

1. Family name: Akram
2. First names: Muhammad Ihatsham
3. Date of birth: June 30, 1977
4. Nationality: Pakistani
5. Place of residence: Islamabad, Pakistan.
6. Contact Details:

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7. Education:

Institution	Degree(s) or Diploma(s) obtained:
Centre for Health and Population Studies, Lahore, affiliated with Al Khair University, AJK, Pakistan, 2007.	Master of Public Health (MPH)
University of Engineering and Technology Lahore, 2000.	Bachelor of Science (BSc) in Civil Engineering

8. Language skills: Competence on a scale of 1 to 5 (1 – excellent; 5 – basic)

Language	Reading	Speaking	Writing
English	5	5	5
Urdu	5	5	5
Punjabi	5	5	3

9. Membership of professional bodies:

- Member Pool of Experts of WHO EMRO Network of Child, Adolescent And School Health Experts In The EMR.
- Member Advisory Council –Forum for Women Development and Research, Islamabad (March 2020 – to date)
- National Coordinator: White Ribbon Alliance–Pakistan (WRAP), (2014 -2020)
- Member Executive Council – WRAP, (2008-2019)
- Member Global Respectful Maternity Care Council USA, 2017 – to date.
- Member: M&E Steering Committee of WRA Global USA, 2018 – to date.
- Joint Secretary: Centre for Communication Programs Pakistan (An affiliate of JHUCCP) Baltimore, USA, 2015 – to date.
- Member: Pakistan Engineering Council

10. Other skills: (e.g. Computer literacy, etc.): NVIVO, SPSS, Kumu, MS OFFICE

11. Key Qualification:

Multifaceted development sector professional with expertise and demonstrated experience of 22 years in:

- Research, monitoring and evaluations using both primary and secondary data, qualitative and quantitative methods etc
- Public policy analysis, institutional and budget analysis
- Political economy analysis
- Social and Behavior Change Communication (SBCC) strategies, plans and products development and implementation
- Documentation and external communication
- Advocacy and campaigning
- Public accountability, citizen empowerment and civic engagement
- Projects development and proposal writing
- Capacity development (Data Demand and Information Use for Advocacy, Advocacy Planning, Journalists Trainings for Rights Based Reporting, Community Mobilization, Popularization, SBCC, proposal development including work plan, budgeting, TOC, Log frame development, Social Media Strategies Development)
- Events facilitation
- Media planning and monitoring

Key clients: Leading international development sector organizations such as GIZ, EU, GOPA Worldwide Consulting, ibf International Consulting, Oxford Policy Management (OPM), Palladium, Save the Children, British Council, JSI, JHPIEGO, WHO, UNICEF, UNDP, UNICEF, WFP and public sector organizations such ministries/departments/autonomous bodies in health, agriculture, climate change, nutrition, population, WASH sectors, planning and development etc.

12. Professional experience:

CONSULTING				
Date [from – to]	Funding Organization	Key Beneficiary Organizations	Position/Role	Assignment
Jan 26 – March 31, 2024	GIZ	Benazir Income Support Program (BISP) of Federal Government of Pakistan	Sr Technical Advisor	Developed Implementation Plan and Measurement, Learning and Evaluation (MLE) Framework for BMGF and BMZ Funded, “Leveraging Pakistan's Social Protection Program for Adolescent Girls' Nutrition in Pakistan” project to be implemented by Benazir Income Support Programme (BISP) of Government of Pakistan.
Jan – June 2023	European Union (EU)/ibf Consulting	Eight departments (nutrition specific and sensitive) of the Provincial Government of Sindh, namely Planning and Development, Health, Agriculture, Education, Population Welfare, Social Welfare, Social protection, Public Health Engineering Women Development, Task Force Secretariat of Planning and Development Department	Evaluation Specialist	Conducted the End Term Evaluation on DAC Criteria of the 60 mill Euros Grant of Government of Sindh as “Programme for Improved Nutrition in Sindh (PINS)” Project in support of the Accelerated Action Program (AAP) of Government of Sindh. This included review of the international frameworks, published literature, project documents, budget and financial documents, public financial management system of 8 departments of Government of Sindh, governments policies and programs etc for answering the key questions about the design of the project, its effectiveness, relevance, efficiency, impact and sustainability etc.
Nov 2023-Jan 2024	International Rescue Committee	IRC, EU and its implementing partners, departments of Planning and Development, Health, Social Protection Authority of Government of Sindh	Subject Specialist	Conducted Political Economy Analysis for Nutrition Sector in Sindh province of Pakistan. This included situation analysis of key actors, policies and programs, structures, budgetary allocations and spending, public private sector partnership management processes of government etc for nutrition sector through use of both primary data and secondary information.
Oct 2023-March 2024	WaterAid	Planning and Development Department, Department of Health, Public Health Engineering Women Development Government of Sindh, Pakistan	Team Leader	Situation Analysis and Political Economy Analysis of Water, Sanitation and Climate Change with Health Standpoint in Sindh. This included review and analysis of published literature, key policies and programs, budgets and development schemes etc of key departments of the government related to WASH, Climate and Health Sectors.
Sep – Nov 2023	Action Against Hunger (ACF) Pakistan Mission	Government of Balochistan (Department of Health, Law Department, Health Care Commission)	Consultant	Drafted “Balochistan Injured Persons Act and SOPs for Medicolegal Processes in Baluchistan”. This included review of relevant legislation, analysis of Forensic Lab of Government of Punjab, conducting consultations with academia and relevant departments of the Government of Balochistan.
Aug – Oct 2023	World Food Program (WFP)/IFAD	Planning and Development Department of Government of Balochistan	Primary Consultant	Developed Social and Behaviour Change (SBC) Strategy for Nutrition Sensitive and Specific Sectors of Gawadar Lasbela Livelihood Support Project (GLLSP-2) funded by IFAD that included conducting literature review, designing and conducting household KAP Survey, design of SBC materials etc.
Dec – Mar, 2024	GFTAM/Indus Hospital and Health Network Pakistan	Directorate of Malaria Control Government of Balochistan and Common Management Unit of MoNHSR&C, Government of Pakistan	Evaluation Lead	Conducted End Evaluation of “Integrated Community Case Management (iCCM) for Malaria” Component of GFATM in Pakistan.

CONSULTING				
Feb 22 – March 31, 2024	DAI/Fleming Fund Country Grant	3 ministries i.e. Ministry of National Food Security & Research, Ministry of Climate Change and Ministry of National Health Services Regulations and Coordination (MoNHSR&C) of Federal Government of Pakistan	Political Economy Specialist	Conducted “Political Economy Analysis for Anti-Microbial Resistance (AMR) in Pakistan” that included review of key national policy and implementation documents of 3 key ministries i.e. Ministry of National Health Services Regulations and Coordination (MoNHSR&C), Ministry of National Food Security & Research and Ministry of Climate Change of Government of Pakistan. The included review of Pakistan’s National Vision 2025, National AMR Action Plan 2017-2022, Pakistan Medicine Policy (under drafting), UHC EPHS, 2016 and 2023 of Joint External Evaluation (JEE) findings, 2023-24 health budget analysis, operational plans, governing regulations and acts of government organizations such as of National Institute of Health (NI), Drug Regulatory Authority of Pakistan (DRAP), Health Care Commissions etc.
Aug 2022- Mar 2023 Oct 2021- Mar 2022 May– Sep 2021) Nov 2020 – Mar 2021 Aug 2019- Mar 2020	Nutrition International	Nutrition Wing of Ministry of National Health Services Regulations and Coordination (MoNHSR&C), Government of Pakistan	Technical Advisor	Designed and led the implementation of Weekly Iron Folic Acid Supplementation (WIFAS) for In-School Adolescent Girls Pilot Project and its scale up in 3 provinces of Pakistan with Nutrition Directorate of Government of Balochistan, Integrated Reproductive, Maternal, Newborn, Child Health and Nutrition (IRMNC&N) Program of Department of Health of Government of Punjab, Integrated Health Project of KP Government and Education Department of all provinces. This included: <ul style="list-style-type: none"> • Design and conducting Scoping Study for WIFAS Scale Up in Pakistan • Development of policy briefs • Literature review and Baseline KAP survey to inform the WIFAS strategy • Development of Social and Behavior Change Strategy and products for Adolescent Nutrition • Development of Trainings Curriculum of for teachers and lady health workers, the monitoring, evaluation and learning officers of the department of education. • Development of supplementation processes and strategy
Nov 2020 - Oct 2021	European Union (EU)/ Ibf Consulting	Eight government departments (nutrition specific and sensitive) of the Provincial Government of Sindh, namely Planning and Development, Health, Agriculture, Education, Local Government and Rural Development, Population Welfare, Social Welfare, Social protection, Public Health Engineering Women Development.	Evaluation Specialist	Conducted Mid Term Evaluation on DAC Criteria of the EU’s 60 mill Euros Grant of Government of Sindh i.e. “Programme for Improved Nutrition in Sindh (PINS)” Project in support of the Accelerated Action Program (AAP) of Government of Sindh etc with agriculture, fisheries and livestock and other departments of Government of Sindh. This included review of the international frameworks, published literature, project documents, governments policies and programs, budget documents, collection of primary data from beneficiaries, government departments etc for answering the key questions about the design of the project, its effectiveness, relevance, efficiency, sustainability etc
Aug 2022- March 2023	UNDP	Sustainable Development Goals (SDGs) Unit of Planning and Development Department of Government of KP	Socioeconomic Specialist	Conducted analysis of public sector funds allocation and utilization in last 10 years against the Tribal Decade Strategy and Economic Development Plan of Government of KP for the merged districts for “Policy Study on Economic and Youth Development in Newly Merged Districts of Khyber Pakhtunkhwa” for the Planning and Development Department of Government of KP.
Nov 2022 - March 2023	Nutrition International	Nutrition Wing of Ministry of National Health Services Regulations and Coordination (MoNHSR&C), Government of Pakistan	SBC Consultant	Developed “National Social and Behaviour Change (SBC) Strategy for Maternal Nutrition in Pakistan” for Nutrition Wing of Ministry of National Health Services Regulations and Coordination, GoP. This included conducting situational analysis through review of published literature, desk review of key nutrition related strategies and policies of Government of Pakistan, conducting a formative research using primary data collection, consultations with the development

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				partners and relevant ministries and garnering consensus, presenting the findings and developing consensus through participating in National Nutrition Technical Working Group of Ministry.
Sep 2022 – June 2023	UNICEF	Health Planning, System Strengthening and Information Analysis Unit (HPSIU) of Ministry of National Health Services Regulations and Coordination (MoNHSR&C), Government of Pakistan	National Social and Behaviour Change Consultant	Developed “National Behaviour Change Communication (BCC) Strategic Plan for Universal Health Coverage (UHC) and Primary Health Care (PHC)” with its costing/budgeting for Government of Pakistan and provincial health departments. This included establishment of federal and provincial Committees and Technical Working Groups, conducting situation analysis through literature review and formative research study, facilitating discussions and meetings, dissemination and reviewing the funding document of the MoNHSR&C for implementation of the Strategic Plan. Amongst others it included nutrition as one of the key thematic areas for policy advocacy, regulations and their implementation apart from behaviour change interventions.
2019-2021	Research and Development Forum for Safe motherhood (White Ribbon Alliance Pakistan Chapter)	Population Wing of MoNHSR&C of Federal government of Pakistan, Population Welfare Departments of 4 provincial Governments, FP 2020 (now FP 2030).	Technical Advisor	<ol style="list-style-type: none"> 1. Conducted analysis of public sector financing of family planning programs in 4 provinces of Pakistan and Developed “National Policy Paper on “Improved Financing for Family Planning Programming in 4 provinces of Pakistan”. The project includes analysis of budget allocations, releases and spending and with the financial forecasting and bottlenecks for FP services delivery in to meet the national and international commitments with respect to FP. 2. Conducted “Landscaping Analysis for Family Planning Programming in Khyber Pakhtunkhwa (KP) Province with a focus on resources availability for FP”. 3. Developed “Practice Paper for Women Voices inclusion in Family Planning Policies of Government of Sindh”. 4. Developed Provincial Family Planning Advocacy Strategy for CIP Secretariat, Government of Sindh. 5. Conducted analysis of “What Women Want (WWW) Campaign Data – (250000 responses)” for FP in Sindh province of Pakistan. 6. Reviewed National MNCH Strategic Framework for COVID, for federal and provincial stakeholders.
2021	Action Against Hunger (ACF) Pakistan Mission	Action Against Hunger (ACF) Pakistan Mission	Principal Investigator	Designed and led the “Gender Analysis Study Pakistan”, the study included development of methodology and leading the assignment with provincial teams for primary data collection and developing Gender Action Plan for ACF Pakistan Mission using primary and secondary data collected through mix methods design.
2021-2022	CPDI/GIZ Islamabad.	Local Government Departments of Punjab and KP Governments Pakistan	Consultant	Conducted literature review and policy documents analysis and authored “Position Papers on Digital Citizen Participation in Local Government Affairs in KP and Punjab”.
2021-2022	GIZ Lo Go II Project/CPDI	South Secretariat of Government of Punjab, Pakistan	Principal Investigator	Conducted study titled, Synergies with Local Government under Strengthening provision of Municipal Service to the Citizens through improved Governments (SMS) Project. This included Political Economy Analysis of South Punjab Secretariat and Capacity Needs Assessment.
2021	GIZ Lo Go II Project	Punjab Municipal Development Fund Company (PMDFC) of Government of Punjab	WASH Consultant	Conducted survey on, “Prioritization and selection of the key identified municipal services (Water, Sanitation and Hygiene) for each municipality” of 4 Local Governments.

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2021	Pakistan Humanitarian Forum (PHF) (2021)	Member INGOS/NGOs of PHF	Team Leader	Conducted the study titled, "Deriving Learning from COVID Response in Pakistan". It included use of both secondary and primary data through conducting a desk review, conducting IDIs and FGDs, conducting a consultation and validation workshop with stakeholders including PHF member INGOs, UN Organizations and government institutions involved in COVID response.
2021	GOPA Worldwide Consultants	Local Government and Community Development Department of Government of Punjab	WASH Consultant	Conducted the study, "Municipal Services Assessment for Municipal Committee Local Government, Kabirwala and Local Government and Community Development Department of Punjab Government".
2020-2021	Save the Children	Ministry of National Health Services Regulations and Coordination (MoNHSR&C) of Federal Government of Pakistan	Principal Investigator	Led the research, "Studying the Impact of COVID 19 on Maternal Newborn and Child Health" design, implementation, analysis and authored the report. The study design that included use of both quantitative and qualitative methods employing government's health facilities and health workers including Vaccinators and LHWs services statistics, FGDs of communities and community health workers (LHWs, Vaccinators, Community Midwives), In Depth Interviews of Facility Based Providers (Doctors, Lady Health Visitors), District and Health Managers in 10 districts of Pakistan), provincial managers and MNCH experts in Pakistan, conducted analysis and authored the report.
2020	FCDO/Delivering Accelerated Family Planning Program in Pakistan (Public Sector Service Delivery Strengthening Component implemented by Palladium)	Government of KP and Sindh	Sr National Short Term Technical Assistance	Political Economy Analysis (PEA) in Punjab, Sindh and KP provinces for Delivering Accelerated Family Planning (Public Sector Service Delivery Component) in Pakistan (DAFPAK) Project.
2020	FCDO/AWAZ Project	Women Development Departments, Human Rights Commission, Commission on Status of Women of federal and provincial governments.	Principal Investigator	Led the study design, conducted the analysis and did the report writing of "Development of Modern Slavery Index and District Profiling of 61 Districts (25 in KP and 36 in Punjab)".
2019	Trocaire International	Beyond Solutions Pvt Ltd	Strategic Advisor	Developed the Sustainability Strategy for Challenging Gender Based Violence in KP & Sindh (a project funded by AusAid/DFAT and being implemented by 7 partner organizations).
2019-2021	Oxford Policy Management (OPM)	Social Welfare Departments of provincial governments of Sindh, Balochistan, GB, Punjab, KP, AJK and Ministry of Human Rights of GoP	Communication for Development Specialist	Developed the Social and Behavioural Change Communication (BCC) Package for Provincial Child Protection Case Management and Referral Systems for Governments of Sindh, Balochistan, Gilgit Baltistan, KP, Punjab, AJK and ICT. This included, for each province, : <ul style="list-style-type: none"> • SBC strategy • Organizational manual • Action plan • Training Curriculum including: <ul style="list-style-type: none"> ○ reference modules ○ Inter personal communication module for field workers ○ Communication planning module for managers

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				<ul style="list-style-type: none"> Conducting trainings of provincial stakeholders including child protection commissions member departments staff Media products
2020	WHO EMRO through CCP Pakistan	Ministries of EMRO region	Policy Advocacy Specialist	Developed the Policy Kit for EMRO Countries' high level Policy Makers to promote Physical Activity.
2020	UNFPA/CCP	UNFPA	Media Specialist	Conducted Desk Review of Media Interventions on Family Planning in Pakistan
2020	Beyond Solutions	GFATM – Bangladesh	Strategic Advisor	Reviewed the report of Technical Assistance - Community consultations on human rights and gender-related barriers to access in the context of malaria in Bangladesh for the Global Fund.
2020	Punjab and Sindh (Pakistan)	Palladium	Sr National Consultant	Conducted the Actors and Institution Mapping at Provincial and District level for Political Economy Analysis (PEA) in Punjab, Sindh and KP provinces for Delivering Accelerated Family Planning (Public Sector Service Delivery Component) in Pakistan (DAFPAK) Project
2020	WHO	Ministry of National Health Services Regulations and Coordination (MoNHSR&C), GoP	Consultant	Conducted the Political Economy Analysis (PEA) of local production of imported modern contraceptives in Pakistan.
2019	Beyond Solutions	UNESCO Afghanistan	Sr Research Analyst	Conducted data analysis and authored the report on "Development of Mobile Application, Monitoring and Evaluation (M&E) of ELA Literacy Project UNESCO Kabul Afghanistan".
2018	FCDO	Palladium International/Health and Nutrition Innovation Fund	Principal Investigator	Designed and led the Baseline, Midterm and End Evaluation of Remote Diagnostic and Patient EMR System of District Government Hafizabad implemented at BHUs, RHCs and THQ. Conducted the End Evaluation of 14 grants funded under Health and Nutrition Innovation Fund (HANIF) of Palladium.
2018	CAD	Capital Administration and Development Division (CA&DD), Government of Pakistan	Principal Investigator	Conducted Baseline Survey of Compliance of Tobacco Control Laws in 4 districts of Punjab.
2018	FCDO	Empowerment Voice and Accountability for Better Health and Nutrition Project of Provincial Health and Nutrition Program of Govt of Punjab and KP by Palladium International	Senior Associate Program Development and Quality	Designed and implemented Pre-Election Advocacy Campaign for Health Project of Palladium by SDPI Pakistan including commitment-gap analysis, design and implementation of media campaign development. Conducted End of the Project Political Economy Analysis (PEA) of DFID Funded EVA-BHN.
2014-2015	UNICEF	Ministry of Public Health Afghanistan	Team Leader	Led the development of Comprehensive Social Mobilization And Communication Strategic Plan For Reproductive, Maternal, Newborn And Child Health, Afghanistan for Ministry of Public Health Afghanistan (Nov 2014-Sept 2015). This included literature review, qualitative Research in 4 districts of Afghanistan, media profiling, and consultations with key stakeholders including INGOs and UN organizations.
2014-2015	The Asia Foundation	USAID funded Gender Equity Program (GEP)	Principal Investigator (PI)	Designed and conducted National Qualitative Formative Research on Masculinities in Pakistan for Gender Equity Program (GEP).
2015	White Ribbon Alliance (WRA)	Department of Health, Government of Sindh	Principal	Designed and conducted Formative/Qualitative Research on Uptake of Iron and Folic Acid Supplementation in Sindh under BMGF grant to WRA Pakistan
2012-2013	Save the Children/ EveryOne Campaign/	MoNHSR&C of Government of Pakistan and Provincial Health Departments	Investigator (PI)	Designed and conducted Policy research on health workers, immunization and nutrition in Pakistan under Gates Foundation grant to Save the Children.

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2006	The World Bank	Government of Pakistan's federal ministry of health and provincial health departments	Project manager	Conducted data analysis for "Evaluation of Quality of Care in Public Sector (BHUs and RHCs) in Pakistan".
2008	The World Bank	National Program for Family Planning and Primary Health Care of Ministry of Health (MoH) Pak	Data Analyst and Author	Conducted data analysis and authored the report on National Program for Family Planning and Primary Health Care Field Program Officer (FPO) Survey of Federal Ministry of Health Government of Pakistan.
2007	SEBCON	World Vision (WV) Pakistan	Public Health Specialist	Conducted Base Line Survey in Oghi, Kaghan, Siran in Manshera District, (July-October, 2007).
2005	The World Bank	Ministry of Social Welfare, Government of Pakistan	Consultant	Conducted National Consultation on National Plan of Action for PWDs (Persons with Disabilities), a project of World Bank. Important activities included coordination between Ministry of Social Welfare, Directorate General for PWDs and World Bank, providing technical assistance to World Bank Consultant and Directorate General and Ministry of Social Welfare and facilitation of the workshop. (March 10, 2005 to May 10, 2005).

LONG TERM EMPLOYMENT

Position: Director Advocacy and Accountability (A&A)

Organization: The Palladium International

Based in: Pakistan

Donors: FCDO funded Empowerment, Voice and Accountability for Better Health and Nutrition (EVA-BHN),

March 20015- to Jan 1, 2018.

Being part of the Sr. Management Team, provided strategic direction to overall project and lead the designing and implementation of communication, advocacy and accountability strategies and activities of the project for citizen mobilization and institutional changes for health and nutrition rights of citizens as part of Technical Assistance of DFID to Government of Pakistan. This included conducting policy analysis, public financial management analysis, developing advocacy and communication strategy of the project, developing effective citizen engagement forums at district and provincial levels, undertaking direct advocacy with parliamentarians, media, provincial and district governments for creating support for citizen demands, improving budget allocation and utilization at sub national levels, undertaking political economy and policy analyses for developing evidence based advocacy strategies and agendas such as budget increase, Patients Rights Charter, inclusion of nutrition related evidence based interventions in health and nutrition programming of the provincial governments etc. I was the budget holder for advocacy and accountability work stream and managed national, provincial and district teams that included 3 managers (2 provincial A&A managers and 1 National Democratic Institutions Manager) 6 Project Officers (4 provincial A&A officers and 1 Outreach and Communication Officer, 1 Documentation Officer at national level), 1 international staff (Political Economy Expert) and several consultants besides developing partnerships of Palladium with DAWN TV, HUM TV, IBA Centre of Excellence Karachi, National College of Arts for promoting nutrition rights of women and children.



Position: Senior Policy and Media Adviser

Organization: Centre for Communication Programs Pakistan (An affiliate of JHUCCP – Baltimore, USA)

Based in: Pakistan

Donors: FCDO, UNICEF, BMGF

2014 to 2015.

Projects led by me:

1. Comprehensive Social Mobilization And Communication Strategic Plan For Reproductive, Maternal, Newborn And Child Health, Afghanistan for Ministry of Public Health Afghanistan (Nov 2014-Sept 2015).



2. Formative Research on Respectful Maternity Care (RMC) in Pakistan under Health Policy Project grant to White Ribbon Alliance Pakistan.
3. National Qualitative Formative Research on Masculinities in Pakistan for Gender Equity Program (GEP) of Asia Foundation
4. Formative/Qualitative Research on Uptake of Iron and Folic Acid Supplementation in Sindh under BMGF grant to WRA Pakistan.

Position: Policy and Advocacy Specialist

Organization: British Council

Based in: Pakistan.

Donor: FCDO funded Maternal and Newborn Health Research and Advocacy Fund (MNH-RAF),

August 2011 to February 2014.

Led the process of advocacy grants management that included: identifying the policy reforms areas/topics, presenting and defending funding areas to RAF Project Steering Committee that included DFID, USAID, Packard, planning commission of Government of Pakistan and consortium partners of RAF. developing call for proposals, shortlisting, capacity building, budget negotiations, M&E plans development of grantees, conducting the reviews of programmatic and financial progress of the 15 grantees including national and international NGOs, negotiated the contract amendments of the grantees, devised ways and means to improve low performing projects. As senior team member, I contributed to management decisions on programmatic and financial targets, strategies and implementation of RAF, developed log frame indicators and targets for advocacy component.



Manager Communication, Advocacy and Research

Organization: Save the Children

Donors: USAID, BMGF, AusAid, The World Bank

August 2008-July 2011.

My duties included, leading BMGF funded Saving Newborn Lives (SNL) activities and providing technical assistance to Federal and provincial ministries of health of Pakistan for introducing and scaling up of newborn related policies and practice changes through MNCH Program of MoH and Lady Health Workers Program. Besides, I monitored the clinical trial and other research studies and developed the MNCH Strategic Framework for MoH of Government of Pakistan. I lead the partnership of MoH for EveryOne campaign launch in Pakistan, developed and implemented MoUs with partners, supervised the sub-contractor's Agha Khan University's research work for SNL, managed work of consultants, developed proposals for Save the Children Health bids for different donors including USAID, CIDA, AusAid, developed log frame indicators and targets, developed monthly, quarterly and yearly reports, identified and developed success stories etc.



Sr Program Officer/Health Team Leader – National Rural Support Program (NRSP)

Donors: FCDO, The World Bank, Packard Foundation, GFATM, USAID etc

2005- 2007.

I was in charge of the health section of NRSP and was responsible for overall management of health sector including health portfolio development and implementation, hiring, training of staff, procurement, financial and program monitoring and reporting (internal and external) and implementation under the routine social sector services and humanitarian assistance (Earthquake of 2005) program of NRSP. Undertook activities pertaining to establishing and running various health care delivery centers in rural underserved communities, engaging community in their health improvement through community partnerships, developing public-private and private-private and community partnership models for rural communities development all over Pakistan. Managed donors including DFID, GFATM, PPAF, USAID, Packard Foundation, British Petroleum.



Training Coordinator "In Country Training Program on Safe Motherhood, MCH Centre, Pakistan Institute of Medical Sciences (PIMS), MoNHSR&C, Islamabad

Donor: JICA

2004-2005.

Overall management of program including selection of participants from all over Pakistan, coordination between different departments of PIMS for facilitators, procurement of training materials, Scheduling the trainings, financial and programmatic reporting, logistics arrangements of participants, Donor coordination, Dissemination and launch seminars.



17. International experience and exposure:

Attended the 4 days trainings of WHO EMRO on EXPANDING THE NETWORK OF CHILD, ADOLESCENT AND SCHOOL HEALTH EXPERTS IN THE EMR, EMRO, Cairo, Egypt from Sept 25-28, 2023.

Afghanistan, Worked with Ministry of Public Health Afghanistan from 2015-2016

Nepal, Indonesia, visited their health system as part of BMGF funded Saving Newborn Lives Program, 2009 and 2010 while working with Save the Children

Nigeria, visited their governance system and citizen based accountability mechanisms, 2016 while working with Palladium
Attended **Women Deliver Conference** in 2013 in Malaysia.

Attended several meetings of **White Ribbon Alliance** countries as National Coordinator WRA Pakistan from 20014-2019.

Attended learning workshops and meetings of 8 countries that implemented Saving Newborn Lives (SNL) Program of BMGF implemented by Save the Children from 2008 to 2011.

18. Other relevant information:

Capacity Building Experience

- Designed and conducted Communication for Child Protection Trainings for Social Welfare Department officials and other stakeholders in Balochistan and Gilgit Baltistan.
- Designed and conducted "Data Demand and Information Use for 9 District Advocacy Forums" in 9 Districts of KP and Punjab under EVA-BHN.
- Designed and conducted "Effective Advocacy for Health and District Advocacy Plans Development at Sub National Level" trainings for citizens District Advocacy Forums in 9 Districts of KP and Punjab under EVA-BHN.
- Lead Facilitator for Maternal and Newborn Health Advocacy Projects Development Workshops of Maternal Newborn Health - Research and Advocacy Fund (RAF). The facilitation includes supporting the selected applicants for transforming their concept notes into the proposals by providing information on the weak areas of their concept notes, suggesting the ways to improve, sharing with them latest policy and evidence developments and possible opportunities for advocacy in maternal, newborn and child health, helping them refine their advocacy objectives, advocacy strategies, target audience, and log frame along with budgets. To date I have facilitated 3 workshops in which 14 out of 17 applicants succeeded in getting their proposals approved for funding by RAF external approving bodies.
- Co-Facilitator in "3- Days Consultative Workshop for Developing 5 Year Strategic Framework and Plan for Population Welfare Program, Government of NWFP (23rd to 25th July, 2007), Peshawar for Technical Assistance Management Agency (TAMA).
- Co Facilitator in "3-Days Behavior Change Communication Materials Pre Testing Workshop (October 7-9) " arranged by Arjumand and Associates, Islamabad, at Pak Continental Hotel, Islamabad, sponsored by FHI, IMPACT International and USAID. 2004.
- Co-Facilitator during a "2 Days Sexual and Reproductive Health Rights Based Behavior Change Communication ToT Manual Pretesting Workshop conducted for FPAP by CHPS at Ambassador Hotel, Lahore from 27th –28th January, 2004.
- Conceptualized, designed training workshop and produced report on 'Adolescents and Gender Sensitization Reproductive Health" for World Population Foundation (WPF). Participants of the workshop included project managers, personnel and activists of the initiatives being jointly sponsored by EC/UNFPA in Asia (September 2001)
- Developed training materials and reports on "Customer service and gender sensitivity training" and "Training of Trainers" along with follow up mentoring sessions for VARAN Tours bus Drivers On the request of UNDP Gender Unit (May 2000)

Voluntary Work:

- Member Advisory Council – Research and Development Forum for Safe motherhood (WRA Pakistan Chapter), Islamabad (March 2020 – to date)
- National Coordinator: White Ribbon Alliance for Safe motherhood –Pakistan (WRAP), (2014 -2020)
- Member Executive Council – WRAP, (2008-2019)
- As its founding member in 2008, member of its Executive Council since 2010, and Country Coordinator since 2014, I have contributed to strategic thinking, planning and resources mobilization for White Ribbon Alliance Pakistan and maintain its affiliation with global WRA.
- Member Global Respectful Maternity Care Council USA, 2017 – to date.
- Member: M&E Steering Committee of WRA Global USA, 2018 – to date.
- Joint Secretary: Centre for Communication Programs Pakistan (An affiliate of JHUCCP) Baltimore, USA, 2015 – to date.

Authorship (other than reports)

<https://orcid.org/0000-0001-5224-1664>

No	Type	Year	Author-ship	Title
1	Peer Reviewed Article	2022	Co-Author	"The Global Health Community Needs to Start Planning for the Impact of the Climate Crisis on Maternal and Infant Health": The Journal of Climate Change and Health. ISSN: 2667-2782
2	Abstract	2021	Sole Author	From Risk to Repeal Communication,". SOUTH ASIA REGIONAL SBCC VIRTUAL CONVERSATION, 7-9 Dec 2021.
3	Policy Paper	2021	Sole Author	National Policy Paper on "Improved Financing for Family Planning Programing in 4 provinces of Pakistan". National Policy Seminar, Islamabad, Forum for Safe motherhood, Dec, 2021.
4	Government's Strategy document	2023	Sole Author	National Behaviour Change Communication (BCC) Strategic Plan for Universal Health Coverage (UHC) and Primary Health Care (PHC), HPSIU, Ministry of Health, Government of Pakistan.
5	Government's Strategy document	2023	Sole Author	National Behaviour Change Communication (BCC) Strategy for Maternal Nutrition, Nutrition Wing, Ministry of Health, Government of Pakistan.
6	Policy Advocacy Brief	2024	Sole Author	Call for Action for Improving Progress in WASH Sector of Government of Sindh.
7	Government Act	2023-24	Sole Author	Balochistan Injured Persons Act, Government of Balochistan.
8	Government's Strategy document	2023	Sole Author	SBC Strategy for Gawadar Lasbela Livelihood Support Project (GLLSP-2) funded by IFAD and implemented by Government of Baluchistan.
9	Policy Brief	2022	Sole Author	Investing in Nutrition of Adolescent Girls! Scaling Up of WIFAS in Pakistan.
10	Position Papers	2022	Sole Author	Digital Citizen Participation in Local Government Affairs in KP and Punjab.
11	Practice Paper	2021	Sole Author	Practice Paper for Women Voices inclusion in Family Planning Policies of Government of Sindh.
12	Research report	2019	Sole Author	Knowledge, Attitude and Practices Survey on Use of IFA for Adolescent Girls in Lodhran District.
13	Strategy Document	2019	Sole Author	Social and Behaviour Change Communication Strategy for Promoting Use of IFA for Adolescent Girls in Pakistan, for MoNHSR&C, Government of Pakistan.
14	Government's Strategy document	2015	Sole Author	Comprehensive Social Mobilization And Communication Strategic Plan For Reproductive, Maternal, Newborn And Child Health, Afghanistan for Ministry of Public Health Afghanistan
15	Research Report	2015	Sole Author	Formative/Qualitative Research on Uptake of Iron and Folic Acid Supplementation by pregnant and lactating women.
16	Strategy document	2018	Sole Author	Behavior Change Communication (BCI) Strategy for nutrition behaviors in NI's multi-country ENRICH Project
17	Government's Strategy document	2012	Sole Author	National Communication Strategy Framework for Malaria Control in Pakistan for GFATM R 10, Directorate of Malaria Control Program, Government of Pakistan.
18	Government's Strategy	2008	Sole Author	National Maternal, Newborn and Child Health (MNCH) Communication Strategy Framework for Ministry of Health Pakistan.
19	Strategy	2019	Sole Author	IFA Distribution Strategy for Weekly Iron Folic Acid Supplementation for Adoelscent Girls in Pakistan
20	Research report	2002	Co Author	Social and Geographical Mapping of Sexual Practices amongst Street Children in Lahore
21	Op Ed (Daily The News) on Risk Communication for COVID	2020	Sole Author	Communication or Confusion
22	Op Ed (Daily The News) on Population Control	2021	Sole Author	Ticking Bomb