yemen
Country	Yemen
Locations within Country	National
Description of Project	<p>In this program, our responsibilities included:</p> <ul style="list-style-type: none"> ▪ Program and change management. ▪ Providing input on newly designed TA structure and turning it into an action plan for the TA to use as a guide. ▪ Developing department description and job descriptions followed by training for the positions to administer the Tax Authority, as well as specific functions including GST/ Income tax: collection, audit, risk analysis, appeals and self-assessment. ▪ Developing detailed manuals, guides and tools to carry out job descriptions. ▪ Defining performance criteria for Tax Administration personnel. ▪ Developing an IT road map for Tax authority to identify key automation issues that needed addressing. ▪ Providing training on new job descriptions, risk assessment and self-assessment. ▪ Developing the framework to up-grade the Tax Authority's General Training. Department to enhancing skill of Tax Authority personnel on a continuous basis.

Structuring the General Corporation for Property Development and Investment (Shibam Holding)

Client	Shibam Holding
Country	Yemen
Locations within Country	Sana'a
Description of Project	<p>Our role in this engagement was to advise Shibam's management and staff on the following:</p> <ul style="list-style-type: none"> ▪ Writing the Prime Ministerial decree affecting a new organization structure. ▪ Refining the overall Organizational Structure and refining the job descriptions of all employees. ▪ Refining the salary-scale used in Shibam Holding. ▪ Developing the following Admin/ HR policies: <ul style="list-style-type: none"> ○ General Policies (e.g., Hours of Work, Performance Planning and Evaluation, Probationary Period, Standards of Conduct, Use of Internet and Electronic Communications Systems, Travel and Booking, General Behavior). ○ Employment Policies (e.g., Hiring, Types of Employment, Employee Orientation, Termination, Code of Conduct). ○ Compensation Management (e.g., Compensation,

	<p>Compensatory Leave, Overtime Leave, Overtime Compensation, Promotions Policy).</p> <ul style="list-style-type: none"> ○ Benefits Management (e.g., Annual Leave, Family and Medical Leave, Holidays, Leave without pay - Conditional/Unconditional, Sick Leave).
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HR Consultancy

Clients	Confidential Telecommunications Client
Country	Yemen
Locations within Country	National
Description of Project	<p>We designed and conducted an employee attitude survey for one of the major GSM operators in Yemen. The survey helped our client:</p> <ul style="list-style-type: none"> ▪ Sense and measures the Client's performance in the key organizational areas from the employees' standpoint. ▪ Assess the "health of the organization". ▪ Measure progress against HR priorities. ▪ Produce actionable HR data and information. ▪ Develop an action plan for organizational improvement. <p>Our scope of work included analyzing the results of the survey, and providing a road map for improving the Client's performance in the key organizational areas.</p>

Capacity Building for Several Government Agencies

Clients	Presidency National Information Center, Ministry of Foreign Affairs, Ministry of Industry and Trade and several private firms
Country	Yemen
Locations within Country	Sana'a
Description of Project	Designed and delivered several training courses on Procurement Management, Project Management, Strategic Planning and Budgeting, Information Security, Information Systems Management, Negotiation Skills, Time Management, Human Resources Management, Communication Skills, and User Support Management.

Management and Human Resources Advisory Services

Client	MAM International (The largest luxury goods retailer, and the largest tenant of high-end malls in Yemen)
Country	Yemen
Locations within Country	National
Description of Project	Since 2004, we have been advising the executive management of MAM International on strategy, Human Resources, and IT. We have also been providing MAM international with credible economic, demographic, and social data.

Capacity Building and Training

Client	Exxon Mobil
Country	Yemen
Locations within Country	Sana'a
Description of Project	Designed and delivered capacity building and a training program to Exxon Mobil.

Generation of Peace

Client	USAID
Country	Yemen
Locations within Country	Sana'a
Description of Project	"Generation of Peace" is a joint initiative of U.S. Agency for International Development (USAID) and the Ministry of Youth and Sports. Approximately 300

youth from diverse political groups and universities across Sana'a joined representatives from civil society organizations, non-governmental organizations, as well as officials from the Republic of Yemen Government and the U.S.

"Generation of Peace" aimed at fostering understanding between 1000 youths from different backgrounds. We were one of the project's sponsors and our role included the following responsibilities:

- Deploying Human resources (up to 10 staff for 10 days each) to help organizing the opening event, closing event, talent show, and art competition.
- Printing and distribution of printed materials such as fliers.

The initiative is being held in cooperation with the Ministry of Youth and Sports and the US Agency for International Development (USAID). The "Generation of Peace" initiative aims at encouraging Yemeni youth to be more productive and constructive members of society.

To be conducted in training workshops, sports activities, and an art contest, the initiative's activities were designed to help youths resolve existing conflicts and reduce the risk of future unrest and conflicts during Yemen's transitional period. Workshop topics included democratic processes, civic participation, community service, and tolerance.

This initiative gives youths an opportunity to enhance relations in their society.

"Generation of Peace" activities have been designed to encourage interaction, dialogue and to help promote an acceptance of differences among youth participants.

Political Young Leadership Program

Clients	YLDF
Country	Yemen
Locations within Country	National
Description of Project	<p>Apex worked in partnership with YLDF to assist in preparation of strategic and interpersonal training courses to enable potential youth to take political leadership positions.</p> <p>Apex's training addressed two main weaknesses that have been witnessed in Young people's involvement in politics. First, participation of young people in decision-making during the revolution has been very limited due to various reasons. Second, though the youth had the passion for change, they did not have a clear long-term vision nor did they know how to achieve the change they wanted to make.</p> <p>Political Youth leadership program was aimed to equip youth with the required skills and knowledge to actively participate in decision-making processes. It aimed to sensitize their attitudes, vision, and horizons towards positive development of Yemen where they will play a leadership role. In the first year, the program targeted 20 young leaders from different governorates where geographical and gender balance was taken into consideration.</p>

Yemen Business Startup Simplification - Legal and Policy Review	
Clients	IFC (World Bank Groups)
Country	Yemen
Locations within Country	Sana'a
Description of Project	<p>Apex Consulting has been engaged by the IFC to work directly with the Ministry of Trade & Industries and the Ministry of Public Works and Highways to conduct legal and policy review of business registration (BR) (Limited Liability Company and Sole Proprietorship) and construction permit (CP) in Sana'a.</p> <p>The review aims to identify serious (high cost) legal constraints, bottlenecks, and barriers that investors face in their course of registering businesses and obtaining construction permits. Apex will review all the laws and regulations related to the targeted processes and provide specific reform recommendations to the concerned authorities based on global best practices and previous experiences in the region. This legal review will serve the government of Yemen to simplify the laws and regulations related to business registration and construction permit processes</p>

Tax Risk Based Audit IT Tool	
Clients	ECOPA
Country	Yemen
Locations within Country	Sana'a
Description of Project	<p>Apex and ECOPA are working together to develop and install a tax risk based audit IT tool at the Large Taxpayers Office of the Yemeni Tax Authority (YTA). The project also includes YTA staff training on the configuration and use of this tool.</p> <p>The RBA IT tool shall support the YTA to manage and score taxpayers based on risk characteristics in order to design better audit strategies and identification of high-risk taxpayers.</p>

Chemonics Payroll Services Project in Yemen	
Clients	Chemonics International Inc.
Country	Yemen
Locations within Country	Sana'a
Description of Project	<p>Apex Consulting is contracted by Chemonics International Inc. to provide payroll services for Asia and Middle East Economic Growth Best Practices (AMEG) Project's locally hired employees..</p>

Public Finance Management

Gabon Tax Administration Simplification Project (GTASP)	
Client	IFC
Country	Gabon
Locations within Country	Libreville
Description of Project	<p>The scope of the Gabon Tax Administration Simplification project is the following:</p> <ol style="list-style-type: none"> 1. Prepare as-is process maps for 10 revenue processes. 2. Identify inefficiencies/bottlenecks in the existing processes and point to priority areas for re-engineering of administrative processes in order to improve efficiency. 3. Develop the to-be process maps for each of the 10 identified processes.

4. Provide reform recommendations to the government.

Nepal Business Process Reengineering (Nepal BPR)

Client	IFC
Country	Nepal
Locations within Country	Kathmandu
Description of Project	<p>The scope of the Nepal Business Process Reengineering project consisted of the following:</p> <ul style="list-style-type: none"> ▪ Identifying 10 processes out the total of 125 licenses issued by the government of Nepal. ▪ Preparing as-is process maps for the 10 identified processes. ▪ Identifying inefficiencies/bottlenecks in the existing processes and point to priority areas for re-engineering of administrative processes in order to improve efficiency. ▪ Developing the to-be process maps for each of the 10 identified processes. ▪ Providing reform recommendations to the government.

Process Mapping and Re-Engineering for Government to Business Services

Client	IFC
Country	Bangladesh
Locations within Country	Dhaka and four municipalities
Description of Project	<p>The objective of this assignment was to map and re-engineer existing business processes for further improvement. These processes were selected from national institutions and Municipalities at sub-national level.</p> <p>The national institutions included Trademark, Design and Patent office under Ministry of Industry and Foreign Exchange, and Regulation Department of Bangladesh Bank. Sub-national institutions include four Municipalities such as GopalGonj, Hobigonj, Bheramara and Cox's bazaar Sadar.</p> <p>This project included two phases:</p> <ul style="list-style-type: none"> ▪ Phase I: Process Mapping ▪ Phase II: Process Evaluation and Re-Engineering

Rajasthan Business Processing Re-engineering

Client	IFC
Country	India
Locations within Country	Rajasthan
Description of Project	<p>The scope of the work includes (a) Identifying and conducting process maps, (b) Analyzing impact /cost benefit (c) Designing BPR activities. We will work on:</p> <ul style="list-style-type: none"> ▪ Identifying and conducting process maps: Process-mapping exercise will be conducted for 22 processes. ▪ Designing BPR activities: Based on the cost benefit analysis a complete work plan needs to be developed to implement the design BPR activities. As appropriate a design exercise may be conducted. ▪ Proposing the implementation steps (i.e. road map) for the To-Be process maps which will be based on our strong experience in implementing reengineered processes in other countries. <p>As such, the deliverables for this assignment will include a complete process map report of the 22 processes mentioned in the Scope of Work. The report will</p>

explain the following:

- Time and cost requirements for each of the steps from a business perspective, with documentation for the data sources:
 - Total time (calendar days) of a typical business to go through the process, broken down by steps of the process.
 - Official fees associated with the processes that are charged to businesses, broken down by steps of the process.
 - Annual number of businesses going through each process.
- Time and cost requirements for each of the steps from government Bottlenecks (major and minor) of existing processes and practices.
- Cost-benefit analysis for all the processes, both from business and public perspectives. It shall include the scenario of potential impacts if the changes are implemented against (a) cost of implementation (b) operational cost of new system.
- Re-engineered process maps (a.k.a. “to-be maps”): This set of process maps will show, step by step, how the process should be in the future. It will tell the Beneficiaries exactly what they should do to reform administrative processes.
- A set of recommendations for improvement of the processes and practices. There must be a strong analysis and rationale against each of the recommendations. The component of the analysis includes issues that will be addressed by the recommendations, possible benefit for institutions and their clients, a list of the opportunities that institutions and their clients are missing at this point because of the present practices.
- Potential risks and issues at the implementation stage of the recommendations.
- Potential operational risks and issues of the recommended processes and practices.
- Risk management and mitigation strategy for the identified risks and issues for any stages.
- A reform action plan indicating how the client can introduce the processes step by step.

Tanzania Tax Process Simplification Project

Client	World Bank Group
Country	Tanzania
Locations within Country	Dar es Salaam
Description of Project	<p>FIAS through Apex Consulting supported the Government of Tanzania in its efforts to simplify the country's Tax procedures by working with Tanzania Revenue Authority (TRA) and other agencies to improve and streamline the administrative processes to reduce bureaucratic Tax related requirement and improve the existing mechanism.</p> <p>The Tax Simplification Project consists of three distinct phases:</p> <ol style="list-style-type: none"> 1. Benchmarking of Tax Administrative procedures using Process Mapping: Addresses benchmarking Tax Administration procedures using Process Mapping. The deliverable include 'As-Is' maps. 2. Process Evaluation and Re-Engineering: addressed evaluating current processes and re-engineering these processes into new 'To Be' maps as part of the deliverables. 3. Implementation of New Administrative Processes.

Educating Parliamentarians on the New Income Tax

Client	IFC
Country	Yemen
Locations within Country	National
Description of Project	We continuously reviewed and provided feedback on the draft of the new Income Tax law. We have also provided analyses and materials to support the lobbying for the draft. Our scope of work in this assignment also included working with the Tax Authority and relevant standing committees in the Parliament to help parliamentarians understand and pass the new law.

Yemen Tax Simplification Project Phase I

Client	IFC
Country	Yemen
Locations within Country	National
Description of Project	<p>In this 18-month project, we set up a team of highly qualified international experts to address the following issues:</p> <ul style="list-style-type: none"> ▪ Tax Procedures for Income Tax and GST administration ▪ Income Tax specific policy issues (legal framework and administrative procedures) ▪ GST specific policy issues (focus on administrative procedures) ▪ Proliferation of sub-national taxes, licenses, and fees ▪ Developing a road map/strategy to improve the structure/efficiency of the Tax Authority ▪ Initiate the rollout of the reformed architecture of the tax authority to reflect the streamlined administration system ▪ Design and Roll-out of new SME taxation system (i.e., definition, legal and administrative road map for potential roll-out in the future)

Yemen Tax Simplification Project Phase II

Client	IFC
Country	Yemen
Locations within Country	National
Description of Project	<p>In this 18-month complex project, we set up a team of highly qualified international experts to address the following issues:</p> <ul style="list-style-type: none"> ▪ Implementation of the Tax Authority architecture redesign <ul style="list-style-type: none"> ○ Program and change management. ○ Providing input on newly designed TA structure and turning it into an action plan for the TA to use as a guide. ○ Developing department description and job descriptions followed by training for the positions to administer the Tax Authority, as well as specific functions including GST/ Income tax: collection, audit, risk analysis, appeals and self-assessment. ○ Developing detailed manuals, guides and tools to carry out job descriptions. ○ Defining performance criteria for Tax Administration personnel ○ Developing an IT road map for Tax authority to identify key automation issues that needed addressing. ○ Providing training on new job descriptions, risk assessment and self-assessment. ○ Developing the framework to up-grade the Tax Authority's General Training Department to enhancing skill of Tax Authority personnel on a continuous basis. ▪ Development of a Small Business Tax Regime Pilot <ul style="list-style-type: none"> ○ Program and change management. ○ Develop modified, detailed organization structure of TA to effectively implement Small Business Tax regime based on self-assessment/ risk based administration (support to building

	<p>basic database for small taxpayer turnover verification).</p> <ul style="list-style-type: none"> ○ Reorganize regional tax offices into medium/small offices; separate operational tasks and offer specialized services. ○ Develop specialized taxpayer services and information. ○ Develop new enforcement strategy. ○ Start and test rollout of administrative reforms by running a pilot program with new administrative regime at selected location (Aden, Sana'a). ○ Based on pilot experience, fine-tuned procedures and institutional arrangements will be implemented in all regions. ○ Develop training program for TA staff to be deployed in SBT division. ○ Drafting and disseminating of training material (business registration starter packs on tax compliance requirements, accounting materials). ○ Reorganize business processes for Small Business Regime. ○ Develop Procedures, forms, and payment modalities. ○ In coordination with sub-national reform work stream, consolidate other tax instruments facing small firms at the local level.
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Tax Process Mapping and Inventory

Client	IFC
Country	Yemen
Locations within Country	National
Description of Project	The overall objective of this project was to simplify the administration of taxes in Yemen, by addressing the General Sales Tax, and Income Tax procedures. In this project we were mainly responsible for developing detailed maps for all of the administrative tax processes and identifying inefficiencies/bottlenecks in existing administrative systems and priority areas for re-engineering of administrative processes in order to improve efficiency of administrative procedures.

Tax Process Mapping

Client	IFC
Country	Rwanda
Locations within Country	Kigali and Butare
Description of Project	The overall objective of this project was to simplify the administration of taxes in Rwanda, by addressing the General Sales Tax, and Income Tax procedures. In this project we were mainly responsible for developing detailed maps for all of the administrative tax processes and identifying inefficiencies/bottlenecks in existing administrative systems and priority areas for re-engineering of administrative processes in order to improve efficiency of administrative procedures.

Tax Process Mapping

Client	IFC
Country	Liberia
Locations within Country	Monrovia
Description of Project	The overall objective of this project was to simplify the administration of taxes in Liberia, by addressing the General Sales Tax, and Income Tax procedures. In this project we were mainly responsible for developing detailed maps for all of the administrative tax processes and identifying inefficiencies/bottlenecks in existing administrative systems and priority areas for re-engineering of administrative processes in order to improve efficiency of administrative procedures.

Tax Process Re-Engineering

Client	IFC
Country	Liberia
Locations within Country	Monrovia
Description of Project	The overall objective of this project was to simplify the administration of taxes in Liberia, by addressing the General Sales Tax, and Income Tax procedures. In this project we were mainly responsible for developing detailed maps for all of the administrative tax processes and identifying inefficiencies/bottlenecks in existing administrative systems and priority areas for re-engineering of administrative processes in order to improve efficiency of administrative procedures.

Tax Process Mapping

Client	IFC
Country	Kyrgyzstan, Uzbekistan, and Tajikistan
Locations within Country	Bishkek
Description of Project	We provided training on process mapping to support the client in simplifying the administration of taxes in Kyrgyzstan, Uzbekistan, and Tajikistan. We helped the client to develop detailed maps for all of the administrative tax processes and to identifying inefficiencies/bottlenecks in existing administrative systems and priority areas for re-engineering of administrative processes in order to improve efficiency of administrative procedures.

Simplification of Sub-national Taxes, Levies, and Fees

Client	IFC
Country	Yemen
Locations within Country	National
Description of Project	In this assignment, we conducted a comprehensive inventory of all sub-national taxes, levies, and fees. We have then supported the client in analyzing and streamlining these instruments, and making recommendations to consolidate as many of them as possible in a revenue-neutral way.

Tax Reform Initiative

Client	FIAS- The World Bank Group
Country	Yemen
Locations within Country	National
Description of Project	<p>The objective of the project is to undertake an analysis of the tax system and how it affects the investment climate. This study provided information to the Government into how the tax system (policy and administration) could be adjusted to create a better business environment for both domestic and foreign investors. We achieved the following:</p> <ul style="list-style-type: none"> ▪ Provided technical advice on tax laws, regulations, and processes in Yemen. ▪ Facilitated meetings with the Prime Minister, Minister of Finance, leadership of the Tax Authority, private sector representatives, and private firms. ▪ Planned FIAS' mission and managed the logistics of the mission. ▪ Provided help and technical advice on writing the aide-memoir and the final report of the mission.

M&E and Surveys

Media Campaign Evaluation

Client	Confidential Client
Country	Yemen
Locations within Country	Sana'a, Aden, and within a 100 mile radius of the city Ataq in Shabwah
Description of Project	The objective of this project is to measure the effectiveness of a media campaign for a confidential client. The project consists of two phases of face to face

	surveys of a total of 3,000 male interviewees, each between the ages of 16 to 25 years old. Phase 1 consists of 500 surveys in each of Sana'a, Aden, and within a 100 mile radius of the city Ataq in Shabwah. Phase 2 consists of 500 surveys in the same cities.
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Moderate Youth Radio Phase I

Client	Confidential Client
Country	Yemen
Locations within Country	Sana'a, Aden
Description of Project	<p>Conducting four face-to-face surveys. Each survey shall be with 1,000 interviewees. The ages of the interviewees shall be between the ages of 18 and 29 years old.</p> <p>The surveys shall be conducted in two phases. Phase 1 begins on September 24, 2012 and consists of 1,000 surveys in Sana'a and 1,000 surveys in Aden. Phase 2 begins on February 1, 2013 and consists of 1,000 surveys in Sana'a and 1,000 surveys in Aden.</p> <p>Each survey will be a paper survey conducted face to face and consist of no more than 15 questions. Surveys shall be conducted at no less than five locations throughout Sana'a and Aden.</p>

Transition Support Program Phase I

Client	Confidential Client
Country	Yemen
Locations within Country	Sana'a, Aden, Taiz, Ibb, Hodeidah, and Mukala
Description of Project	<p>Conducting two phases of face-to-face surveys of 1200 interviewees in the range of 18-29 years old. Phase 1 begins on September 15, 2012 and consists of 200 surveys in each of the following cities: Sana'a, Taiz, Hodeidah, Ibb and Mukala.</p> <p>Phase 2 begins on December 15, 2012 and consists of 200 surveys in each of the following cities: Sana'a, Aden, Taiz, Hodeidah, Ibb and Mukala. Each survey will be a paper survey conducted face to face and will consist of no more than 15 questions. Surveys shall be conducted at no less than five locations throughout each city.</p>

Retail and Hospitality Market Assessment

Client	Confidential Client
Country	Yemen
Locations within Country	Sana'a
Description of Project	<p>We conducted a detailed retail and hospitality market assessment for a regional investor. The assessment included the following:</p> <ul style="list-style-type: none"> ▪ Macroeconomic Overview ▪ Overview of Retail and Hospitality Markets ▪ Market Segments Analysis ▪ Competitive Analysis ▪ Assessment for the proposed catchment area ▪ Site Evaluation ▪ Assessment for the viability of the project ▪ Development recommendations

Internal Review for CLP Food Security Program

Client	ILO/The Youth Employment Network
Country	Yemen
Locations within Country	Sana'a, Taiz, Hudeidah, Ibb , Aljawf, Mareb, Shabwa, Aldalee, Lahj,

	Amran, Dhamar
Description of Project	<p>To perform impact assessment for four CLP funded activities through conducting face to face and in depth interviews. The activities include the following:</p> <ol style="list-style-type: none"> 1. Building Trust between MAI and Farmers in six governorates 2. Vaccination Project in 12 governorates 3. Domestic Food Production in six governorates 4. Cleaning Dam Canals in Marib <p>The locations that will be covered are: Sana'a, Taiz, Hudeidah, Ibb, Aljawf, Mareb, Shabwa, Aldalee, Lahj, Amran, Dhamar. The total sample size of the face-to-face interviews is 660, and the total sample size of the in-depth interviews is 12. The in-depth interviews will be approached for one of the four targeted activities, which aim to interview the general manager of MAI in six governorates of the targeted ones.</p>

M&E for YLDF

Client	ILO/The Youth Employment Network
Country	Yemen
Locations within Country	Sana'a
Description of Project	<p>Youth Economic Development Center (YEDC) is a center of the Youth Leadership Development Foundation. It aims to empower female and male youth to participate in the economic development of their country through vocational and entrepreneurship related skills in response to the needs of the labor market.</p> <p>The objective of this assignment was to review and modify the monitoring and evaluation system of the foundation.</p> <p>The intervention included the development of M&E tools, scorecards, indicators, and instruments for the foundation as follows:</p> <ul style="list-style-type: none"> ▪ Refinement of indicators at the output and outcome levels ▪ Development and or refinement of means of verification and data collection strategy comprising of easily applicable instruments (including qualitative or "creative" tools when applicable) and techniques ▪ Review & modification of cash grant award budget ▪ Development and or refinement of tools for output reporting; production of scorecard and reporting templates ▪ Development and or refinement of instruments for outcome monitoring (i.e. questionnaire, interview guide) ▪ Testing and finalizing of instruments with beneficiaries and staff ▪ Introducing local staff on use of instruments ▪ Support development of M&E database

M&E System for Al-Amal Bank

Client	ILO/The Youth Employment Network
Country	Yemen
Locations within Country	Sana'a
Description of Project	<p>AMB is a non-profit organization offering sustainable financial services to limited and low-income households in Yemen. The objective of this assignment was to review and modify the monitoring and evaluation system at Al-Amal Bank. The intervention included the development of M&E tools, scorecards, indicators, and instruments for the bank.</p> <p>The scope of work focused on the creation, development and improvement of</p>

	<p>AMB's M&E systems.</p> <p>This task included the following responsibilities:</p> <ul style="list-style-type: none"> ▪ Refinement of indicators at the output and outcome levels ▪ Development and or refinement of means of verification and data collection strategy comprising of easily applicable instruments (including qualitative or "creative" tools when applicable) and techniques ▪ Development and or refinement of tools for output reporting production of scorecard and reporting templates ▪ Development and or refinement of instruments for outcome monitoring (i.e. questionnaire, interview guide) ▪ Testing and finalizing of instruments ▪ Training local staff on use of instruments ▪ Support development of M&E database
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<i>Iraqi Ministries Study</i>	
Client	Confidential
Country	Iraq
Locations within Country	National
Description of Project	<p>This study is a private, non-public qualitative business research study that focuses on Iraq's dynamic new business opportunities and economic development potential in the short to medium term. As a part of this study, a wide variety of Iraqi business, economic, and government ministry experts were interviewed to better understand the current regulatory framework and related upcoming prospects for business investment opportunities in Iraq.</p> <p>Interviews included discussion of key, senior leadership within several Iraqi ministries to better understand the influences on the regulatory process, which impact potential business investment opportunities. This study has the potential to help promote the economic growth of Iraq and its people by providing clear insight to global and regional investors interested in Iraq.</p> <p>Using Subject Matter Expert in-depth interviews, 13 selected Iraqi ministries and their second tier leaders were profiled. At least 65 Subject Matter Experts (SMEs) were selected for interviews, with a minimum of 5 SMEs for each of the 13 required ministries. The 13 ministries are: Agriculture, Culture, Education, Environment, Foreign Affairs, Higher Education, Human Rights, Justice, Labor, Municipalities and Public Works, Planning, Water Resources, and Youth and Sports.</p>

<i>Yemen Tribal Study</i>	
Client	Vista International
Country	Yemen
Locations within Country	National
Description of Project	<p>The overall objective of this study was to identify and understand the major tribes in the republic of Yemen. This study was conducted through a primary research via in-depth interviews with key informants who are knowledgeable about the tribes of interest. This assignment was conducted in two phases. The first phase covered 10 governorates while the second phase covered the remaining governorates in Yemen.</p>

<i>Third Party Monitoring Project</i>	
Client	USAID/YMEP
Country	Yemen
Locations within Country	Aden, Lahj, Shabwa, Marib and Aljawf

Description of Project	<p>USAID/Yemen Monitoring and Evaluation (M&E) Project (YMEP) subcontracted Apex Consulting to provide on-site performance monitoring, verification and evaluation of the output level indicators and results of USAID activities in five governorates in Yemen.</p> <p>The primary objective of the Third Party M&E project was to objectively monitor USAID funded activities in five governorates in Yemen and to determine whether the USAID intervention produced the proposed stabilization, development and quality of life impact for the resident communities.</p> <p>In addition to assessing the impact of Implementing Partner (IP) activities, Third Party Monitoring (TPM) was intended to intensify field oversight and validate the activities and reporting data of all implementing partners in terms of Quality Assurance (QA) and Quality Control (QC).</p> <p>The assessment and analysis were based on data gathered through site visits that target a sample of individuals, beneficiary groups, and Government of Yemen representatives at the district and governorate level.</p>
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CLP Stabilization and Needs Assessment

Client	USAID/Community Livelihood Project (CLP)
Country	Yemen
Locations within Country	Aden, Amran, Marib, Al-Jawf, Lahj, Al-Dhale, Shabwa and Abyan
Description of Project	<p>The objective of this project was to conduct stabilization and needs assessment to facilitate the design of an effective community stabilization program in the context of Yemen's highly complex, sub-national political landscape in the governorates of Aden, Amran, Marib, Al-Jawf, Lahj, Al-Dhale, Shabwa and Abyan.</p> <p>Our responsibilities included:</p> <ul style="list-style-type: none"> ▪ Producing a scorecard to facilitate geographic targeting and to prioritize the selected targeted locations. ▪ Identifying local and regional drivers of instability to be considered in beneficiary targeting and project selection. ▪ Identifying immediate and long-term interventions that can address the drivers of instability and promote stabilization. ▪ Gathering baseline data. ▪ Identifying communities and government agencies, line departments, and local councils eager to work with CLP. ▪ Determining to what extent development assistance is welcome from the ROYG and foreign donors. <p>The assessment included a survey and in-depth interviews in 48 different locations in eight governorates with a sample size of 2200 and more than 50 interviews.</p>

Shabwa RLP Assessment

Client	Pathfinder International
Country	Yemen
Locations within Country	Shabwa
Description of Project	<p>Apex helped Religious Leaders Program (RLP), implemented by Pathfinder International, to conduct an in-depth assessment in Shabwa Governorate. The assessment included the following:</p> <ul style="list-style-type: none"> ▪ Identifying local drivers of instability.

	<ul style="list-style-type: none"> ▪ Gathering and analyzing KAP baseline data on the targeted population. ▪ Identifying development priorities and issues. ▪ Identifying existing religious organizations and schools. ▪ Understanding religious orientations and affiliations. ▪ Assessing the media and communications channels and tribal networks. ▪ Assessing religious leaders' knowledge, opinions and background. <p>The assessment included a survey and focus group discussions in 17 districts in Shabwa with a sample size of 1,400.</p>
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<i>IFC Ventures</i>	
Client	International Finance Corporation (The World Bank Group)
Country	Yemen
Locations within Country	Aden, Hajja, Lahj, Hodeida, Shabwa, Hadramaot
Description of Project	<p>Apex helped IFC Ventures Project to identify SMEs in growth sectors. Our responsibilities included the following:</p> <ul style="list-style-type: none"> ▪ Mapping of SMEs in potential growth industries, which have been preliminarily identified to include but are not limited to tourism, agribusiness and quarrying/construction material sector. ▪ Reporting a profile of SME-dominated growth industries. ▪ Developing a database with basic SME company data/information.

<i>Secure Borders Program</i>	
Client	US Embassy
Country	Yemen
Locations within Country	Aden, Hajja, Lahj, Hodeida, Shabwa, Hadramaot
Description of Project	<p>Apex led a comprehensive M&E project. The objective of this assignment is to systematically collect and organize quantitative and qualitative data to provide an in-depth overview on the effectiveness of the Secure Borders Program.</p> <p>Apex collected demographic information and feedback from Target Audience in six governorates through surveys, interviews, focus groups, observations, public records, case studies, and collected materials.</p> <p>Apex provided authentic and credible assessment in three separate phases:</p> <ol style="list-style-type: none"> 1. Initial assessment prior to the beginning of the program. 2. A separate assessment for each subsequent 90-day performance period. 3. Final assessment and report at the end of the 12-month contract. <p>Apex responsibilities included:</p> <ul style="list-style-type: none"> ▪ Working with stakeholders to develop the log-frame matrix (or the Performance Management Plan (PMP)). ▪ Conducting diagnostic reviews, research design and questionnaire design. ▪ Administering the questionnaire, database design, data entry and quality control, data analysis, and index preparation. ▪ Report preparation, findings presentation, and dissemination of information to stakeholders. ▪ Conducting activity level results verifications. ▪ Building, maintaining and continuously updating a secure web-based clearinghouse for the information collected.

<i>M&E Project: Secure Borders Program</i>	
Client	US Embassy- Yemen
Country	Yemen
Locations within Country	National

Description of Project	<p>The objective of this assignment was to systematically collect and organize quantitative and qualitative data to provide an in-depth overview on the effectiveness of the Secure Borders Program. Apex collected demographic information and feedback from Target Audiences through surveys, interviews, focus groups, observations, public records, case studies, and collected materials. Apex is providing a trustworthy, authentic, and credible assessment in five separate phases: an initial assessment prior to the beginning of the program; a separate assessment for each subsequent 90-day performance period; and another final assessment report at the end of the 12-month contract.</p> <p>Our responsibilities included developing the logframe matrix, conducting diagnostic reviews, research design, questionnaire design, administering the questionnaire, database design, data entry and data quality assurance, project management, quality assurance, data analysis, index preparation, report preparation, and findings presentation.</p>
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Baseline Survey: Yemen Monitoring, Evaluation and Assessment

Client	IBTCI Inc.
Country	Yemen
Locations within Country	Marib, Al-Jawf and Shabwa
Description of Project	<p>On behalf of IBTCI, Apex conducted a baseline survey as part of the Yemen Monitoring, Evaluation & Assessment Program (Y-MEAP) whose primary objective is “to provide performance monitoring, evaluation, assessment and verification of the effectiveness of the outputs, outcomes and impacts” for the following programs:</p> <ul style="list-style-type: none"> ▪ Development Dialogue Forum (DDF), which is implemented in Marib Governorate. ▪ The Balqees Initiative (TBI) which is implemented in Marib Governorate, Al-Hazem and Al-Khalaq Districts in Al-Jawf Governorate, and Al-Ayn and Bayhan Districts in Shabwa Governorate. ▪ Religious Leaders Program (RLP), which is implemented in Marib Governorate. <p>The assignment included data collection and data entry for the baseline survey.</p>

End Line Survey: Yemen Monitoring, Evaluation and Assessment

Client	IBTCI Inc.
Country	Yemen
Locations within Country	Marib, Al-Jawf and Shabwa
Description of Project	<p>On behalf of IBTCI, Apex conducted an end line survey as part of the Yemen – Monitoring, Evaluation & Assessment Program (Y-MEAP) whose primary objective is “to provide performance monitoring, evaluation, assessment and verification of the effectiveness of the outputs, outcomes and impacts” of the following programs:</p> <ul style="list-style-type: none"> ▪ Development Dialogue Forum (DDF), which is implemented in Marib Governorate. ▪ The Balqees Initiative (TBI), which is implemented in Marib Governorate, Al-Hazem and Al-Khalaq Districts in the Al-Jawf Governorate, and Al-Ayn and Bayhan Districts in the Shabwa Governorate. ▪ Religious Leaders Program (RLP), which is implemented in Marib Governorate. <p>The assignment included data collection, data entry, and analysis and tabulation</p>

of the findings.

Rapid Assessment of Marib and Al-Jawf

Client	International Organization for Migration
Country	Yemen
Locations within Country	Marib and Al-Jawf
Description of Project	<p>The objective of this project was to facilitate the design of an effective community stabilization program, by providing input to developing an initial three-month strategy for launching a small grants program in Marib and Al-Jawf.</p> <p>We conducted a rapid assessment in both the governorates. Our responsibilities included:</p> <ul style="list-style-type: none"> ▪ Conducting desk research. ▪ Designing the research instruments (e.g., questionnaires, discussion guides, templates, etc.). ▪ Database design, project management, data collection, data entry, quality assurance, data analysis, report preparation, and findings presentation.

Student and Employer Satisfaction Surveys

Client	Higher Education Quality Improvement Program
Country	Yemen
Locations within Country	National
Description of Project	<p>The purpose of the required surveys is to assess the extent to which the quality enhancement interventions, funded by the Yemen Higher Education Quality Improvement Project (YHEQIP), contribute to improving the satisfaction level of university students and their employers in the targeted university programs.</p> <p>To conduct this assessment, we did the following:</p> <ul style="list-style-type: none"> ▪ Conducted desk reviews of existing literature and conducted select interviews of university officials. ▪ Selected research modes (qualitative and/or quantitative), designed research instruments, interviewing method, target groups, sampling technique and analysis plan. ▪ Conducted a Student Survey that provided a good understanding of students' opinion and expectations regarding the quality of the education they receive and of the environment in which it takes place. ▪ Designed Employer Focus Group discussion guides to provide a good understanding of employers' opinion and expectations regarding the graduates that they recruit. <ul style="list-style-type: none"> ▪ Analyzed the data, prepared the report and presented the findings.

Baseline Survey: The Microfinance Graduation Project

Client	Social Fund for Development (SFD) and Social Welfare Fund (SWF)
Country	Yemen
Location within Country	Taiz, Aden and Lahj
Description of Project	<p>The objective of this project was to conduct a baseline survey and data entry for the microfinance graduation pilot project on behalf of the Social Fund for Development and their partners, in 50 communities in the Governorates of Taiz, Lahj, and Aden in Yemen. The survey covered 1,000 households and 2,000 adults (total of 3,000 questionnaires).</p> <p>Our responsibilities included:</p>

	<ul style="list-style-type: none"> ▪ Participating in designing the research instruments (e.g., questionnaires). ▪ Project management, database design, data collection, data entry, and quality assurance.
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Blind Product Test

Client	Confidential Client
Country	Yemen
Location within Country	Sana'a
Description of Project	<p>The client wanted to launch a New Pomegranate formulation into the market. It was considering two new Pomegranate formulations and wanted to test them against the market leader Canada Dry, as the benchmark.</p> <p>The key objectives of this project were to measure consumer acceptance of the New Pomegranate formulation, obtain detailed evaluation of product attributes of the test products, and identify the winning formulation that can be taken forward for launch, keeping its performance against the current market leader - Canada Dry - in consideration.</p> <p>We carried out a product test in a blind form and using "sequential monadic" approach. We also conducted a quantitative research involving face-to-face interviews using a structured questionnaire, with a sample size of 300 people.</p>

Education Market Research

Client	Beaconhouse School System
Country	Yemen
Locations within Country	National
Description of Project	<p>Beaconhouse is an international school network with over 400 schools, and were looking at setting up similar schools in Yemen. Beaconhouse wanted to conduct a market research study in order to assess the following areas, prior to finalizing a business plan for a school in Yemen:</p> <ul style="list-style-type: none"> ▪ Overall perception (quality of education, level of education, pricing, facilities) of parents with children studying at average and above average schools in the country. ▪ Categories of fees in relation to all educational grades. ▪ Salaries of quality and qualified teachers (nationalities, level of education).

Small Businesses Profit Margin Analysis Survey

Client	Foreign Investment Advisory Service (The World Bank Group)
Country	Yemen
Locations within Country	National
Description of Project	<p>The objective of this project was to support the Yemeni Tax Authority's and FIAS' efforts to design adequate indicators and calibrate tax rates for a new turnover based small business tax regime.</p> <p>In the first phase of this project, we conducted a quick survey and case studies on small business profitability ratios in the trade, services and manufacturing sectors. The goal of this phase is to review and, if necessary, propose a change to tax rates.</p> <p>In a second project phase, we were responsible for designing and conducting a survey to inform the development of an indicator based system (based for</p>

	example on floor-space and/or electricity consumption) as a fallback option when no information on turnover is available. The sample size for the survey was 900 firms in four governorates.
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Baseline Survey: Yemen Tax Cost of Compliance Survey

Client	International Finance Corporation (The World Bank Group)
Country	Yemen
Locations within Country	National
Description of Project	<p>This project is intended to help the Government of Yemen improve its business tax regime, to enhance transparency and predictability, to reduce unnecessary tax compliance costs, and thereby to encourage greater compliance and to broaden the tax base.</p> <p>In order to measure the success of the project, it was necessary to establish a baseline against which reform progress could be measured. To do so, we designed and carried out a baseline survey of tax compliance costs for businesses in Yemen who are registered for tax, gathering information about the time and financial cost of complying with the tax obligations (and to help quantify “non-traditional payments”).</p> <p>We also conducted another survey covering informal firms (i.e., those not registered for tax), aimed at determining the causes of non-compliance. Both surveys included taxpayer perceptions of the tax authority and corruption issues. The sample size was 1,800 firms all over Yemen.</p>

Private Sector Development

Client	International Bank for Reconstruction and Development (The World Bank Group)
Country	Yemen, Saudi Arabia, and Oman
Locations within Country	National
Description of Project	<p>The objective of this project was to explain and characterize private sector performance by providing a comprehensive description of (a) The environment firms’ face; and (b) Public policy, and the way the political economy of State-business relation may or may not constrain progress on formulating, articulating, and implementing reforms.</p> <p>The findings should enable the project team to articulate a reform package that will take into account regional diversity. The services our consultants provided included:</p> <ul style="list-style-type: none"> ▪ In-depth research and analysis. This involves interviewing public officials and private sectors operators as well as frequently visiting institutions and public/private agencies. ▪ Supporting the World Bank staff in the organization of meetings in such agencies during country missions. ▪ Collecting various economic and enterprise statistics, wages, and various prices ▪ Meeting with the relevant authorities to collect information on industrial zones ▪ Collect information on the most important government programs in support of private sector in each country ▪ Identify appropriate resources to prepare for the focused interviews related to the judicial sector ▪ Conduct a survey of business associations/chambers of commerce in each country ▪ Collect information on the features of the business one-stop-shop ▪ Collect the information on State-Business relations and other political/civil society institutions ▪ Administer a questionnaire to each country’s major banks

Baseline Survey: Local Business Environment Survey	
Client	Gesellschaft für Technische Zusammenarbeit (GIZ)
Country	Yemen
Locations within Country	National
Description of Project	<p>Conducted a survey for the Government of Yemen (funded by the GIZ) on the local business environment. This survey covered 1,000 firms in six governorates. The objective of this survey was threefold: to understand (a) How conducive conditions are for businesses; (b) What could be done to improve environmental conditions for businesses; and (c) To discuss steps toward improvement with Local Government and local business organizations such as Chambers and Associations.</p> <p>Our responsibilities included desk research, stakeholder analysis and stakeholder management, research design, data collection, data entry and data analysis, report writing, and presentation of findings.</p>

Gender and Entrepreneurship Markets	
Client	International Finance Corporation (The World Bank Group)
Country	Yemen
Locations within Country	National
Description of Project	<p>This study consisted of a survey supplemented by focus groups and semi-structured interviews. We interviewed 93 businesswomen and 30 businessmen. Following completion of the survey, we conducted dozens of interviews with officials at government policy and regulatory agencies, quasi-governmental service delivery agencies, and NGOs, along with a variety of other gender and SME experts.</p> <p>The purpose of these interviews was to assess the environmental constraints and opportunities posed by the existing regulatory, legal, macroeconomic, religious, cultural, and social framework.</p> <p>On the supply side, we conducted interviews with both financial and non-financial service providers. Financial service providers were limited to banks and other financial institutions lending to SMEs. Non-financial service providers included local consultants, training institutes, international NGOs, local NGOs, business associations, and women's associations. The study concluded with a consultative workshop that was attended by the whole range of stakeholders.</p> <p>Our responsibilities included building a gender library, research design, questionnaire design, conducting diagnostic reviews, stakeholder analysis, project management, quality assurance, data analysis, designing interventions, report preparation, and findings presentation.</p>

Assessment of the Communication Campaign by Business Alliance Group on Promotion of Girl's Education	
Client	UNICEF
Country	Yemen
Locations within Country	National
Description of Project	<p>The objective of this project was to assess the communication campaign by Business Alliance Group on the promotion of girls' education in five targeted districts and nationally in terms of efficiency and effectiveness.</p> <p>Our responsibilities included designing, planning and conducting the evaluation of the communication campaign. The scope of work included audits on the distribution of the campaign materials, 1-on-1 interviews with various stakeholders, and focus groups.</p>

Customer and Market Research	
Client	Mobile Telecommunication Service Providers
Country	Yemen
Locations within Country	National
Description of Project	<p>We conducted more than 40 customized research projects for the telecom industry. Projects included several customer and market research studies. Examples include market segmentation, conjoint studies, brand awareness, equity scan, customer satisfaction, and churn studies. These projects covered around 50,000 customers and potential customers.</p> <p>Our responsibilities included:</p> <ul style="list-style-type: none"> ▪ Research design, questionnaire design, conducting diagnostic reviews, database design, project management, quality assurance, data analysis, report preparation, and findings presentation. ▪ Administering several questionnaires to about 50,000 customers. ▪ Data entry and data quality assurance.

National Retail Survey	
Client	Procter & Gamble
Country	Yemen
Locations within Country	National
Description of Project	<p>We surveyed 100% of the retail outlets in several governorates in Yemen (around 8,000 outlets). In this project, we delivered a comprehensive computerized database of the retailers, and reflected these data on accurate maps. We also provided tools for analyzing the data.</p>

Retail and Wholesale Survey	
Client	ENOC Lubricants UAE
Country	Yemen
Locations within Country	National
Description of Project	<p>We conducted a survey of 2,000 retail and wholesale outlets in several governorates in Yemen. Our responsibilities included:</p> <ul style="list-style-type: none"> ▪ Research design, questionnaire design, conducting diagnostic reviews, database design, project management, quality assurance, data analysis, report preparation, and findings presentation. ▪ Data collection. ▪ Data entry and data quality assurance.

Consumer Educational Programs	
Client	Procter & Gamble
Country	Yemen
Locations within Country	National
Description of Project	<p>We conducted a successful educational program in rural Yemen. This program targeted more than 100,000 ladies in around 1,200 villages.</p>

Customer and Market Research	
Client	National Dairy and Food Company (NadFood)
Country	Yemen
Locations within Country	National
Description of Project	<p>We conducted a segmentation study and an equity scan for NadFood. We used both qualitative and quantitative techniques in these studies.</p> <p>Our responsibilities included:</p> <ul style="list-style-type: none"> ▪ Research design, questionnaire design, conducting diagnostic reviews,

	<p>database design, project management, quality assurance, data analysis, report preparation, and findings presentation.</p> <ul style="list-style-type: none"> ▪ Administering several questionnaires to about 2,000 customers. ▪ Moderating focus groups and in-depth interviews. ▪ Data entry and data quality assurance.
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Door-to-Door Distribution

Client	Procter & Gamble
Country	Yemen
Locations within Country	National
Description of Project	An educational Door-to-Door selling program in four governorates to more than 180,000 households.

Educational Road Shows

Client	Procter & Gamble
Country	Yemen
Locations within Country	National
Description of Project	We executed (and continuously improved the execution) of the road show program for three years in more than 100 rural markets.

Key Influential Study

Client	Vista International LLC; USA
Country	Yemen
Locations within Country	Sana'a
Description of Project	<p>The overall objective of this project was to find out and define the key influential individuals or groups in Yemen using In-Depth-Interviews. This assignment was conducted in two phases:</p> <ol style="list-style-type: none"> 1. Phase 1 consisted of interviews with participants, in order to learn the thoughts, opinions and beliefs of these SMEs with regard to KIs and the demographic groups they influence. Based upon the responses to Phase 1 Question Set, the client selected specific KIs as in-depth interview (IDI) targets for Phase 2. 2. Phase 2 consisted of interviews with as many participants as needed to achieve 6-8 responses to Phase 2 Question Set on each of the selected 18-22 IDI targets.

Independent report of factual findings on the final outstanding issues between EKN and GARWSP

Client	Embassy of the Kingdom of the Netherlands (EKN)
Country	Yemen
Locations within Country	Sana'a
Description of Project	Apex Consulting has been engaged by EKN to verify the data given by GARWSP as a reply to the request of the EKN. Apex consultants will prepare independent report of factual findings on the final outstanding issues between EKN and GARWSP. This assessment should be carried out in accordance with International Standard on Related Services No. 4400 concerning Agreed-Upon Procedures engagements.

Sesame Value Chains Market Study

Client	Mercy Corps
Country	Yemen
Locations within Country	Sana'a
Description of Project	In response to sesame's potential as a cash crop with high market demand in addition to the fact that sesame is often intercropped with other grains,

considered the staple food for rural communities, Mercy Corps and its local partner the Yemen Microfinance Network (YMN) are implementing a thirty-six months program "Maximizing Opportunities for Rural Entrepreneurs in Yemen" (MORE) that will help develop a nutritiously sensitive and commercially viable sesame value chain that will ultimately lead to increasing the income of 1000 small holders and 500 processors in Taiz, Lahaj and Abyan Governorates, while improving food security through increasing production of other grains intercropped with sesame and promoting high quality nutritious sesame products in urban centers. By taking a value chain approach to sesame production in Yemen, farmers will go beyond increasing production, given that production interventions will be approached within the context of the whole value chain and their linkages, or business relations, within that chain . Promoting domestic consumption especially in urban high markets appears to offer considerable potential. Stores often sell imported products such as halvah bars and bottled sesame oil that could be produced profitably in-country. Improving the quality, safety and marketability of sesame byproducts is essential in promoting local consumption among high end consumers in urban centers.

The purpose of this study is to help Maximizing Opportunities for Rural Entrepreneurs (MORE) program in Yemen" in achieving the following program objectives:

- Increase farm incomes, production and productivity within the sesame value chain.
- Improve sesame processing and transformation methods.
- Improve market linkages, and promote strategic partnerships along the sesame value chain

The used tools are:

1. Desk research: Review pertinent documents about Sesame production and value chain. This will include, for example, secondary data available from the Government of Yemen, Donors, Ministry of Agriculture and Irrigation (MAI), FAO, Sesame cooperatives, and available studies on Sesame.
2. One-on-one in-depth interviews with Sesame producers, Sesame traders, exporters, government officials, cooperatives, and subject matter experts within Yemen.
3. Survey farmers in four different locations in Yemen (Lahj, Taiz, Abyan and Aden).
4. Focus group discussions with Sesame producers, Sesame traders, exporters.

EDUCATION FOR EMPLOYMENT

Client	IFC
Country	Yemen
Locations within Country	Sana'a
Description of Project	<p>The objective of this assignment is to assess the market needs and the skill gaps of the three pre-identified sectors for this project; in addition to IFC actions that may contribute to the realization of the broader goal described above. This project is expected to focus on one sector, with a possibility of two sectors. Preliminary research indicates that the fields of construction, finance and health care are the three sectors where jobs are growing, locally and in the Gulf, and also where there is a skill gap that needs to be addressed.</p> <p>For the purpose of this assignment, the focus is on post-secondary education, which includes technical and vocational training, work-readiness, and reskilling programs. In addition, the program supports education for self-employment/entrepreneurship.</p>

Private Sector Development

Marble Sector Analysis

Client	IFC
Country	Yemen
Locations within Country	Sana'a
Description of Project	<p>The objective of this project was to build a strategic framework for developing the marble and granite sector in Yemen. Implementation of this assignment relied on the Egyptian sector expertise, as an attempt of realizing "South-to-South cooperation" to benefit the emerging marble sector in Yemen through developing technical and trade linkages with the Egyptian marble companies.</p> <p>The assignment commenced with a planning workshop, which we organized and facilitated in Yemen. The workshop was attended by sector stakeholders, governmental officials and representatives from IFC and different donor agencies operating in the country. We then developed a sector SWOT analysis to identify potential areas of improvement.</p> <p>We also conducted site visits to selected companies and stone deposits in Yemen to develop a sector status overview. Semi-structured interviews with input suppliers and producers/exporters were conducted to derive information related to sector's constraints and opportunities. Mapping of the value chain was developed and benchmarked against Egyptian practices as a successful comparative model. We then developed a complete gap analysis and recommendations for gap closure.</p>

Mining Policy Reform Roundtable

Client	IFC
Country	Yemen
Locations within Country	Sana'a
Description of Project	<p>This was a multi-stakeholder and experts' workshop to promote dialogue between involved parties and assist the Government in formulating a mining policy strategy and statement.</p> <p>The objective of the workshop was to compare Yemen's policy framework for mining with international experiences, identify critical investor constraints and help define specific policy recommendations for the development of the Yemeni Mining industry, with particular focus on the legal, fiscal and institutional framework.</p>

Land Transport Safety Management System in TransYemen

Client	TransYemen
Country	Yemen
Locations within Country	Sana'a
Description of Project	<p>The objective of this project is to develop and implement a Land Transport Safety Management System (LT-SMS). We implemented the LT-SMS in TransYemen.</p> <p>Our responsibilities included:</p> <ul style="list-style-type: none"> ▪ Analyzing the current and future safety requirements. ▪ Developing internal safety procedures in compliance with the Oil & Gas Land Transport Safety Guidelines. ▪ Developing the needed instruments, tools, forms and manuals necessary for successful and easy implementation. ▪ Providing the required support and training to finalize the

implementation of the system.

SabaFon Individual Segmentation

Client	SabaFon
Country	Yemen
Locations within Country	Sana'a
Description of Project	<p>This research project is national in scope and targets the final users, not the other market players.</p> <p>SabaFon's customers as well as the customers of its competitors are included in this research project.</p> <p>Our responsibilities included:</p> <ul style="list-style-type: none"> • Research design, questionnaire design, conducting diagnostic reviews, database design, project management, quality assurance, data analysis, report preparation, and findings presentation. • Administering several questionnaires to about 1,100 subscribers or potential subscribers. • Data entry and data quality assurance.

Urban Planning

Urban Expansion

Client	Williams College (Grants from the World Bank and the US National Science Foundation)
Country	Yemen
Locations within Country	Sana'a
Description of Project	A survey of the causes and consequences of urban expansion in a global sample of 120 cities. We were responsible for the survey in Sana'a. The objective of this survey was to build a rigorous global database focusing on a global sample of urban areas. Our responsibilities included gathering data by obtaining documents from various government agencies, and conducting structured interviews with professionals in the public and private sector.

Information Technology

Ministry Global ICT Project*

Client	Ministry of Foreign Affairs of the Republic of Yemen
Country	Global (55 Countries)
Locations within Country	Capital and Main Cities
Description of Project	A multi-million dollar project whose objective is to implement a secure electronic messaging, document management and workflow systems and connect the headquarters of the Ministry of Foreign Affairs to its missions in 55 countries. Responsibilities include project management, setting strategies, planning, budgeting, creating an IT department, training strategy, procurement, and supervision of execution in Yemen and 55 other countries.

Project Management of ICT Implementation in General Investment Authority and Ministry of Industry and Trade

Client	EKN, GIA and MoIT
Country	Yemen

* Projects marked with an asterisk were led by our IT Consulting arm, Command Information Security LLC.

Locations within Country	National
Description of Project	<p>EKN is funding the Government of Yemen (GoY) for an ICT Development Project, which aims at accelerating the use of information and communication technology in the MoIT and in the GIA.</p> <p>Our role in this project was to manage the implementation of ICT systems in GIA and MoIT in the capital city, as well as all branches around the country. Our scope of work included:</p> <ul style="list-style-type: none"> ▪ Planning of the various ICT Project components ▪ Ensuring full compliance with the procurement, legal, financial and technical guidelines when implementing the ICT Project ▪ Monitoring and verifying the services rendered by the suppliers ▪ Managing the funds allocated to the ICT Project ▪ Setting up supervising and monitoring mechanisms to facilitate the management of ICT subprojects ▪ Procurement management

Shoora (Consultative) Council ICT Project*

Client	(Consultative) Council of the Republic of Yemen (Funded by UNDP)
Country	Yemen
Locations within Country	Sana'a
Description of Project	A project whose objective is to implement a Parliament Information System and other IT systems. Responsibilities included setting strategies, planning, budgeting, creating an IT department, training strategy, and procurement support.

National Information Security Initiative*

Client	Several government agencies in the Republic of Yemen
Country	Yemen
Locations within Country	National
Description of Project	Conducted an assessment of the posture of Information Security in Yemen. This assessment included several government agencies, universities, and private companies. This initiative entailed meetings with several ministers, and presentations to hundreds of government officials and business executives. We also managed and facilitated a successful workshop on Information Security. The workshop took place in the Technology City. Around 150 delegates from the public and private sectors participated in that workshop.

University ICT Strategy and Data Center*

Client	University of Science and Technology
Country	Yemen
Locations within Country	National
Description of Project	Advising the President of the university on ICT strategy, planning, budgeting, organization, information security, and training. Responsibilities included planning and designing the University Datacenter, and supervising its implementation.

IT Consulting*

Client	MAM International Corporation
Country	Yemen
Locations within Country	National
Description of Project	Advised the executive management on ICT strategy, planning, budgeting, organization, information security, and training.

Feasibility Studies and Corporate Finance

Retail Market Assessment

Client	Confidential Client
Country	Yemen
Locations within Country	National
Description of Project	<p>We conducted a detailed retail market assessment for a regional investor and its financiers. We assisted the Client in raising US\$100 million. The assessment included the following:</p> <ul style="list-style-type: none"> ▪ Macroeconomic Overview ▪ Overview of Retail Market ▪ Market Segments Analysis ▪ Competitive Analysis ▪ Assessment for the proposed catchment area ▪ Assessment for the viability of the project ▪ Findings and recommendations

Residential Real-estate Market Assessment

Client	Confidential Client
Country	Yemen
Locations within Country	Sana'a
Description of Project	<p>We conducted a detailed market assessment for the residential real-estate market in Sana'a for a regional investor. The assessment included the following:</p> <ul style="list-style-type: none"> ▪ Macroeconomic Overview ▪ Overview of the Market ▪ Market Segments Analysis ▪ Competitive Analysis

Initial Appraisal and Feasibility Study

Client	Confidential Client
Country	Yemen
Locations within Country	Confidential
Description of Project	<p>We conducted an initial appraisal, and a full feasibility study for three power plants in Yemen (total cost estimated at US\$300 million). The feasibility study included the following:</p> <ul style="list-style-type: none"> ▪ Market Assessment ▪ Competitive Analysis ▪ Industry Overview ▪ Business Model ▪ Marketing and Sales Strategy ▪ Operating Requirements ▪ Management and Personnel Requirements ▪ Regulatory and Environmental Issues ▪ Critical Risk Factors ▪ Financial Projections including balance sheet and income statement projections, cash flow projections, break even analysis, capital requirements and strategy ▪ Findings and recommendations

Corporate Finance

Client	Confidential Client
Country	Yemen
Locations within Country	National
Description of Project	Raised US\$60 million in debt and equity financing for several steel manufacturing facilities.

Initial Appraisal, Feasibility Study and Business Plan	
Client	TransYemen Logistics
Country	Yemen
Locations within Country	National
Description of Project	<p>We conducted an initial appraisal, a full feasibility study, and developed the business plan for one of the largest trucking and logistics companies in Yemen. We also raised 100% of the capital needed for the company. The feasibility study included the following:</p> <ul style="list-style-type: none"> ▪ Market Assessment ▪ Competitive Analysis ▪ Industry Overview ▪ Business Model ▪ Marketing and Sales Strategy ▪ Operating Requirements ▪ Management and Personnel Requirements ▪ Regulatory and Environmental Issues ▪ Critical Risk Factors ▪ Financial Projections including balance sheet projections, income statement projections, cash flow projections, break even analysis, and capital requirements and strategy ▪ Findings and recommendations

Initial Appraisal and Feasibility Study	
Client	Various Domestic and Arab Investors
Country	Yemen
Locations within Country	National
Description of Project	<p>We conducted an initial appraisal, and a full feasibility study for a polystyrene plant in Yemen. The feasibility study included the following:</p> <ul style="list-style-type: none"> ▪ Market Assessment ▪ Competitive Analysis ▪ Industry Overview ▪ Business Model ▪ Marketing and Sales Strategy ▪ Operating Requirements ▪ Management and Personnel Requirements ▪ Regulatory and Environmental Issues ▪ Critical Risk Factors ▪ Financial Projections including balance sheet and income statement projections, cash flow projections, break even analysis, capital requirements and strategy ▪ Findings and recommendations










Initial Appraisal and Feasibility Study	
Client	Various Domestic and Arab Investors
Country	Yemen
Locations within Country	National
Description of Project	<p>We conducted an initial appraisal, and a full feasibility study for a grain processing plant in Yemen. The feasibility study included the following:</p> <ul style="list-style-type: none"> ▪ Market Assessment ▪ Competitive Analysis ▪ Industry Overview ▪ Business Model ▪ Marketing and Sales Strategy ▪ Operating Requirements ▪ Management and Personnel Requirements ▪ Regulatory and Environmental Issues

	<ul style="list-style-type: none"> ▪ Critical Risk Factors ▪ Financial Projections including balance sheet and income statement projections, cash flow projections, break even analysis, capital requirements and strategy ▪ Findings and recommendations
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Tires Market Assessment

Client	Confidential Client
Country	Yemen
Locations within Country	National
Description of Project	<p>We conducted a detailed tires market assessment for a regional investor. The assessment included the following:</p> <ul style="list-style-type: none"> ▪ Macroeconomic Overview ▪ Overview of Tires Markets ▪ Market Segments Analysis ▪ Competitive Analysis ▪ Assessment for the viability of the investment ▪ Recommendations

Recent Testimonials

-  *“Apex has done a superb job in the strategic planning and organizational restructuring project. Not only that, they got the job done ahead of schedule.”*
Dr. Yahya Al-Mutawakkel, Former Minister of Industry and Trade, Yemen.
-  *“We have been struggling for years to improve our IT infrastructure. Now with your efforts I feel that we are making good progress.”*
Dr. Abu Bakr Al-Qirbi, Minister of Foreign Affairs, Yemen.
-  *“We want to thank you for expert work, great advice, and guidance. The results you delivered are great. You really delivered as per the agreed plan. We look forward to working together in the future.”*
Richard Stern, Program Manager, Business Taxation, FIAS, Investment Climate Department, World Bank Group.
-  *“I have worked on similar projects in other countries in the region, but your performance and deliverables were the best so far. Excellent service. You always go the extra mile. It has been both a pleasure and an honor working with you. I have learnt a lot and enjoyed our interactions tremendously.”*
KhetsiweDlamini, Task Manager (Gender and Entrepreneurship Markets), IFC-PEP MENA, World Bank Group.
-  *“Apex Consulting has consistently exceeded our expectations of quality of execution and professionalism.”*
Najeeb Al-Huraibi (Brand Manager, Procter and Gamble Arabian Peninsula).
-  *“I appreciate your knowledge transfer, your thoroughness, professionalism, readiness to help, commitment and sincerity. Overall, we did learn a lot from you and I really appreciate your help in all areas.”*
ZiadAbdulmajid, Deputy General Manager (MAM International Corporation).
-  *“When it comes to APEX in general I can only give it the highest scores on all dimensions.”*
Domagojilic, Advisor, Business Taxation, FIAS, Investment Climate Department, World Bank Group.
-  *“You have delivered the best deliverables I have seen in 16 years.”*
KhaledMagead, Project Officer, Modernization and Strengthening of the Legislative Bodies project. UNDP.
-  *“We appreciate your flexibility and understanding of our needs. You proved us right in choosing you for this critical project.”*
Khaled Al-Akawa, Former Assistant Deputy Minister, Ministry of Foreign Affairs.