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Public Health Specialist

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EDUCATIONAL PROFILE

Institutions attended	Duration	Degrees obtained
1. Health Policy Unit of London School of Hygiene and Tropical Medicine (LSHTM), London University and South Bank University, London	1991-1994 LSHTM 1994-1997 South Bank University, London	PhD (awarded by South Bank University, London)
2. College of Physicians and Surgeons of Pakistan	1988-1990 Fellowship 1983-1984 Membership	Fellowship in Community Medicine Membership in Paediatrics
3. Tropical Child Health Unit, Institute of Child Health, London University	1987-1988	MSc; Mother & Child Health
4. Dow Medical College Karachi	1982-1984 Diploma 1973-1980 Graduation	Diploma in Child Health MBBS

PROFESSIONAL SUMMARY

Three decades of experience in health systems strengthening through training, research, management and evaluation with a focus on poor and vulnerable; following a participatory and team approach. Experience of working with/in and for public & private sectors and development partners, in addition to community level stakeholders. Areas of expertise include

- Primary Health Care, including Maternal and Child Health and HIV/AIDS in Asian context
- Reproductive Health including Family planning and contraceptive Social Marketing
- Systems Development, including project and programme formulations, management monitoring and evaluation
- Health Policy analysis and formulation.
- Strategic planning for health and development with a focus on poverty reduction
- Operational and Systems Research, including establishing programmes/institutions for research training
- Planning, developing and implementation of curricula for various levels of health workers.
- NGOs-Government linkages and partnership
- Working with development partners, especially for direct budgetary support

LANGUAGE SKILLS: (1 to 5 for competence, where 5 is the highest)

<i>Language</i>	<i>Passive</i>	<i>Spoken</i>	<i>Written</i>
English, Urdu/Hindi	5	5	5
Bengali	1	1	
Gujrati	3-4	3-4	1

EMPLOYMENT HISTORY

Position	Organization	Duration
Chief Executive Mustashaar has a pool of consultants supported by a core group of advisors. Over the last years, the firm has contributed to more than 60 projects; for further details, please visit www.mustashaar.com	Mustashaar Social Development Advisors	2006 to date
Research Advisor (part-time) Establishing the Research and Development Department alongwith institutionalizing research and advisory services through the Academy. (Part-time contract)	Health Services Academy, Islamabad	May 2010 to April 2011
Technical Review Panel (TRP) Permanent Member (for three years) of the TRP; Represented as HIV and AIDS expert which is one of the components of GFATM	Global Fund Pakistan/Geneva	2006 to 2008
Health Adviser <ul style="list-style-type: none"> Designed, implemented and monitored Health and Reproductive Health supported projects Had close collaboration with UNFPA and USAID and Ministry of Population Welfare on Contraceptive social marketing projects Worked closely alongwith National AIDS Control Programme, The FUTURES & UNAIDS Involved on behalf of DFID in strategic planning of MNCH, and response to disasters in Pakistan 	DFID Pakistan,	2002 -2006
Lead Reproductive Health Adviser <ul style="list-style-type: none"> Woked in Technical Suport Unit of UNFPA to offer RH related technical inputs to both UNFPA and government departments Worked closely along with CSOs/NGOs in advocating and supporting the FP/RH agenda offered by UNFPA Worked in a team developing the country programmes and designing various projects. 	UNFPA and Government of Pakistan	1999-2002

<ul style="list-style-type: none"> • Professor and the Dean of Faculty Health Sciences • Instructor to Assistant Professor • The assignments involved teaching/training, research and designing and managing the various public health related projects in rural and squatter areas • Building the capacity of the various levels of students i.e graduate and post-graduate students in addition to the nurses and paramedics and local health workers 	Baqai Medical University and Aga Khan University	1985-1999
Volunteer / Consultant /Technical Adviser <ul style="list-style-type: none"> • Started public health career as a volunteer in HANDS by leading a community based project in rural areas of Karachi. • Worked as technical Advisor and in other various technical capacities • Presently working in advisory capacity for HANDS 	NGO--HANDS	1980-till date
Patients Welfare Association (PWA) Founded, managed and scaled up and now working as Governing Board Member of the PWA working for the welfare of poor patients; having also established a state of art voluntary blood bank	A local welfare body working in Dow University of Health Sciences , Karachi	1979-till date

MEMBERSHIP OF PROFESSIONAL BODIES

- Member of the core Group of Health Policy Forum in Pakistan
- Pakistan Medical and Dental Council 1981-current (License No. 2611-S)
- Pakistan Medical Association and Pakistan Pediatric Association
- American Public Health Association (APHA).
- Fellow, Royal Society of Tropical Medicine & Hygiene, (FRSTM&H) London.
- Association of Reproductive Health Professional (ARHP)
- United Kingdom Thalassaemia Society, London.
- Association of Public Health and Social Scientists of Pakistan
- H.A.N.D.S. - Health and Nutritional Development Society, Karachi.
- H.A.I. __ Health Action International
- Society for International Development, Karachi Chapter
- Board of Governors, Patients Welfare Association, Karachi.
- SIGN--Safe Injection Global Network, Pakistan.
- PRHN-Pakistan Reproductive Health Network
- Population Association of Pakistan (PAP)

ASSIGNMENTS UNDERTAKEN

Over 60 assignments were undertaken in different areas. Brief summary is given as follows

S.No	Name and brief description of the project
1.	<p>Name of assignment or project: Training of the trainers on Communication Skills</p> <p>Client: Marie Stopes Society (MSS)</p> <p>Duration: 25 May 2012-25 June 2012</p> <p>Main project features: This is a ToT on communication skills and Family Planning to be conducted for 5 days. Evaluation and accreditation of the trainees will be part of this ToT.</p> <p>Position held: Training Advisor</p> <p>Activities performed: Responsible for supervising the team and providing technical advice for conducting the ToT and developing the training manual.</p>
2.	<p>Name of assignment or project: Reduction of Low Birth Weight & Maternal Anemia in Umerkot and Tharparker</p> <p>Client: UNICEF/NPPI</p> <p>Duration: Nov 30, 2011- Oct 31, 2013</p> <p>Main project features: This is an operational research for reducing the maternal anemia and low birth weight in 2 districts, followed by developing a scaling up strategy. This is a joint consortia Project of Mustashaar and HANDS</p> <p>Position held: Chief of Party</p> <p>Activities performed: The Planning phase has just commenced including the submission of the inception Report</p>
3.	<p>Name of assignment or project: Positioning of Family Planning as Health Intervention” End Project Evaluation in The Districts of Rahim Yar Khan and Rajanpur</p> <p>Client: National Rural Support Programme commissioned through Packard Foundation</p> <p>Duration: 1 Nov, 2011-Dec 29, 2011</p> <p>Main project features:The Project involved conducting the assessment of the progress made and evaluating it on DAC (OECD-Development Assessment Committee) criteria followed by recommendations for future course of actions</p> <p>Position held: Project Advisor</p> <p>Activities performed: Data analysis, results were reported recommendation and way forward was proposed.</p>
4.	<p>Name of assignment or project: Mid-term evaluation of MNCH programme and review of MNCH strategic framework</p> <p>Client: Technical Resource facility (TRF) of UK Aid/DFID</p> <p>Duration: Oct 17, 2011- Feb 29, 2012</p> <p>Main project features: The Project entailed evaluation of the MNCH Programme from various dimensions and at various levels followed by recommendations for the repctive provinces/regions in developing their new PC1 (5 years rolling out Project). The assignment also incuded conducting the review of the MCH strategy and how both Programme and strategy align with each other.</p> <p>Position held: Deputy/National Team Leader</p> <p>Activities performed: Inception Report along with draft tools , desk review</p>

5.	<p>Name of assignment or project: Seventh Country Programme (CP7) 2004-2012; Evaluation, Pakistan</p> <p>Client: UNFPA</p> <p>Duration: April 15, 2011-August 15, 2011</p> <p>Main project features: The CP7 originally for 5 years has been extended till 2012; the evaluation included the recommended standard evaluation criteria utilized by the UNFPA</p> <p>Position held: Team Leader</p> <p>Activities performed: Mixes methodology involving DAC criteria, data collection, analysis, report submission with recommendations and way forward</p>
6.	<p>Name of assignment or project: Development of a strategy for establishing knowledge management units for MNCH/FP services</p> <p>Client: Technical Resource Facility; commissioned by DFID</p> <p>Duration: March 07, 2011 -June 06, 2011</p> <p>Main project features: The assignment included conducting a situation analysis in terms of supply, demand and communication aspects related to knowledge mangment followed by strategy development</p> <p>Position held: National Team Leader.</p> <p>Activities performed: Inception meetings with stakeholders, conducting of the organizational assessment and coordinating and supervising the activities of local team members</p>
7.	<p>Name of assignment or project: Third Party Evaluation and Documentation of the process, results, challenges and lessons contributed by National Mother and Child Week (MCW)</p> <p>Client: UNICEF, Pakistan</p> <p>Duration: February 2011 – April 2011</p> <p>Main project features: The assignment included a national level evaluation using mixed methodological aproaches followed by recommendations</p> <p>Position held: The Team Leader; worked on behalf of Health Services Academy as Research Advisor</p> <p>Activities performed: Designed and developed the whole evaluation framework and mechanism, completed the Inception phase and initial planning phase including finalization of the tools</p>
8.	<p>Name of assignment or project: “National KAP Survey on Patient Empowerment by National Tuberculosis Control Program”</p> <p>Client: The National TB Programme (NTP), Ministry of Health</p> <p>Duration: January 5 2011-March 06, 2011</p> <p>Main project features: A nation wide survey of the direct beneficiaries of the NTP in Pakistan</p> <p>Position held: Team Leader; working on behalf of Health Services Academy as Research Advisor</p> <p>Activities performed: Responsible for supervising/steering the whole assignment from conceptualization to implementation</p>

9.	<p>Name of assignment or project: "Development & Dissemination Of Directory On Innovations and Good practices on RH/MNCH/FP" for National Maternal Newborn & Child Health Program.</p> <p>Duration: December 10, 2010-Mar 15, 2011</p> <p>Main project features: A detailed literature review followed by field search was conducted to assess the innovative and pilot projects to assess their scalability followed by future recommendations</p> <p>Position held: Quality Assurance specialist; ; working on behalf of Health Services Academy as a Research Advisor</p> <p>Activities performed: Responsible for maintaining the quality of the whole assignment from conceptualization to implementation, report writing and assisting the Team Leader.</p>
10.	<p>Name of assignment or project: Punjab Health Care Commission implementation</p> <p>Client: Crown Agents, United Kingdom, commissioned by DFID, Pakistan</p> <p>Duration: Dec 2010-Dec 2011</p> <p>Main project features: A team of local and international consultants will be institutionalizing the whole process of Punjab Health Commission, including designing, implementing, capacity building followed by evaluation of the whole process. The Commission was responsible for improving the quality of care and in regulating both public and private sector providers as well as service delivery structure in Punjab</p> <p>Position held: Local Public Health Consultant</p> <p>Activities performed: Provision of technical advisory services focusing on all the public health aspects of the requirements by the Commission</p>
11.	<p>Name of assignment or project: Situation analysis & planning for implementing MNCH related service delivery packages & standards</p> <p>Client: Technical Resource Facility; commissioned by DFID</p> <p>Duration: Dec 10, 2010-May 15, 2011</p> <p>Main project features: Conducting the situation analysis in Pakistan regarding the availability and utilization of the service delivery packages as well as the standards, followed by a proposed plan of action</p> <p>Position held: Team Leader</p> <p>Activities performed: Responsible for the whole assignment from conceptualization to implementation and report writing</p>
12.	<p>Name of assignment or project: Fiduciary Risk Assessment (FRA) in Khyber Pakhtunkhwa</p> <p>Client: PFM Consulting, Pakistan</p> <p>Duration: Sep 16, 2010 -Oct 31, 2010</p> <p>Main project features: The FRA envisaged conducting desk reviews, conducting meeting with stakeholders, followed by a stakeholders' workshop and a debriefing meeting.</p> <p>Position held: Team member, Health Sector Specialist</p> <p>Activities performed: Part of the mission for conducting the FRA</p>

13.	<p>Name of assignment or project: Project Evaluation Integrated Afghan Refugees Assistance Program</p> <p>Client: Mercy Corps Quetta , Pakistan</p> <p>Duration: Sep, 2010 -Oct, 2010</p> <p>Main project features: This was an end of the Project evaluation focussing on health and livelihood components with various partnership arrangements</p> <p>Position held: Technical Advisor</p> <p>Activities performed: Technical advice from inception to submission of final report was provided</p>
14.	<p>Name of assignment or project: Mainstreaming learning process for grantee partners by offering TA (Technical Assistance) for monitoring & evaluation”</p> <p>Client: David and Lucile Packard Foundation, Pakistan Program</p> <p>Duration: July 2010 - Septemeber 2011</p> <p>Main project features: The project envisaged offering technical assistance to the various grantee partners in terms of building their capacity for designing and evaluating their respective projects alongwith the collective learning mechanisms.</p> <p>Position held: Mustashaar Team Leader</p> <p>Activities performed: As a team leader responsive to the needs of the grantee partners in addition to taking some initiatives as part of the Packard focus and vision in Pakistan</p>
15.	<p>Name of assignment or project: Quality Assurance of the Minimum Service Delivery Standards (MSDS) and Standard Operating Procedures (SOPs) for tertiary care health facilities.</p> <p>Client: PDSSP (Department of Health) through TAMA-ADB</p> <p>Duration: May 03, 2010 - June 22, 2010</p> <p>Main project features: This assignment envisaged development of final MSDS tools followed by building of the consensus among the stakeholders and ensuring a quality assurance process so as to ensure ownership by the users for The Minimum Service Delivery Standards (MSDS) and SoPs for hospitals already been developed</p> <p>Position held: Team Leader</p> <p>Activities performed: The development of MSDS tools followed by prioritizing it alongwith the stakeholders and then field testing it in terms of its applicability. The feedback at the end led to the development of final tools; a computer-based user friendly programme has also been developed for its application. A consensus among all the stakeholders was also developed for continuity of this process.</p>
16.	<p>Name of assignment or project: Development of health and care strategy of Pakistan Red Crescent Society (PRCS).</p> <p>Client: IFRC (International Federation for Red Cross)</p> <p>Duration: March 01, 2010 -April 30 2010</p> <p>Main project features: The PRCS planned to develop a five years strategy for health and care, focussing on an integrated approach for offering humanitarian and emergency services having a special focus on health and care.</p> <p>Position held: Lead consultant</p> <p>Activities performed: Conducted situation and response analysis followed by option analysis and strategic outputs for the next five years. A participatory process with inputs/contributions from all the stakeholders.</p>

17.	<p>Name of assignment or project: Private sector participation in health sector in Province of Punjab.</p> <p>Client: PDSSP (Department of Health) through TAMA-ADB</p> <p>Duration: October 26, 2009 - March 05, 2010</p> <p>Main project features: Focussing on PPP in terms of current situation, options and recommendations followed by consultations and finalizing the pathway for plan of action</p> <p>Position held: Health Sector Privatization Specialist.</p> <p>Activities performed: Conducted situation analysis followed by recommendations for discerning the PPP in health in terms of initiatives and the legal and institutional requirements.</p>
18.	<p>Project Title: Independent progress review of USAID/Pakistan Safe Drinking Water & Hygiene Promotion Project (PSDW-HPP).</p> <p>Client/Funding Agency: Mendez England & Associates US</p> <p>Duration: July 13, 2009 - August 29, 2009</p> <p>Description of the project: An independent evaluation of the assessing the progress and determining the future course of action and sustainability of this process.</p> <p>Services rendered (position): Senior Public Health Specialist (local).</p> <p>Activities performed: Offered technical inputs in in terms of design and management for water and sanitation activities</p>
19.	<p>Name of assignment or project: Conducting comprehensive Baseline Assessment of 2 districts for Reproductive Health and Family Planning including the capacity assessment.</p> <p>Client: NRSP has contracted Mustashaar on behalf of Packard Foundation</p> <p>Duration: May 22, 2009 - October 21 2009</p> <p>Main project features: Designing Survey and Other Methodologies</p> <p>Position held: Project Director</p> <p>Activities performed: Survey design and methodologies for assessment, feeding and analyzing of the data; followed by writing the report and its dissemination.</p>
20.	<p>Name of assignment or project: Strengthening the capacity of NATPOW</p> <p>Client: JSI/PAIMAN, a USAID supported Project</p> <p>Duration: May 15, 2009 - July 31, 2009</p> <p>Main project features: Strategic Plan / Capacity Needs Assessment</p> <p>Position held: Lead Consultant</p> <p>Activities performed: A participatory process to develop a strategic plan and capacity needs assessments for strengthening the NATPOW.</p>
21.	<p>Name of assignment or project: Capacity building of Grantee NGOs in new PAIMAN districts by conducting proposal writing workshop</p> <p>Client: JSI Research & Training Institute, Inc.</p> <p>Duration: March 10, 2009-April 15, 2009</p> <p>Main project features:</p> <p>Position held: Lead Consultant</p> <p>Activities performed: A capacity building process for all the potential district-based NGOs.</p>

22.	<p>Name of assignment or project:Mid-term review of “Revitalizing and improving PHC services in Battagram” Project supported by Japan Social Development Fund (JSDF) through World Bank</p> <p>Client: Save the Children Federation, INC (SC/US)</p> <p>Duration:<i>Dec. 2008-Jan 2009</i></p> <p>Main project features:This project envisaged fostering public-private partnership for revitalizing the First Level care Facilities (FLCFs) in earthquake affected Batagram district.</p> <p>Position held:Team Leader and Mustashaar Advisor</p> <p>Activities performed: Mid-term review conducted to assess the pace of progress and lessons learnt to make further improvements.</p>
23.	<p>Name of assignment or project:ThirdParty Performance Evaluation of the three Autonomous Medical Institutions in Punjab.</p> <p>Client: TAMA/ADB</p> <p>Duration:<i>Dec. 2008-Jan 2009</i></p> <p>Main project features:The Medical colleges along with affiliated tertiary care teaching hospitals were granted autonomy through an act passed in 2003. As part of the requirements of the act, a third party performance evaluation was conducted so as to learn the lessons and make recommendations for its further improvements.</p> <p>Position held: International consultant and Team Leader</p> <p>Activities performed: Developedand applied the tools for assessing the standards of care and services followed by recommendations</p>
24.	<p>Name of assignment or project:Moving from frameworks to actions: Participatory capacity building process in Pakistan.</p> <p>Client: David and Lucile Packard Foundation, Pakistan Program</p> <p>Duration:<i>Dec 2008 – Dec 2009</i></p> <p>Main project features:Supporting the Foundation for developing the monitoring frameworks for its partners.</p> <p>Position held: Mustashaar Team Leader.</p> <p>Activities performed: Technical assistance and advice to the Foundation as well as its partners in implementing monitoring system for the support offered by the Foundation in Pakistan</p>
25.	<p>Name of assignment or project:Development of Research & Advocacy Strategy Document for Maternal & Newborn Health Programme-Research & Advocacy Fund (RAF)</p> <p>Client: DFID-Pakistan; hired by Ipact through the British Council Consortia</p> <p>Duration:<i>Oct-Dec 2008</i></p> <p>Main project features:Support and assist the Program support Unit of the Research and Advocacy Fund in reviewing and developing the strategic plan for implementation in Pakistan.</p> <p>Position held: Local NationalConsultant</p> <p>Activities performed: Developed an initial draft strategy for planning the future course of action by RAF</p>

26.	<p>Name of assignment or project:Developing five-years Health Strategy for USAID-Pakistan</p> <p>Client: USAID-Pakistan; hired by Medical Services Corporation International (MSCI).</p> <p>Duration:<i>July-Aug 2008</i></p> <p>Main project features: Developent of a five strategy as part of the preparation of USAID forthcoming support for the social sector through “Kerry-Luger Grant”.</p> <p>Position held:Local NationalConsultant</p> <p>Activities performed: Supported/ assisted the team leader in reviewing and developing the new health strategy for USAID, for the next five years. In addition, facilitated administrative and logistic assistance in undertaking this exercise</p>
27.	<p>Name of assignment or project:Evaluation of UNFPA’s Project on delivering emergency RH services to conflict affected population of Nepal funded by ECHO.</p> <p>Client: UNFPA-Nepal, Hired by Solutions Consultant</p> <p>Duration:<i>July-Aug 2008</i></p> <p>Main project features.</p> <p>Position held:International Consultant</p> <p>Activities performed: Offered technical assistance to a local consultancy firm in ensuring good quality survey design, analysis and report writing.</p>
28.	<p>Name of assignment or project:Strengthening Marvi Project</p> <p>Client: HANDS</p> <p>Duration:<i>June-July 2008</i></p> <p>Main project features: A baseline survey of about 6000 households followed by analysis and report writing. The survey focused on MNCH and RH related issues and involved the household survey and FGDs and IDIs.</p> <p>Position held: Lead Advisor</p> <p>Activities performed: Technical supportand supervision for designing, and implementing the survey followed by facilitating the development of final report.</p>
29.	<p>Name of assignment or project:Pakistan: Maternal and Newborn Health Programme-Research and Advocacy Fund</p> <p>Client: DFID</p> <p>Duration:<i>2008-2009</i></p> <p>Main project features: The assignment envisaged supporting the DFID supported MNCH assistance of up to UK Pounds 90.0 Million in the specific areas of advocacy and research.</p> <p>Position held:Advisor</p> <p>Activities performed: Technical advisory services</p>

30.	<p>Name of assignment or project:Building the capacity of Grantee NGOs of PAIMAN in improving monitoring system</p> <p>Client: PAIMAN/JSI</p> <p>Duration:<i>April-June 2008</i></p> <p>Main project features:The assignment envisaged a quick review followed by a participatory process for developing the monitoring and reporting system for the grantee NGOs (37 in number and working in 10 focus districts throughout Pakistan).</p> <p>Position held:Team Leader</p> <p>Activities performed: Conducted participatory review followed by building the capacity of 37 NGOs in monitoring and evaluation of the USAID supported projects.</p>
31.	<p>Name of assignment or project:Quick appraisal of the strategy, design and achievements of TB-DOTS of GreenStar Marketing in Pakistan.</p> <p>Client: GreenStar Marketing Pakistan (GSMP), PSU.</p> <p>Duration:<i>March-April 2008</i></p> <p>Main project feature: Social Marketing of the TB related interventions initiated by the GreenStar has been evaluated for future strategic changes.</p> <p>Position held: Team Leader</p> <p>Activities performed: The assignment involved conducting a detailed appraisal of the planning, strategy and design of social marketing approaches for PPP in Pakistan</p>
32.	<p>Name of assignment or project:End of The Project Evaluation: Reproductive Health and Family Planning For Men Through an NGO/Public sector Intervention</p> <p>Client: Rahnuma/FPAP, Pakistan through a funding from Packard Foundation</p> <p>Duration:<i>Jan to April 2008</i></p> <p>Main project features:A participatory evaluation of the end of the Project, including a KAP survey and the strategic reviews.</p> <p>Position held:Team Leader and Project Advisor</p> <p>Activities performed: Evaluation followed by recommendations to both FPAP and the Packard</p>
33.	<p>Name of assignment or project:Technical advice for conducting the rapid needs assessment of RH in conflict areas of Nepal</p> <p>Client: UNFPA-Nepal</p> <p>Duration:<i>Feb-March 2008</i></p> <p>Main project features:Selected as an international consultant to offer technical assistance to a local consultancy firm in ensuring good quality survey design, analysis and report writing.</p> <p>Position held:International Consultant</p> <p>Activities performed: Led the Team as international consultant for designing and writing the report</p>

34.	<p>Name of assignment or project: Appraisal of Norway Pakistan Partnership Initiative—NPPI : Reducing maternal, neonatal, & Child Mortality in Sindh</p> <p>Client: HLSP, UK, through HeSo, Norway-Norad.</p> <p>Duration: Feb-March 2008</p> <p>Main project features: This is the support offered by the Norwegian Government for improving the MNCH</p> <p>Position held: Team Member</p> <p>Activities performed: Expertise offered for conducting desk based appraisal and detailed interview of the key stakeholders. In addition, offered local deeper understanding of the issues related to MNCH, to the international consultants.</p>
35.	<p>Name of assignment or project: Identification of areas of collaboration and coordination between health and population welfare sectors</p> <p>Client: Primary Health Care Wing, Ministry of Health (MoH) under the technical assistance of GoP-UNFPA Seventh Country Programme Action Plan (CPAP).</p> <p>Duration: November 15 2007-January 15, 08</p> <p>Main project features: The Policy Unit of Pakistan endeavoured to improve the family planning services through both the relevant ministries.</p> <p>Position held: Team Leader</p> <p>Activities performed: Exhaustive appraisal of the current situation and policy related recommendations; influencing the forthcoming policy on health and population</p>
36.	<p>Name of assignment or project: Assessment of the implementation of the module/training “Use of Information (LHW-MIS) for decision making at the District Level” and to document the Basis for Planning and Decision Making Process by District Programme Managers</p> <p>Client: Primary Health Care Wing, Ministry of Health (MoH) under the technical assistance of GoP-UNFPA 7th Country Programme Action Plan (CPAP).</p> <p>Duration: November 15 2007-January 15, 08</p> <p>Main project features: The LHW-MIS developed needed further assessment for its future use and possible scaling up.</p> <p>Position held: Team Leader.</p> <p>Activities performed: Selected as a team to undertake the evaluation of the MIS by Lady Health Workers; evaluation conducted in 7 districts, out of which half of them are supported by UNFPA</p>
37.	<p>Name of assignment or project: Conducting the “Log frame” training” for the stakeholders of Sindh AIDS Control Programme.</p> <p>Client: TAMA/Options—supported by DFID Pakistan.</p> <p>Duration: October 25 2007-November 05 07</p> <p>Main project features: The capacity of the “District AIDS Task Force” was built by various participatory trainings.</p> <p>Position held: Lead Trainer</p> <p>Activities performed: Worked as the lead facilitator in conducting a participatory training for the key stakeholders by having hands on exercise for developing the log frame.</p>

38.	<p>Name of assignment or project: Testing costing tool for fistula treatment in Pakistan</p> <p>Client: UNFPA, Pakistan</p> <p>Duration: 22nd October 2007-21st December' 07</p> <p>Main project features: Selected for conducting the Tools costing along with the manual, field testing followed by adaptations and improvement and proposing an estimated cost for establishing the services in Pakistan.</p> <p>Position held: Team Leader</p> <p>Activities performed: Designing, managing and facilitating the whole project</p>
39.	<p>Name of assignment or project: Project Evaluation: Integrated Afghan Refugees Assistance Programme</p> <p>Client: Mercy Corps Pakistan</p> <p>Duration: 21st October 2007-20th November'07</p> <p>Main project features: The annual review of the project.</p> <p>Position held: Advisor of the Team</p> <p>Activities performed: Worked as Project Advisor for conducting evaluation of the Programmes including TB-DOTS.</p>
40.	<p>Name of assignment or project: Maternal and Neonatal Health Evaluation in South Asia</p> <p>Client: Impact-University of Aberdeen, UNICEF</p> <p>Duration: 24th September -12th October' 07</p> <p>Main project features: For an in- depth understanding of success stories related to MNCH in South Asia.</p> <p>Position held: National Consultant</p> <p>Activities performed: Evaluation of the UN and WHO supported MNVH projects in Pakistan. Worked closely with the international consultant</p>
41.	<p>Name of assignment or project: Technical Review of the proposals submitted to "Global Fund" GFATM</p> <p>Client: GFATM-WHO</p> <p>Duration: 25th August 2007-7th September 2008</p> <p>Main project features: Global Fund for AIDS, TB and Malaria, call for proposals for supporting the developing countries</p> <p>Position held: Member-TRP-GFATM</p> <p>Activities performed: As a permanent member of the Technical Review Panel (TRP) of the Global Fund (GFATM) offer technical services for reviewing the proposals submitted including that for TB, Malaria and HIV/AIDS.</p>
42.	<p>Name of assignment or project: Technical Assistance and capacity building in monitoring & evaluation in Pakistan</p> <p>Client: Pakistan Sub-Program, The Packard Foundation</p> <p>Duration: 15th August 2007-15th September 2008</p> <p>Main project features: Packard through its grantee partners is focusing on FP/RH and makes efforts to build the capacity of its partners (grantees) through monitoring evaluation and learning (MEL)</p> <p>Position held: Technical Advisor & Lead Consultant</p> <p>Activities performed: Assisting both the sub-program and other grantee partners in strengthening their capacity for developing a MLE Plan.</p>

43.	<p>Name of assignment or project:Preparation of a strategic plan for Population Welfare Department, NWFP</p> <p>Client: Options (TAMA) funded by DFID</p> <p>Duration:15th June 2007-15th September 2007</p> <p>Main project features:This exercise preceded the development of future PC1 of Department of Population Welfare, NWFP</p> <p>Position held:Technical Advisor & Lead Consultant</p> <p>Activities performed: Situation analysis followed by development of a strategic framework and a plan for the population welfare programmes in NWFP with a stewardship role by the Department of Population Welfare, NWFP.</p>
44.	<p>Name of assignment or project:Medium-term consultancy “call-down” contract</p> <p>Client: The Asia Foundation</p> <p>Duration:1st June 2007- 31st May2008</p> <p>Main project features:A call down assignment offering a variety of technical inputs to the design and evaluation of a number of projects. In addition, provided technical support to the Foundation’s health staff on the development of strategies for streamlining current health programmes, including the one supported for TB through the GFATM</p> <p>Position held: Technical Advisor</p> <p>Activities performed: Led and advised the TAF in all its technical needs related to Health Sector.</p>
45.	<p>Name of assignment or project:Technical Advisory Servicesfor Norway’s cooperation with Pakistan on MDG-4</p> <p>Client: The Royal Norwegian Embassy</p> <p>Duration:January 2007-December 2007</p> <p>Main project features: The Norwegian Government’s support to the Government of Pakistan for improving the MNCH services.</p> <p>Position held:Team Leader and Chief Executive of the Mustashaar, Social Development Advisors</p> <p>Activities performed: Situation analysis followed by recommended plan of action, In depth mapping of the MNCH services offered</p>
46.	<p>Name of assignment or project: Building the capacity of NGOs through conducting reviews and participatory learning</p> <p>Client: JSI-PAIMAN, Pakistan Maternal and Newborn Program, supported by USAID</p> <p>Duration:January 2007-October 2007</p> <p>Main project features:Building the capacity of 37PAIMAN partner NGOs in 10 districts for improving the MNCH</p> <p>Position held:Team Leader and the main Facilitator for the whole process</p> <p>Activities performed: Designed, facilitated and built the capacity of larger NGO for conducting their own mid-term reviews through a participatory process</p>

47.	<p>Name of assignment or project:NORAD Pakistan country Vignette</p> <p>Client: The HLSP, London</p> <p>Duration:<i>January 2007</i></p> <p>Main project features: This was a desk review and contributions to the vignettes for MDG 4 status in Pakistan; prepared by HLSP on behalf of the Norwegian Government.</p> <p>Position held:Technical advisory services to HLSP</p> <p>Activities performed: Conducted literature review followed by contributing in developing a comprehensive report the status of MDG4 in Pakistan.</p>
48.	<p>Name of assignment or project:Studies for the National AIDS Control Programme: “Provincial NGO Consortia, experience and future roles”</p> <p>Client: National AIDS Control Programme, Ministry of Health.</p> <p>Duration:<i>February 2007-May 2007</i></p> <p>Main project features:This was an assessment of the NGO AIDS Consortia throughout Pakistan and aimed to evaluate their capacity in terms of institutional and management arrangements. Based on the current experiences, issues and challenges, future recommendations were proposed.</p> <p>Position held:Team Leader and head of the mission</p> <p>Activities performed: Designed, conducted and led the complete evaluation process</p>
49.	<p>Name of assignment or project:Mid Term Review of “Baluchistan Refugees Assistance Program”</p> <p>Client: Mercy Corps International</p> <p>Duration:<i>October-Novemebr 2006</i></p> <p>Main project features:This was a MTR of an integrated program conducted by Mercy Corps for the refugees settled in Quetta and surrounding areas. The areas of focus included, health (contracting of BHUs), water and sanitation and livelihood related activities.</p> <p>Position held: Team Leader and head of the mission</p> <p>Activities performed: The assignment included, review of documents, field visits, stakeholders and institutional analysis and future recommendations.</p>
50.	<p>Name of assignment or project:Support for mainstreaming HIV and AIDS in district level development planning</p> <p>Client: TAMA-Options (Funded by DFID)</p> <p>Duration:<i>September to December 2006</i></p> <p>Main project features:SupportingSindh AIDS Control Program in mainstreaming HIV and AIDS at lower administrative levels after devolution. The assignment included conducting situation analysis, option analysis, planning for strengthening of District AIDS Task Force, followed by disseminating through advocacy related interventions.</p> <p>Position held: National Lead Consultant</p> <p>A call down assignment offering a variety of technical and management services for facilitating the consultative process followed by the design and its implementation</p>

51.	<p>Name of assignment or project:Mid-term of 7th Country Program of UNFPA</p> <p>Client: UNFPA-Pakistan</p> <p>Duration:<i>Mid-September 2006</i></p> <p>Main project features:This was the MTR of UNFPA-Pakistan in the context of its country support in Pakistan.</p> <p>Position held:National Lead Consultant</p> <p>Activities performed: The assignment included desk review, field visits and exhaustive consultations with stakeholders.</p>
52.	<p>Name of assignment or project: Developing monitoring system for NGOs/CBOs, sub-awarded to conduct community mobilization</p> <p>Client: JSI-PAIMAN, Pakistan Maternal and Newborn Program, supported by USAID</p> <p>Duration:<i>July to December 2006</i></p> <p>Main project features:The target/participating NGOs/CBOS have been awarded grants through PAIMAN for increasing awareness and access to services (demand side) for the maternal and newborn services, being strengthened along with public sector</p> <p>Position held:National Lead Consultant</p> <p>Activities performed: A participatory monitoring and evaluation (PM&E) system was developed ensuring both ownership and sustainability beyond the life of project</p>
53.	<p>Name of assignment or project:Developing HIV Policy for Pakistan</p> <p>Client: WHO, National AIDS Control Programme, Ministry of Health</p> <p>Duration: <i>May to July 2006</i></p> <p>Main project features: Follow-up phase of earlier planning process.</p> <p>Position held:National Lead Consultant</p> <p>Activities performed: Assignment included further consultations with all stakeholders, development of draft policy followed by provincial consultations and a final consensus building process at national level.</p>
54.	<p>Name of assignment or project:Mid-term Assessment of Contraceptive Social Marketing Programme in Pakistan</p> <p>Client: USAID, UNFPA, DFID</p> <p>Duration: <i>April-June 2006</i></p> <p>Main project features:An assessment for improvements in the design and institutional arrangements, efficiency and effectiveness of Contraceptive Social Marketing Organizations--SMOs (Green Star and Key Social Marketing)</p> <p>Position held:Lead as Public Health Specialist</p> <p>Activities performed: Worked as a national consultant in supporting and offering local expertise for conducting the evaluation of this social marketing programme in Pakistan</p>

55.	<p>Name of assignment or project: Planning of participatory process for national HIV Policy Development in Pakistan</p> <p>Client: WHO, National AIDS Control Programme, Ministry of Health</p> <p>Duration: March 2006</p> <p>Main project features: The first phase of this process included initial consultative meetings for planning and budgeting the process for the next six months.</p> <p>Position held: National Lead Consultant</p> <p>Activities performed: Assignment included participating in a WHO-sponsored training for participatory policy development followed by working along/supporting an international consultant</p>
56.	<p>Name of assignment or project: A quick appraisal and scoping study of support for MDG 4 in Pakistan</p> <p>Client: Royal Norwegian Embassy Islamabad</p> <p>Duration: March 2006</p> <p>Main project features: an in-depth understanding of the MDG4 status with exploration of the possibilities of supporting Pakistan in child health.</p> <p>Position held: Team Leader.</p> <p>Activities performed: Assignment included producing a report based on desk study of current status and potential gaps in Pakistan for attaining MDG4 and identifying options for supporting Government of Pakistan in meeting its target of 2015.</p>
57.	<p>Name of assignment or project: UNGASS reporting for Pakistan on Universal Access to HIV/AIDS</p> <p>Client: UNAIDS and Ministry of Health (National AIDS Control Programme) Pakistan</p> <p>Duration: Feb 2006</p> <p>Main project features: Annual update of the progress achieved in interventions related to HIV and AIDS.</p> <p>Activities performed: Adraft report was developed on the current status, conducting consultative meetings and finalizing the report acceptable to both clients.</p>
58.	<p>Project Title: Output purpose reviews-OPRs assessment/evaluation) of various NGOs related projects, including latest for Contraceptive Social Marketing Project</p> <p>Client/Funding Agency: DFID Pakistan</p> <p>Duration: 2002-2005</p> <p>Description of the project: Included annual, midterm and end of project assessment of the NGOs supported by DFID, lasting for 1-2 weeks.</p> <p>Position held: Team leader</p> <p>Activities performed: Exhaustive document review followed by report writing</p>
59.	<p>Project Title: Scoping Mission for HIV/AIDS</p> <p>Client/Funding Agency: DFID, World Bank, UNAIDS, USAID, CIDA and Ministry of Health</p> <p>Duration: September 2004 -December 2004</p> <p>Description of the project: A joint scoping mission to plan for future response to concentrated epidemic in high risk groups</p> <p>Position held: Team Leader on behalf of DFID.</p> <p>Activities performed: Health related Technical advisory services rendered</p>

60.	<p>Project Title: Technical Assistance Management Agency (TAMA)</p> <p>Client/Funding Agency: DFID and Government of Pakistan</p> <p>Duration:2003 - 2005</p> <p>Description of the project: TAMA sourced and managed all the technical assistance for key national health and population programmes</p> <p>Position held:Team member with a lead on all the technical aspects, including facilitating development of strategic plan for TB Programme.</p> <p>Activities performed: Technical advice along with facilitating development of strategic plan for TB Programme</p>
61.	<p>Project Title: Quick Appraisal of NRIFC</p> <p>Client/Funding Agency: Technical Support Unit, UNFPA</p> <p>Duration:December 1999-December 2001</p> <p>Description of the project: "Quick appraisal of NRIFC"; working under Ministry of Population Welfare, this institute was evaluated so as to suggest recommendations for its future strengthening Quick Appraisal and documentation of the process followed by the Plan International, Pakistan.</p> <p>Position held:Principal Investigator</p> <p>Activities performed: Evaluation followed by recommendations and way forward</p>
62.	<p>Name of assignment or project: Assessment of prevalence of menopause in Pakistani women</p> <p>Client: Eli Lilly (a Pharmaceutical company)</p> <p>Duration:May-August 1998</p> <p>Main project features:Epidemiological study on menopause" conducted throughout Pakistan, to find out prevalence, perception and health seeking behaviours</p> <p>Position held:Project Supervisor and Principal Investigator</p> <p>Activities performed: Designed, developed and conducted the study, including writing of the report.</p>
63.	<p>Name of assignment or project: Developing VCR (Verbal Case Reviews) for improving the practices of health providers</p> <p>Client: BASICS/USAID</p> <p>Duration:August –December 1998</p> <p>Main project features: Improving practices of private practitioners by making them accountable to community.</p> <p>Position held:Project Advisor</p> <p>Activities performed: Designed and advised the Team throughout the process</p>
64.	<p>Name of assignment or project:Participatory Evaluation of NGOs</p> <p>Client: The Asia Foundation</p> <p>Duration:May 1998</p> <p>Main project features:Participatory evaluation of health and development projects sponsored by the foundation.</p> <p>Position held:Team Member and lead person for Health</p> <p>Activities performed: Conducted the evaluation by utilizing the participatory techniques along with a team of diverse expertise.</p>

65.	<p>Name of assignment or project:Evaluation of Workshops</p> <p>Client: UNICEF</p> <p>Duration:<i>January –March, 1995</i></p> <p>Main project features: Evaluation of ARI and CDD workshops in terms of effectiveness, a Quasi-experimental study for assessing effectiveness of training approach.</p> <p>Position held: Principal Investigator</p> <p>Activities performed: Designed, developed and conducted the evaluation.</p>
66.	<p>Name of assignment or project:Evaluating & Reveloping Patient referral System in Sindh</p> <p>Client: Asian Development Bank</p> <p>Duration:<i>October to December 1995</i></p> <p>Main project features:A detailed assessment of 7 districts in Sindh regarding referral system</p> <p>Position held:International Consultant</p> <p>Activities performed: Designed, developed and conducted the evaluation</p>
67.	<p>Name of assignment or project: Evaluating the feasibility of Tertiary Care Pediatric Hospital in Lahore</p> <p>Client: Weidleplan Germany</p> <p>Duration:<i>August-September 1995</i></p> <p>Main project features: The German Government was exploring the possibilities fo supporting the Government of Pakistan by establishing a state of the art Children’s Hospital.</p> <p>Position held:Pakistani counterpart for the consortium</p> <p>Activities performed: Prepared a complete situation analysis of health needs of children in Punjab and assisted in redesigning the children hospital proposal.</p>
68.	<p>Name of assignment or project: Academic detailing for improving rational use of drugs</p> <p>Client: UNICEF and Baqai Foundation</p> <p>Duration:<i>July 1994-May 1995</i></p> <p>Main project features: An operational research conducted with innovative methodology developed to improve prescribing practices of private practitioners.</p> <p>Position held:Principal Investigator</p> <p>Activities performed: Designed, developed and conducted the innovative approach</p>
69.	<p>Name of assignment or project:A Project on the Control of Anaemia in Children from Katchi Abadis of Karachi</p> <p>Client: The Aga Khan University</p> <p>Duration: <i>September 1990</i></p> <p>Main project features:A mass screening of more than 1000 children in a squatter area of Karachi.</p> <p>Position held:Principal Investigator</p> <p>Activities performed: Designed, developed and conducted the whole study</p>

70.	<p>Name of assignment or project: A Study of Prevalence of Diarrhoea in relation to Personal Hygiene and Sanitation</p> <p>Client: CDD/WHO</p> <p>Duration: December 1990 –February 1991</p> <p>Main project features: A mixed method research</p> <p>Position held: Co-Investigator</p> <p>Activities performed: Worked along with a Team Leader for conducting the filed related activities, data collection, analysis and inputs in report</p>
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PUBLICATIONS

Only a few are shared here, for more details of research publications please visit the website http://www.mustashaar.com/Ceo_publications.pdf

1. Julia Hussein, David Newlands, Lucia D'Ambruso, Inayat Thaver, Rochita Talukder, Giulia Besana. Identifying practices and ideas to improve the implementation of maternal mortality reduction programmes: findings from five South Asian countries. Accepted for publication in British Journal of Obstetrics and Gynaecology, December 2009.
2. Bokhari A., Nizamani N, Jackson D, Rehan N, Rahman M, Muzaffar R, Mansoor S, Raza H, Qayum K, Griaault P, Pisani E and Thaver I. HIV risk in Karachi and Lahore, Pakistan: an emerging epidemic in injecting and commercial sex networks. International Journal of STD & AIDS; 18: 486-492
3. Thaver IH, Bhutta Z and Khan M. "Poverty and Ill-health", article contributed in Maternal and Child Health in Pakistan, Oxford University Press, 2003.
4. Thaver IH, Lalji N. Seeking help for Abortion: Problems Accessibility and Quality in Family Planning Services. Journal of College of Physicians and Surgeons Pakistan (JCPSP) January 02, 1999; 9(1): 8-10.
5. Thaver I. H., Harpham T., McPake B. and Garner P. Private Practitioners in the slums of Karachi: What quality of care do they offer? Social Science and Medicine 46 (11): 1449, 1998.
6. Thaver I. H. and Aslam A. How many malnourished children are currently underfed? Implication for nutrition supplementation in PHC programs, Journal of Baqai Medical University, 1(1):12-16, 1997.
7. Thaver I.H. Can workshops make a difference in improving the capability of physicians? Journal of Pakistan Medical Association, 47(7):186-188, July 1997.
8. Thaver I.H. and Harpham T. Private practitioners in the slums of Karachi: Professional development, future plans and innovative approaches for improving their practice. in Bennet S. McPake B. and Mills A. (eds.) Private Health providers in Developing Countries: Serving the Public Interest?. Zed Books, London and New Jersey, Chapter 5:71-81, 1997
9. Thaver I.H. Private Practitioners in katchiabadis (slums) of Karachi: a detailed profile. in S. Atkinson J. Songsoore and E Werna (eds.) Urban Health Research in Developing Countries, CAB International Oxford, United Kingdom, 1996.
10. Thaver I. H. "Prescribing pattern of Primary Care Providers in squatter areas of Karachi", JPMA, 1995; 45(11): 301-302. Thaver I. H. The fourth World People: Women residing in

- squatter settlements of Karachi. Journal of College of Physicians and Surgeons of Pakistan (JCPSP), "Reproductive Health Issue", Vol. 5 No. 4, July-August, 1995: 180-182
11. Thaver I. H. Hussain R. and Midhet F. Is there an alternative to regular growth monitoring? Journal of Tropical Paediatrics, London, October 1993; 39: 320
 12. Garner P. and Thaver I. Urban slums and primary health care: The private doctor's role. British Medical Journal (BMJ), 13 March 1993; Vol. 306:667-668.
 13. Thaver I. H. Husein K. " The P in GMP -- A major shift in growth monitoring program of a primary health care project" accepted for publication in Southeast Asian Journal of Tropical Medicine and Public Health , March 1993; Vol 24 No.1: 23-27.
 14. Bryant John H., ZuberiRukshana W. and Thaver I. H. The roles of academic institutions in the pursuit of equity in health. Science, Technology and Development, April 1992; Vol 10 No. 1 : 33-43.
 15. Thaver, I.H. Why are more infants dying in urban squatter settlements in Pakistan? World Health Forum, 1991; Vol 12 No. 4: 450-451.
 16. Bryant John H, Khan Kausar S. and Thaver I. H., Promoting maternal and child health through primary health care in Health Care of Women and Children in developing countries. eds. WellaceHellen M and CoiriKanti, Third Party Publishing Company, California 1991. - Bryant, J.H., Zuberi, R.W., Thaver I.H., Alma Ata and Health for All by the year - The Roles of Academic Institutions, Infectious Diseases Clinics of North America, W.B. Saunders.
 17. Thaver, I.H., Ebrahim, G.J., Richardson, R. Infant Mortality and under nutrition in the Squatter Settlements of Karachi. Journal of Tropical Pediatrics, Oxford University Press, vol. 36, June 1990.
 18. Aslam, Asif&Thaver, I.H., Career development of young faculty through our University program in Community Health. Indian Journal of Preventive & SocialMedicine,Banaras, India, vol 18, No. 3-4, September 1987.
 19. Thaver, I.H., Management information system and microcomputers in primary health care. Health Care Management, Vol 3, No. 3, 1988, U.K.
 20. *Dissertations submitted for masters, fellowship and doctorate thesis.*
 21. *Regular writer in a number of local popular journals and newspaper*
 22. *Presented more than 70 scientific papers in both national and international conferences*
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