

**Public Health & Program Development Professional**

Apartment C-9, 2<sup>nd</sup> Floor, Crown Towers, Street 91, Sector G-11/3,  
Islamabad 44000, Pakistan.

Emails : [dralishah@ymail.com](mailto:dralishah@ymail.com)  
[drsmashah@aol.com](mailto:drsmashah@aol.com)  
Cells : 0092.333.7924190  
0092.331.5143330  
Skype : drali.shah



*Personal Mission Statement*

*To contribute towards promoting a 'pro-poor approach' for catalyzing change in development of ultra-poor communities around the world.*

**Introduction**

I am a thirty-five year old public health and program development professional (MBBS, MPH, MBA) with more than 11 years of professional experience of carrying out Strategic Planning, Monitoring, Evaluation and Quality Assurance. I have worked on programs funded by International Donors (e.g. The Global Fund, Bill & Melinda Gates Foundation, David & Lucile Packard Foundation, US Department of State, USAID, DFID, AusAID, CIDA, PIDSA, KfW, the Aga Khan Foundation and The British Council's MNH Research & Advocacy Fund) and implemented by International Development Sector Organizations (e.g. Aga Khan Development Network, UNICEF, and Mercy Corps) on Tuberculosis (TB), Maternal Neonatal & Child Health (MNCH), Sexual & Reproductive Health (SRH), HIV/AIDS, Primary Healthcare, and Health Systems Strengthening (HSS). My key competencies include Monitoring & Evaluation, Performance Based Management, Compliance Monitoring, Quality Assurance, Program Development, Strategic Planning, Proposal Writing, Operational Research, Policy Development, Program Implementation and Strategic Communications.

My key achievements include Monitoring, Evaluation and Quality Assurance of a portfolio of 48 Grants and 36 Grantees across Pakistan for the The British Council's MNH RAF; development and co-authoring of two successful CIDA funded pro-poor multi-country programs including the Muskoka Initiative and the Central Asia Health Systems Strengthening Grants; design and development of the successful Global Fund Round 9 (TB PPM Component) proposal for Pakistan; successful Phase two extension of Global Fund Round 6 (TB ACSM Component) grant for Pakistan; successful consolidation of Round 6 (TB ACSM Component) and Round 9 (TB PPM Component) Grants for Mercy Corps in Pakistan.

**Technical Skill Set**

- Capacity Building & HRM Support
- Case Study Development
- Coordination & Networking
- Data Quality Audits (DQA) Techniques
- Evaluations
- Grant Consolidation (*Global Fund Processes*)
- M&E Strategies, Systems and Tools
- On-Site Data Verification (OSDV) Techniques
- Pro-Poor Community based Programming
- Program Design & Development
- Program Management
- Public-Private-Partnership Development
- Quality Assurance Techniques
- Report Writing
- Result based Management
- Routine Data Quality Assessments (RDQA)
- Strategic Planning
- Success Story Documentation

<b>Linguistic Proficiency</b>					
<b>Language</b>	<b>Proficiency Level</b>	<b>Speaking</b>	<b>Reading</b>	<b>Writing</b>	<b>Areas where language is spoken</b>
English	Excellent	√	√	√	Internationally
Urdu	Excellent	√	√	√	Pakistan, India, Middle East
Punjabi	Mother Tongue	√	√	√	Pakistan, India
Persian	Very Good	√			Pakistan, Iran, Afghanistan, Central Asia
Sindhi	Good		√	√	Pakistan, India
Malay	Working Knowledge		√	√	Malaysia and the Malayan Peninsula
Dari	Very Good	√			Pakistan, Iran, Afghanistan, Central Asia

## TECHNICAL ASSIGNMENTS/ CONSULTANCIES

### *Long-term*

- Long Term Consultant-Monitoring, Evaluation Coordination, MNH Research & Advocacy Fund, Islamabad: Technical lead on Monitoring, Evaluation, and Coordination activities of 48 DFID (UKAid) and AusAID funded Research and Advocacy projects being implemented by National and International Institutions; Research Centers; NGOs; and Public Sector Organizations

### *Short-term*

- Principal Investigator: Pakistan Nursing Council's National Assessment Study: Management Information Requirements in Pakistan
- National Lead: Development of Automated Online Database for the Pakistan Nursing Council to Record, Register, and Track Nurses, Lady Health Visitors, Community Midwives, and other paramedical staff in Pakistan
- Lead Consultant: Mid-term impact evaluation of 'creating good practices in preventing child abuse and strengthening self-reliant resistance against corporal punishment in schools in Khyber Pakhtunkhwa'
- National Lead: Design and Development of Pakistan Nursing Council Official Website
- Technical Lead: Process monitoring study of Community Based Savings Groups established and operational under the Chitral Child Survival Program (CCSP)
- Technical Lead: Assessment of the national behavior change communication media campaign for effective malaria control in Pakistan
- Lead in Design & Development: Mid-term impact evaluation of TB related ACSM activities implemented through the Global Fund Round 6 Program in 20 out of 57 program districts in Pakistan
- Overall Technical Lead: Impact evaluation of (the BPRM, USDS funded) PHC and RH interventions in catchment areas of eight public health facilities in peri-urban Afghan refugee and host settlements of Quetta, Pakistan
- Overall Technical Lead: Impact evaluation of (the BPRM, USDS funded) Integrated Balochistan Refugee Assistance Program
- Team Physician: Clinical trial to test the efficacy & cost-effectiveness of Vi-vaccine in a Typhoid endemic peri-urban settlement of Karachi, Pakistan

## TECHNICAL WRITING EXPERIENCE

### *Proposal Writing, Program Design & Development*

- Principal Proposal Writer: UNICEF-Early recovery assistance to the flood affected populations through an integrated response including nutrition, health, and WATSAN (Awarded to Aga Khan Foundation, Pakistan)
- Principal Proposal Writer: United Nations Emergency Relief Fund-Pakistan Early Recovery Fund: Health Care in Hunza (Awarded to Aga Khan Foundation, Pakistan)
- Co-Lead Author of a Multi-Country Initiative: Canadian International Development Agency-Health Systems Strengthening in Central Asia-Pakistan, Afghanistan, Tajikistan, and Kyrgyz Republic (Awarded to Aga Khan

Foundation, Canada)

- Co-Principal Proposal Writer of a Multi-Country Initiative: Canadian International Development Agency-CIDA Muskoka Initiative: Integrated Maternal, Newborn and Child Health Program for Pakistan, Mali, and Mozambique (Awarded to Aga Khan Foundation, Canada)
- Principal Proposal Writer: The British Council's MNH Research & Advocacy Fund-Open Call: Research study to assess the effectiveness of Community-based Savings Groups (CBSGs) in improving utilization of Community Mid-Wives (CMW) services in Chitral District (Awarded to Aga Khan Foundation, Pakistan & Aga Khan Foundation, Geneva)
- Technical Lead: The Global Fund- Grant Consolidation of Global Fund Rounds 6 & 9 (TB Component; Objectives on ACSM and PPM) (Awarded to Principal Recipient for Pakistan, Mercy Corps)
- Principal Proposal Writer: Waterford Foundation-Strengthening Critical Primary Healthcare (PHC) with focus on Maternal & Child Health (MCH) Services for IDP (Internally Displaced Populations) returnees and their communities in the conflict affected areas (Awarded to Mercy Corps)
- Principal Proposal Writer: Waterford Foundation- Comfort for Kids: Social Revitalization for Displaced Children in NWFP, Pakistan (Awarded to Mercy Corps)
- Principal Proposal Writer: The Global Fund- Phase 2 Extension Request for Continued Funding (RCF) for Global Fund Round 6 (TB Component) Program (Awarded to Principal Recipient for Pakistan, Mercy Corps)
- Principal Proposal Writer: Western Union- Mobile Emergency Medical Care for Earthquake Affected Areas of Balochistan, Pakistan 2008-09 (Awarded to Mercy Corps)
- Principal Proposal Writer: Western Union- Emergency Medical Care for Earthquake Affected Areas of Balochistan, Pakistan 2008-2009 (Awarded to Mercy Corps)
- Co-Principal Proposal Writer: Bill & Melinda Gates Foundation- Emergency Medical Care for Flood Affected Areas of Balochistan, Pakistan 2007 (Awarded to Mercy Corps)
- Principal Proposal Writer: Rotary International-ROSHNI Drug Abuse Treatment Centre 2007-2010 (Awarded to Legends Society)

### ***National & Organizational Policy & Legislation***

- Principal Author: USAID, 2011-Community Mobilization Strategy for MNCH Services (Ownership: Aga Khan Foundation, USA; Provincial MNCH Program KPK)
- Principal Author: USAID, 2011- Management Information Systems Manual (Ownership: Aga Khan Foundation, Pakistan)
- Principal Author: USAID, 2010-Behavior Change Communication Strategy for Maternal, Neonatal and Child Health (Ownership: Aga Khan Foundation, USA; Provincial MNCH Program KPK)
- Principal Author: USAID, 2010-Referral Strategy for Community based MNCH Services in Hard to Reach Areas of Pakistan (Ownership: Aga Khan Foundation, USA; Provincial MNCH Program KPK)
- Principal Author: The Global Fund, 2010-National Monitoring & Evaluation Plan for TB Control in Pakistan (Ownership: National TB Control Program; Mercy Corps)
- Principal Author: The Global Fund, 2010- Revised National Monitoring & Evaluation Framework for Advocacy, Communication and Social Mobilization in TB Control (Ownership: National TB Control Program; Mercy Corps)
- Principal Author: The Global Fund, 2009-Revised National Advocacy, Communication & Social Mobilization (ACSM) Strategy & Operational Guidelines (Ownership: National TB Control Program; Mercy Corps)
- Co-Principal Author: UNICEF, 2006-The Provincial Communication Strategy for Balochistan (Ownership: Provincial Nutrition Cell, Balochistan; UNICEF)
- Principal Author: Ministry of Narcotics Control, Government of Pakistan, 2006-National Rehabilitation Policy for Recovering Substance Abusers in Pakistan (Ownership: Anti-Narcotics Force; Government of Pakistan)

## **ADVISORY RESPONSIBILITIES**

### **Advisor-Public Health & Program Development**

*Infinity Development Consultancy Services-Colombo, Sri Lanka*

### **Advisor-MNCH & Reproductive Health**

*Independent Bureau of Humanitarian Issues (Pakistan Chapter)*

## EDUCATION

### *Degrees & Specializations*

- **Medical Doctor (MBBS)**  
Majors: Surgery, Gynecology-Obstetrics, Medicine & Pediatrics
- **Master in Public Health (MPH)**  
Major: Maternal, Neonatal & Child Health (Research)
- **Master in Business Administration (MBA)**  
Major: Project Management

### *Short Courses*

- **Consumer Sales & Personnel Management (Certification Course)**
- **Medical Transcription (Diploma Course)**

## REPRESENTATION AT INTERNATIONAL FORUMS

- 2012-International Conference of the Society of Obstetrics & Gynecology of Pakistan (SOGP)
- 2011-Aga Khan Foundation (Pakistan) MNCH learning visit to study the evolution of the Sri Lankan public health and Midwifery Programs in Colombo & Galle, Sri Lanka
- 2011-Aga Khan Foundation (Pakistan) Annual Retreat and Strategic Planning Workshop for Expansion in Bentota, Sri Lanka
- 2011-Central Asia Health Systems Strengthening Workshop organized by the Aga Khan Foundation, Canada in Istanbul, Turkey

## PROFESSIONAL DEVELOPMENT TRAININGS ATTENDED

- The British Council-Dignity in Workplace
- The British Council's MNH Research & Advocacy Fund-Proposal Development Workshop: Research & Advocacy to influence MNH policy and practice in Pakistan
- Armadillo, UK-Safety, Security and Counter Surveillance in Pakistan
- Valid International, UK-Community based Management of Acute Management (CMAM)
- UNICEF-Breastfeeding Counseling & Positive Deviance through the Hearth Model
- Valid International, UK-Community based Therapeutic Care (CTC)
- Valid International, UK-Supplemental Feeding Program (SFP) and Therapeutic Feeding Programs (TFP)
- Population Council-Development of Compliance Monitoring Tools
- The World Bank & UNODC- Concepts & Training of Peer Educators for HIV/AIDS prevention and control in Balochistan
- UNESCO-HIV/AIDS prevention and Voluntary Counseling & Testing (VCT)
- Anti-Narcotics Force & UNODC-Management of treatment and rehabilitation centers for substance abusers

## PROFESSIONAL WORK EXPERIENCE

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### **Advisor-R&A**

### **Research & Advocacy Department**

### **Ziauddin University**

September 2011-Present  
Karachi & Islamabad, Pakistan

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**Responsibilities:** Provide technical support to Ziauddin University in design, development and implementation of Maternal & Reproductive Health Research & Advocacy initiatives in the country; to provide mentoring to Medical and Paramedical Students enrolled at the University in conducting clinical and operational research on MNCH and Family Planning; reviewing systematic reviews conducted by the University and its affiliates under Ziauddin Enterprises, i.e. Health TV, Pakistan's first and only health television channel; and FM-98, Karachi's health radio channel in identifying, developing, implementation and quality assurance of Maternal and Reproductive Health advocacy initiatives. Additionally, manage the portfolio of Research & Advocacy on Maternal, Reproductive Health of the Ziauddin University.

**Achievements:** Significant achievements include **increasing the engagement** of University Students in conducting operational research and development of community development models focusing Maternal and Reproductive Health; Development of a three year **strategic plan** for Maternal and Reproductive Health research; Development of the research and advocacy strategy; Design and development of over 5 program proposals using innovations like **m-Health, Community Transport Schemes, Nutrition by Positive Deviance using the Hearth model, and entertainment programming to influence BCC** for resource mobilization.

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<b>Program Officer-Health</b> <b>The Aga Khan Foundation-Pakistan</b> <b>Aga Khan Development Network (AKDN)</b>	October 2010-August 2011 Islamabad, Pakistan
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**Responsibilities:** Grant Management, Resource Mobilization, Technical Assistance, and Monitoring & Evaluation of the Aga Khan Foundation (Pakistan) health programs related to MNCH, PHC, Reproductive Health, Hospital Management, Birth Spacing, and Nutrition through the *Pro-Poor Approach* being implemented through Aga Khan University (AKU), Aga Khan Rural Support Program (AKRSP) and Aga Khan Health Services Pakistan (AKHSP); Donor liaison with USAID, CIDA, EC, DFID, and US State Department; coordination with AKF (USA), AKF (Geneva), AKF (Canada), Ministry of Health, Ministry of Population Welfare, and other public sector stakeholders; Proposal development; Operational Research; Reporting and Quality Assurance of AKF, P Health Programs in Pakistan.

**Achievements:** Significant achievements include implementation of the *Pro-Poor Approach* in health programs at AKDN, integration of **GIS mapping, Online MIS, participatory social well-being analysis, mHealth, and e-Health** in community based programming. Development of innovative **Health Micro-Financing** program designs including **Community-based Savings Groups, Health Micro-Insurance, Maternal Health Vouchers, and Rebate-Remission** interventions for the **Ultra-poor, poor, and marginalized segments of the society**.

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<b>Project Officer-Principal Recipient Unit</b> <b>The Global Fund Project, Mercy Corps</b>	May 2007-October 2010 Islamabad, Pakistan
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**Responsibilities:** Conducting monitoring and evaluation of 'TB DOTS' project activities of 8 Sub-Recipient (SR) NGOs working in 57 districts of Pakistan and AJK; Providing technical assistance and facilitate harmonization of project activities in accordance with the National ACSM strategy and Operational Guidelines to ensure Quality and Compliance with donor requirements; coordinating with the Ministry of Health, CCM Secretariat, National TB Control Program, and Partner International and National NGOs; Strengthening existing recording and reporting systems; facilitating SRs in strengthening their internal controls; and to prepare Progress Updates and other Reports for the Global Fund.

**Achievements:** Significant achievements include Local Fund Agent ratings of B-1, A-2, A-1, A-1, A-1 during the course of service with the Global Fund Round 6 PR unit; Standardization of recording and reporting tools for SRs, quality assurance of activities based upon Global Fund M&E guidelines, structured Quality Assurance approach for PR unit; Implementation of Monitoring & Evaluation Systems Strengthening Tool (MESS tool), Routine Data Quality Assessment (RDQA), Data Quality Audits (DQA) and On-Site Data Verification (OSDV) tools for Round 6 (TB ACSM component); Development of a Successful Phase 2 Extension Request of Round 6 (TB ACSM component); Design & Development of the Round 9 (TB PPM Component) of the successful Country Coordinated Proposal (CCP) for Pakistan; and Consolidation of Round 6 (TB ACSM Component) and Round 9 (TB PPM Component) Grants for Private Sector Principal Recipient, Mercy Corps. Additionally, identification and leading the investigation for the PR unit of Mercy Corps on financial mismanagement and inappropriate utilization of grant funds by a Round 6 Sub-Recipient, Pakistan Anti-TB Association (PATA) which eventually led to further investigations by the Global Fund through KPMG and the disassociation of the organization from all Rounds by the Global Fund in Pakistan.

**Worked as Project Officer-BPRM Project, Mercy Corps from May 2007 to Feb 2009, based in Quetta.**

**Responsibilities:** Implementation, Coordination, Monitoring and Supervision of Primary Healthcare and Reproductive Health project for Afghan Refugees and host communities in the peri-urban settlements of Quetta,

Pakistan. The project activities were implemented through 8 public health facilities in coordination with the 7 vertical PHC programs of the Federal Government. The project included strong nutrition; TB DOTS; EPI; MNCH; Family Planning Services and Counseling; and community based awareness components. The **additional responsibilities** included providing technical assistance to PHC and Nutrition emergency relief & rehabilitation programs of Mercy Corps in the South region (Balochistan & Sindh); and strengthening coordination with UNHCR, Commissionerate of Afghan Refugees (CAR), UNICEF, WHO and other international NGOs such as Save the Children, Medicin Sans Frontiers-Holland and VALID International-UK

**Achievements:** Grants of donors managed during the period included 2005-07 grant of BPRM; 2007-08 grant of BPRM; 2008-09 grant of BPRM; and emergency grants of UNICEF, Bill & Melinda Gates Foundation and Western Union (technical assistance)

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<b>Provincial Program Officer-HIV/AIDS</b>	February 2007-May 2007
<b>Balochistan AIDS Network (BAN)</b>	Quetta, Pakistan

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**Responsibilities:** To coordinate HIV/AIDS related activities of the 48 member organizations of the Balochistan AIDS network; organizing and facilitating capacity building and awareness raising activities in the Province of Balochistan; Providing technical assistance and support to the network organizations in implementation of HIV/AIDS and Voluntary Counseling & Testing (VCT) programs within the Province; coordinating with other Provincial Networks through the Pakistan National AIDS Consortium (PNAC)

**Achievements:** Significant achievements during the period include development of the Annual Plan of BAN for 2007; and development of the Advocacy, Communication and Social Mobilization (ACSM) Plan for the organization

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<b>Consultant (Nutrition)-Child Survival &amp; Development</b>	August 2006-January 2007
<b>UNICEF</b>	Quetta, Pakistan

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**Responsibilities:** Short-term Consultancy with the Provincial Nutritional Cell of Balochistan for supporting the Iodine Deficiency Disorders Initiative in the Province, and supporting NGO network under the internationally acclaimed Child Survival & Development (CSD) program model of UNICEF in district Kalat, Balochistan (Pakistan)

**Achievements:** Significant achievements during the period included Development of the Provincial Nutrition Strategy for Balochistan; Documentation of the Kalat Model NGO Network; Networking and Coordination for Iodization of Salt and Iron Fortification of flour in Balochistan; and the Iodine Deficiency Disorders model in Kalat.

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<b>Project Manager-MATRCQ (BPS 18)</b>	September 2005-January 2007
<b>Anti-Narcotics Force</b>	Quetta, Pakistan

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**Responsibility:** To plan, implement and monitor project activities in line with the PC-1; to manage all programmatic, administrative, financial and logistic activities of the Drug Demand & Harm Reduction Project of the Anti-Narcotics Force-Balochistan; coordination of activities with the UNODCP and the Ministry of Narcotics Control; establishment of the Vocational Training Centre in Quetta for rehabilitation support of the recovering addicts; and to develop a network of drop-in centers throughout the major cities of Balochistan

**Achievements:** Significant achievements during the period included preparing a draft of the Rehabilitation Policy for the Ministry of Narcotics Control; development of the first Substance Abuser Database in Balochistan; establishment of a network of 14 drop-in and referral centers throughout the Province; development of the first 5-year Vocational Training Centre Proposal; development of National Treatment Protocols for Heroin, Opium, and Hashish users based upon the Colombo Model; and formation of the first Steering Committee for Drug Abuse Treatment & Rehabilitation in Balochistan

## ***Other Professional Experience***

**Activity Manager-PAMPERS**  
**Procter & Gamble (P&G) Pvt Ltd**  
**Hyeworth Marketing Services**

July 2002-November 2003  
Karachi, Pakistan

## ***Professional Clinical Work Experience***

### **Medical Doctor**

#### **Department of Accidents & Emergencies**

NHS Fazakerley Hospital, University Hospital Aintree, NHS Trust,  
Longmoore Lane, Aintree, L9 7AL, Liverpool, England, UK

### **Family Physician**

#### **Family Health Consultants**

Nasirabad, Alamdar Road,  
Quetta, Pakistan

### **Resident**

#### **Pediatric Oncology (Surgical) Department**

Shaukat Khanum Memorial Cancer Hospital & Research Center,  
Johar Town, Lahore, Pakistan

### **Resident**

#### **Surgery Department**

Doctors Hospital & Medical Center,  
Canal bank, Johar Town, Lahore, Pakistan

### **Medical Officer**

#### **Surgery Department**

Ammar Medical Complex,  
Canal bank, Jail Road, Lahore, Pakistan

## **CAPACITY BUILDING TRAININGS CONDUCTED**

- **Ziauddin University:** Research & Advocacy to influence public policy and practice
- **The British Council:** Monitoring & Evaluation for Research and Advocacy Projects in Pakistan
- **Mercy Corps:** Quality Assurance in Advocacy, Communication & Social Mobilization
- **Mercy Corps:** Team Work
- **Mercy Corps:** Change Management
- **Mercy Corps:** Organization Development
- **Mercy Corps:** Behavior Change Communication (BCC) for Primary Health Care & Reproductive Health Projects
- **UNICEF:** Nutrition-Community Based Therapeutic Care (CTC)
- **Mercy Corps:** Communication Skills Development
- **Mercy Corps:** Integrated Management of Neonatal & Childhood Illnesses (IMNCI)
- **UNICEF:** National Nutrition Guidelines in Pakistan
- **UNODCP:** Safe Injection Practices
- **UNODCP:** First Aid
- **The World Bank:** HIV/AIDS Prevention & Control
- **The World Bank:** Voluntary Counseling & Testing (VCT) for HIV/AIDS
- **Anti-Narcotics Force:** Substance Abuse Treatment & Rehabilitation of Recovering Addicts in Pakistan
- **Anti-Narcotics Force:** Role of Vocational Training in Rehabilitation of Recovering Addicts
- **Anti-Narcotics Force:** Enhancing the quality of services for People Living With HIV and AIDS (PLWHA)
- **Anti-Narcotics Force:** Rehabilitation of Substance Abusers and Care & Support – Understanding the relationship

## MEMBERSHIPS OF PROFESSIONAL/ TECHNICAL FORUMS

- **Alumni-Ziauddin Alumni Association**, Ziauddin University
- **Member & Public Health Specialist-National Committee on Maternal, Reproductive, Child & Neonatal Health**, Federal Government of Pakistan
- **Technical Member-Community-based Management of Acute Malnutrition (CMAM) Task Force**, UNICEF-UNOCHA
- **Technical Member-Infant & Young Child Feeding (IYCF) Task Force**, UNICEF-UNOCHA

## PROFESSIONAL REFERENCES

### **Prof. Dr. Ghazna Elmasry Siddiqui, MBBS, MRCOG, FRCOG, Ph.D**

Royal Free University Hospital & University College London

Dean of Research & Advocacy, Ziauddin University, Karachi, Pakistan

General Secretary, National Committee-MRCNH, Federal Ministry of National Regulations & Services (Pakistan)

Focal Person (MENA), Royal College of OB-GY, England, UK

International Cell: 0044.781.2142205 | Pakistan Cell: 0092.332.3453376 | email: ghaznas@aol.com

### **Julie Pasquier, M. Econ, M.IPH, DTMPH**

International Public Health Consultant for Developing and Transition Economies

Grant Management Solutions-2

International Cell: 0049.176.78145325 | email: juliepasquier0@gmail.com

### **Dr. Qayyum A. Noorani, MBBS, MSPM**

Aga Khan Foundation, Islamabad, Pakistan

Office: 0092.51.111523524 | email: qayyum.noorani@akdn.org

### **Prof. Dr. Rubina Hussain, MBBS, MRCOG, FRCOG**

Health of the Department-OBGY, Ziauddin University, Karachi, Pakistan

Country Committee (Pakistan) of Royal College of OB-GY, England, UK

Pakistan Cell: 0092.333.2121945 | email: drrubinahussain@gmail.com

### **Prof. Dr. Rafat J. Rukanuddin, MsN, Ph.D**

SONAM, Aga Khan University-Karachi

Office: 0092.21.34865493 | Pakistan Cell: 0092.321.24226601 | email: rafat.jan@aku.edu