

## Dr. Muhammad Khalid

### Health and Development Professional

FRSPH (UK), MPH with Distinction (UK), MBBS (Pak)

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Dr. Muhammad Khalid is a public health professional with over 20 years of experience in the Government of Pakistan, international development agencies (JICA, GIZ, DFID, UN), and leading NGOs. He earned his MBBS in 2004 and later completed a Master's in Public Health (MPH) with distinction from the University of Warwick, UK, in 2007.

Since 2006, he has played a key role in strengthening health systems in Pakistan, with expertise in community health, program design, health system development, strategic planning, and monitoring & evaluation.

#### Contributions to Universal Health Coverage & Disease Control Priorities (DCP4)

Dr. Khalid was instrumental in designing Pakistan's Universal Health Coverage (UHC) Benefit Package / Essential Package of Health Services (EPHS) (2019–2022). He contributed to evidence-informed deliberative processes (EDPs) to prioritize health interventions, ensuring equitable access to essential services.

His contributions to the Disease Control Priorities – Fourth Edition (DCP4) as part of the country-led priority-setting initiative reinforced his commitment to evidence-based policymaking and strengthening healthcare systems. His work has informed health financing strategies, service delivery models, and policy frameworks, advancing UHC and global health equity.

#### Key Areas of Expertise & Research

- Health Systems & Policy Research – Evaluations, health facility assessments, healthcare financing
- Maternal & Child Health (MNCH) – Program design, implementation, and impact assessments
- Health Economics & Costing – Economic evaluations, health accounting, financial modeling
- Nutrition & Public Health – Child and maternal nutrition research, intervention planning
- WASH & Disease Prevention – Community-based health interventions, public health strategies

#### Research & Technical Expertise

Dr. Khalid has led national and sub-national surveys, utilizing cross-sectional studies, case-control, cohort studies, and randomized trials. His expertise includes database management, statistical modeling (logistic & linear regression), hypothesis testing, and impact evaluation.

#### Program Implementation & Leadership

Beyond research, he has provided technical and programmatic leadership for facility-based and community-based health programs at federal and provincial levels. He has played a pivotal role in grant proposal development, project management, and leading primary healthcare and maternal & child health interventions.

**#GlobalHealth    #HealthPolicy    #DCP4    #UniversalHealthCoverage    #PublicHealth  
#HealthSystems**

#### Areas of Expertise

- Universal Health Coverage Package Development
- Project Assessment & Evaluation
- Project proposals development
- Research and Analysis
- Health Economics
- Training modules and curriculum development
- Public private partnership
- Behavioural Change Communication in health and WASH sectors
- Family Planning and Reproductive Health
- Project Designing and Management
- Child Health- Integrated Management of Childhood and Newborn Illnesses (IMNCI), Community Management of Acute Malnutrition (CMAM) & Infant and Young Child Feeding (IYCF)
- Water, Sanitation and Hygiene (WASH)
- Survey designs tools, data management and analysis

## Education

### Masters:

**2006-07** Masters in Public Health (MPH) with Distinction  
Health Sciences Research Institute (HSRI) Division of Health in the Community,  
University of Warwick, UK.

### Graduation:

**2003-04** Bachelors in Medicine & Bachelors in Surgery (M.B; B.S)  
Khyber Medical College, Peshawar University.

## Work Experience

### I. FOUNDER AND MANAGING DIRECTOR



Timeline	Title	Agency
<b>Jan, 2025 - May, 2025</b>	Baseline Study for Scale up of Male Engagement in Family Planning Program Call Integration of male health workers and service providers in FP eco-system in 3 Districts of Punjab	Punjab Population Innovation Fund
<b>Oct, 2024 - Mar, 2025</b>	A cross-sectional survey study for Nutrition International Zinc programs in Khyber Pakhtunkhwa (KP), Punjab and Sindh provinces of Pakistan using the NIMS toolkit	NUTRITION INTERNATIONAL
<b>Sep 2023 to March 2024</b>	Socio-economic status of households and immunization rates: A household level survey in two districts of Sindh, Pakistan	IRD Pakistan
<b>May, 2024-Jun, 2024</b>	National EPI Review Report 2024	World Health Organization
<b>Jan 2024 to April 2024</b>	Readiness assessment of the health system to deliver VAS to children 6-59 months of age twice a year in a Post NIDs scenario on behalf of Nutrition International's, Pakistan	NUTRITION INTERNATIONAL
<b>Dec 2023 to April 2024</b>	Development of National guidelines for the Prevention and Treatment of Anaemia within the existing health and antenatal /postnatal care services in Pakistan, on behalf of Nutrition International's, Pakistan	NUTRITION INTERNATIONAL
<b>May 2023 to Dec 2023</b>	Process evaluation of the Family Practice Approach and Community Engagement intervention in Universal Health Coverage Benefit Package (UHC BP) demonstration districts Swabi, Charsadda, Kasur, Kech, Larkana, ICT, and Kotli	World Health Organization
<b>Aug 2022 to Dec 2022</b>	Evaluation of Primary Health Care Programme (PCP) of Indus Hospital and Health Network (IHNN)	INDUS HOSPITAL & HEALTH NETWORK
<b>Nov 2022 to March 2023</b>	End of Project Review COVID-19: A Nutrition Response for Pregnant Women and Children	NUTRITION INTERNATIONAL
<b>July 2022 to Oct 2022</b>	Independent Evaluation of iCheck Connect Beta Testing for Vit A fortification of Oil/ghee	NUTRITION INTERNATIONAL

## 2. CONSULTING ASSIGNMENTS

Timeline	Title	Agency
<b>March 2025 to present</b>	Consultant Universal Health Coverage / FP & RMNCAH - Support to Federal Health Ministry (M/oNHSR&C)	
<b>April 2024 to Dec 2024</b>	Consultant Universal Health Coverage / FP & RMNCAH - Support to Federal Health Ministry (M/oNHSR&C)	
<b>April 2023 to Dec 2023</b>	Consultant Universal Health Coverage / FP & RMNCAH - Support to Federal Health Ministry (M/oNHSR&C)	
<b>Aug 2023 to May 2024</b>	Programmatic consultant National AIDS Spending Assessment for Pakistan	
<b>June 2023 to July 2023</b>	The UN Joint Programme contribution to strengthening HIV and Primary Health Care outcomes: interlinkages and integration	
<b>Feb to April 2023</b>	Technical Assistance to UNAIDS on development of Pakistan AIDS Strategy	
<b>Dec 2022 to March 2023</b>	Technical Assistance to UNAIDS on review of the HIV response in Pakistan	
<b>June to October 2022</b>	Principal Investigator - Assessment of iCheck Connect pilot testing in selected oil mills to strengthen Vitamin A Oil fortification program across Pakistan	
<b>October 2022</b>	Technical Assistance to UNAIDS on support for the People living with and at risk of HIV in Sindh	
<b>January 2022 to September 2022</b>	Consultant Universal Health Coverage Benefit Package (UHC-BP) at Health Planning, System Strengthening & Information Analysis Unit (HPSIU), Ministry of National Health Services Regulation and Coordination (NHSR&C) supported by Chemonics International	 
<b>May 2022</b>	UHC benefit package consultant to provide support to Ministry of Health Liberia in the prioritization process for development of Health Benefit Package for Liberia	 
<b>Sep 2019 to Dec 2021</b>	Consultant Universal Health Coverage at Health Planning, System Strengthening & Information Analysis Unit (HPSIU), Ministry of National Health Services Regulation and Coordination (NHSR&C) supported by London School of Hygiene and Tropical Medicine (LSHTM)	 
<b>Feb 2020 to April 2020</b>	Public Health Specialist for development of standards of care and SOPs for Khyber Pakhtunkhwa Health Care Commission (KPHCC)	
<b>Oct 2019 to Nov 2019</b>	Team Lead to provide support to food fortification monitoring/information systems within provincial food authorities	
<b>Aug 2019 to September 2019</b>	Team Lead for Health Facility Assessment (including clinical care assessment) at the Integrated Health System Strengthening – Service Delivery (IHSS-SD) project designated secondary care facilities in Khyber Pakhtunkhwa	
<b>April 2019 to Nov 2019</b>	Public Health Specialist for sustainability assessment and development of exit strategy for Food Fortification Programme funded by UKaid and implemented by Mott Macdonald	

<b>Nov 2018 to Jan 2019</b>	Team Lead/Public Health Specialist for Assessment of Comprehensive Emergency Obstetric and Neonatal Care (CEmONC) at Secondary care Facilities in Punjab	
<b>Nov 2018 to Jan 2019</b>	Team Lead/Public Health Specialist for Assessment of Basic Emergency Obstetric and Neonatal Care (BEmONC) at Primary care Facilities in Punjab	
<b>Oct 2018 to Jan 2019</b>	Team Lead/Public Health Specialist for Phase 3 Assessment of Comprehensive Emergency Obstetric and Neonatal Care (CEmONC) at Secondary care Facilities in Khyber Pakhtunkhwa	
<b>Oct 2018 to Nov 2018</b>	Development of module on Purchasing and Provider Payment for course on health insurance management	
<b>March 2018 to Jan 2019</b>	Consultant for Technical Assistance to Khyber Pakhtunkhwa Health Care Commission (KP HCC)	
<b>Dec 2017 to Feb 2018</b>	Team Lead/Public Health Specialist for Phase 2 Assessment of Comprehensive Emergency Obstetric and Neonatal Care at Secondary care Facilities in Khyber-Pakhtunkhwa	
<b>Dec 2017 to Feb 2018</b>	Team Lead/Public Health Specialist for Phase 2 Assessment of Nutrition services provided at Stabilization Centres in Khyber-Pakhtunkhwa	
<b>Sep 2017 to Jan 2018</b>	Health Sector Specialist For Evaluation of USAID Funded Health System Strengthening (HSS) Project implemented by JSI	
<b>Aug 2017 to Nov 2017</b>	District Health Planning Specialist for developing District Health Vision and Strategy in the context of Local Bodies Ordinance and Powers conferred to the District Councils for Mardan	
<b>Sep 2017 to Oct 2017</b>	Team Lead/Public Health Specialist for Phase I Assessment of Comprehensive Emergency Obstetric and Neonatal Care at Secondary care Facilities in Khyber-Pakhtunkhwa	
<b>Sep 2017 to Oct 2017</b>	Team Lead/Public Health Specialist for Phase I Assessment of Nutrition services provided at Stabilization Centres in Khyber-Pakhtunkhwa	
<b>Dec 2016 to May 2017</b>	District Health Planning Specialist for developing District Health Vision and Strategy in the context of Local Bodies Ordinance and Powers conferred to the District Councils for Swabi	
<b>Oct 2016 to May 2017</b>	Sector Specialist for Evaluation of Involvement of Lady Health Workers in Routine Immunization – across Punjab, Sindh, Balochistan, KPK, AJK;	
<b>July 2016 to Nov 2016</b>	Health Sector Specialist for end of Project Evaluation of the USAID funded JSI Deliver Project on contraceptive and vaccine Logistics Management Information (cLMIS and vLMIS).	
<b>July 2016 to Nov 2016</b>	Development of Secondary Level Minimum Health Service Delivery Package (MHSDP) for Health Department, Khyber Pakhtunkhwa as Public Health Specialist for HLSP (UK)/Mott MacDonald Ltd (MML) (TRF+)	
<b>June to Sep 2016</b>	Public Health Analyst - Situational Analysis for the Nutrition Advocacy Project. The assignment intends to conduct situation analysis of the landscape in Pakistan to establish a baseline which reflects the status of financial allocations, the policy and legislative environment and advocacy efforts on nutrition.	
<b>July to Aug 2016</b>	Master Trainer for Entrepreneurship and business planning in health sector	

<b>May 2016 to July 2016</b>	Advocacy toolkit development on Health Systems for one component of Provincial Health and Nutrition Program (PHNP), “Empowerment, Voice and Accountability for Better Health and Nutrition (EVA-BHN) managed by Palladium group	 Palladium MAKE IT POSSIBLE
<b>Oct 2015 to April 2016</b>	Worked on “Impact Of Social Protection Schemes On Nutritional Status Of District Shikarpur Sindh” as part of the WINS (Women and Children/Infant Improved Nutrition in Sindh) interventions.	 Save the Children
<b>Dec 2015 to March 2016</b>	Support to Develop Rules under the Khyber Pakhtunkhwa Healthcare Commission Act 2015 to Facilitate its Implementation as Public Health Analyst for HLSP (UK)/Mott MacDonald Ltd (MML) (TRF+)	 Mott MacDonald
<b>Nov 2015 to Jan 2016</b>	Worked on “Impact assessment of SAF-PAC interventions on Women’s well-being” for Care International as Family Planning and Reproductive Health Specialist	 care
<b>Dec 2015 to Dec 2015</b>	Training on Monitoring and Evaluation systems for health programs as Public Health Analyst	 care
<b>Sep 2014 to Nov 2015</b>	“Design and implementation of the Punjab Health Facilities Assessment 2014-15” in all 36 districts of Punjab as Public Health Analyst for HLSP (UK)/Mott MacDonald Ltd (MML) (TRF)	 Mott MacDonald
<b>Dec 2014 to Oct 2015</b>	Worked as Public Health Analyst on a household survey “ <b>Assessment of Perceptions and Utilization of Family Planning Methods in Pakistan</b> ” for Greenstar social marketing, Pakistan projects funded by KfW, DFID and LAD.	 greenstar Social Marketing
<b>Aug 2015 to Sep 2015</b>	Developed proposal for HHRD for a potential project from Department of Health Govt. of Punjab : Outsourcing Of Primary And Secondary Health Facilities, Punjab	 Helping Hand For Relief and Development
<b>Nov 2014 to Mar 2015</b>	Japan International Cooperation Agency (JICA) assignment on “Data collection survey on Maternal and Child Health, Pakistan” as Analysis and Strategy Development Specialist	 jica
<b>Sep 2014 to Dec 2014</b>	UNFPA assignment on “Development of a Workforce Plan to Match Demand for Community Midwives with Supply in Pakistan” as health economist.	 UNFPA
<b>May 2014 to June 2015</b>	Conducted data analysis and re-wrote report for <b>Research and Advocacy Fund (RAF)</b> research project “ <b>Removing Three Delays in Access to Emergency Obstetric and Neonatal Care in Areas of Pakistan not Covered by the Lady Health Worker Programme</b> ” implemented by <b>Rural Support Programmes Network (RSPN) and Health And Nutrition Development Society (HANDS)</b> .	<b>RAF and RSPN</b>
<b>May to June 2014</b>	Conducted training on “ <b>Utilization of referral system under Primary Health Care</b> ” to health program staff of <b>Médecins du Monde – France</b> .	 MÉDECINS DU MONDE
<b>March 2014 to Oct 2014</b>	<b>Household survey on Child Labour</b> in Sindh and Punjab, in the cotton producing districts for Save the Children, International.	 Save the Children
<b>March 2014 to Oct 2014</b>	<b>Health facility profiling</b> in the selected cotton producing districts (Nawabshah and Lodhran) for <b>Save the Children, International</b> .	 Save the Children

<b>March 2014 to Oct 2014</b>	Numeracy Boost survey for Save the Children, International.	 <b>Save the Children</b>
<b>March 2014 to Oct 2014</b>	<b>School Health and Nutrition (SHN) Knowledge, Attitude, and Practice (KAP) survey</b> for <b>Save the children, International.</b>	 <b>Save the Children</b>
<b>March 2014 to Oct 2014</b>	Completed a <b>School Profiling census</b> in selected project and non-project areas of project IKEA in Nawabshah and Lodhran for <b>Save the Children, International.</b>	 <b>Save the Children</b>
<b>April 2014 to June 2014</b>	Team leader for the <b>formative research (qualitative and quantitative components)</b> conducted for <b>Plan International</b> focusing on the FOAM (Focus, Opportunities, Ability and Motivation) framework for devising the <b>Behavioral Change Communication material and strategy for four districts</b> (Chakwal, Layyah, Vehari and Rahim Yar Khan).	 <b>Plan</b>
<b>Jan 2014 to March 2014</b>	Team Leader for the <b>Knowledge, Attitude and Practice (KAP) survey</b> (qualitative and quantitative components) on <b>Water, Sanitation and Hygiene promotion (WASH)</b> , conducted for <b>Plan International</b> in four districts (Chakwal, Layyah, Vehari and Rahim Yar Khan) of Pakistan.	 <b>Plan</b>
<b>Aug 2013 to Dec 2013</b>	Reviewed the health program of Helping Hand for Relief and Development, identified and advised on the areas of improvement. Assessed the health program components from the sustainability perspective and suggested a financing model to achieve the sustainability of the program components. Lead and successfully conducted National conference on MDG 5 - Improving Maternal Health in Pakistan. (Conference Website: <a href="http://hhrd.pk/mhc2013/index">http://hhrd.pk/mhc2013/index</a> ).	 <b>Helping Hand</b> <i>For Relief and Development</i>



Save the Children

### 3. Save the Children International

**Title: Program Manager (Improving Community Health, Pakistan –Muskoka Initiative)**

**Start date:** 26<sup>th</sup> March 2012 **To:** 9<sup>th</sup> August, 2013. **Duration:** 1 year 4 months

#### Role/Purpose

Lead and managed the CIDA funded project on Community Case Management (**CCM**) of malaria, pneumonia, diarrhea & Acute Malnutrition (**CMAM**) implemented through Lady Health Workers (LHWs), worked in collaboration with relevant stakeholders, brought together a dynamic team and developed implementation, monitoring and quality assurance plans and tools for the project.

#### Accomplishments

- **Leadership**-Provided technical and programmatic leadership to ensure quality implementation, monitoring and evaluation.
- **Project Planning**- Developed and implemented realistic project implementation including the **Logic Model, Project Critical Path and the Performance Measurement Framework**
- Developed **monitoring and quality assurance plans/ tools**
- **Finance & Procurement**- Supervised operations, procurement and finance related matters and activities in compliance with agency and donor's policy requirements.
- **Data Management**- Maintained the project database and organized information (technical and financial) for donors and quarterly review meetings.
- **Staff Hiring**- Part of the panel for hiring of various positions at the health program
- **Liaison with the Government**-Close coordination and collaboration with the provincial and district stakeholders including Provincial Health Department and the health programs.

- **Dissemination & Communications-** Presented and discussed the project activities to all the stakeholders
- **Trainings and CCM/CMAM Module development-** Developed CCM training module and LHW guide for malaria, pneumonia and diarrhea. Also developed CMAM training module and LHW guide for acute malnutrition. Also, designed, planned and implemented the CCM/CMAM TOTs and trickle-down trainings for LHWs
- **Baseline Survey:** Contributed and provided detailed inputs on the design of the survey, sample size calculation, development of the questionnaire, tabulation plan, data analysis and report write-up.
- **Formative Research-** Facilitated and provided inputs to the formative research on malaria, pneumonia, diarrhea and severe acute malnutrition
- **Result based Management-** Ensured achievements of the project objectives as contained in project proposal and respective grant agreements.
- **Supervision-** Supervised, guided and managed the junior team members including the District Coordinator, Monitoring & Evaluation officer, Field Program Assistants & also assisted missions of short-term experts for the technical review of the project
- **Proposal Development and Review-** Prepared project proposals for the potential grants. Also, was member of the technical committee for review of various consultancy proposals
- **Member Gender Resource Team-** Member of the Gender Resource Team for Health Program-Development at the Save the Children country office

#### 4. German International Cooperation giz Previously German Technical Cooperation gtz

**Title: Senior Technical Expert (Public Health) (Cadre 5)**

**Start date: 22<sup>nd</sup> February 2008 To: 31<sup>st</sup> December 2011. Duration: 4 years**

##### **Role/Purpose**

The technical assistance was aimed at conducting National Health Accounts (NHA) which is an internationally accepted tool for collecting, cataloguing and estimating financial flows through health system and used as a policy tool for improving the capacity of health sector planners to manage their health systems. As member of the team, I successfully completed the first and Second round of National Health Accounts which was published in May 2009 and January 2012 respectively.

##### **Accomplishments**

- **Technical Inputs to National Surveys-** Developed the questionnaires/training manuals for various national surveys including
  - The **first ever national private health care provider survey-** The survey was conducted across Pakistan in all the four districts. The objective of the survey was to identify the types of providers, the facilities available at each type, their income & expenditures by type of service (inpatient and outpatient care)
  - The **first ever** nationwide **Census of Big private hospitals** (with more than 50 inpatient beds). The objective of the survey was to identify the facilities available at the hospitals, their income & expenditures by type of service (inpatient and outpatient care)
  - The **first ever census of health facilities at State Owned Enterprises (SOEs)**
  - The **first ever dedicated Out of Pocket Health Expenditure Survey** representative **at national & provincial level**. The objective of the survey was to obtain the health expenditure patterns from the household (Consumer) side.
- **Mapping the profile of Pakistan's Health System, Data Management, Report writing, Contacts Development, Liaison with Government, Dissemination & Communications, Supervision and assistance to short term foreign missions**
- **Trainings/Workshops**
- **Member GIZ's national employees committee**

## 5. Global Disaster Relief Organization (GDRO)

**Title:** Executive Director Health

**Start date:** January 2006 **To:** September 2006. **Duration:** 9 Months

I was responsible for designing & implementation of public health programmes in the earthquake affected areas. It included running of field OPD's and provision of post hospital care. I was coordinating the overall activities, maintaining the logistical arrangements/supply chains, managing the human resource and ensuring that the available resources are utilized effectively. During this period liaised with various government departments/Donors.

## 6. Study Gap Year - Studying Masters in Public Health from Health Sciences Research Institute (HSRI) Division of Health in the Community, University of Warwick, UK.

**Start Date:** September 2006 **To:** October 2007. **Duration:** 1 Year

During the course of studies worked part time for the childhood obesity control program in Coventry, UK. The responsibilities involved cleaning of the data received, data analysis, tabulations and write up for the interpretation of the results.

## 7. Post Graduate Medical Institute, Lady Reading Hospital, Peshawar

**Title:** Junior House Officer in General Medicine (6 months)

Senior House Officer in General Surgery (6 months)

**Start date:** January 2005 **To:** January 2006. **Duration:** 1 Year

In addition to the clinical trainings acquired, following responsibilities were performed

### Planning /Forecasting/Budgeting

- (1) Assisted my seniors (Professors) in forecasting the equipment/ budgetary requirement, planned procurement and managed the financial control.
- (2) Liaised with the "Finance Department" of the Hospital where I worked.

### Liaising/Report Compiling/Communication/Presentations

- (1) Compiled numerous reports/returns about patient's equipment, finances for submission to higher authorities.
- (2) Liaised with contemporary departments/Multi-National companies & communicated with them on multiple issues.
- (3) Gave lectures to students, prepared presentations for visiting dignitaries.

## TRAININGS

When	What	Where
2024	National AIDS Spending Assessment (NASA); update on the classifications	Bangkok, Thailand
2020	OneHealth Tool (OHT) for national strategic health planning	University of Radboud, Netherlands
2019	Global Burden of Disease Workshop	Institute of Health Metrics and Evaluation (IHME) at University of Washington
2016	Result Based Financing in Health	The World Bank Group
2014	Community Based Family Planning	Global Health Learning Centre conducted by USAID in collaboration with Johns Hopkins Bloomberg School of Public Health
2014	Building Better Humanitarian Response	Humanitarian Academy at HARVARD sponsored by USAID, International Medical Corps and Concern Worldwide

2014	Maternal Health – Programming issues	<b>Global Health Learning Centre</b> conducted by <b>USAID</b> in collaboration with <b>Johns Hopkins Bloomberg School of Public Health</b>
2013	Monitoring and Evaluation Fundamentals	<b>Global Health Learning Centre</b> conducted by <b>USAID</b> in collaboration with <b>Johns Hopkins Bloomberg School of Public Health</b>
2012	Project Designing & Proposal Writing	<b>ELD Training (UK)</b>
2012	Gender Mainstreaming in Health	<b>Save the Children International (SCI)</b> and <b>Canadian International Development Agency (CIDA)</b>
2012	Programming for Infant & Young Child Feeding	Sponsored by the Infant and Young Child Feeding Unit, Nutrition Section, <b>UNICEF Headquarters</b> and Cornell NutritionWorks, Division of Nutritional Sciences, <b>Cornell University</b>
2011	Certificate course on “ <b>Demographic and Health Surveys: Data use</b> ”	<b>Global Health Learning Centre</b> conducted by <b>USAID</b> in collaboration with <b>Johns Hopkins Bloomberg School of Public Health</b>
2010	Post graduate course: “ <b>Consultancy Skills in International Cooperation in Health. Evaluation of Health Facilities, Projects and Programmes</b> ”	<b>Institute of Public Health, University of Heidelberg, Germany</b>
2010	Certificate course on “ <b>Fostering Change in Health Services</b> ”	<b>Global Health Learning Centre</b> conducted by <b>USAID</b> in collaboration with <b>Johns Hopkins Bloomberg School of Public Health</b>
2010	<b>Strategic Time Management.</b>	Timelenders a renowned management consulting and training firm
2009	<b>Situational Security Training.</b>	<b>GTZ</b> in collaboration with <b>Scandinavian Special Projects AB of Sweden</b>
2008	Certificate course: <b>Economic Principles for Health Policy and Planning</b>	<b>World Health Organization-South East Asian Region (WHO-SEARO) &amp; Chulalongkorn University, Bangkok, Thailand</b>
2008	Certificate course: <b>Health Economics</b>	<b>World Bank Institute (WBI) US</b>
2008	<b>National Health Accounts</b>	<b>Federal Bureau of Statistics/German Technical Cooperation (GTZ)</b>

### **Publications/Research Work**

- 2024 Wajeeha Raza, Wahaj Zulfiqar, Mashal Murad Shah, Maryam Huda, Syeda Shehirbano Akhtar, Urooj Aqeel, Saira Kanwal, Muhammad Khalid, Raza Zaidi, Maarten Jansen, Nichola Kitson, Leon Bijlmakers, Sameen Siddiqi, Ala Alwan, Anna Vassall, Sergio Torres-Rueda. Costing Interventions for Developing an Essential Package of Health Services: Application of a Rapid Method and Results from Pakistan. Int J Health Policy Manag. 2024;13:8006. doi:10.34172/ijhpm.2023.8006  
[https://www.ijhpm.com/article\\_4542\\_917a556336a5c7f8dcf912bd97ab3d66.pdf](https://www.ijhpm.com/article_4542_917a556336a5c7f8dcf912bd97ab3d66.pdf)
- 2024 Sergio Torres-Rueda, Anna Vassall, Raza Zaidi, Nichola Kitson, Muhammad Khalid, Wahaj Zulfiqar, Maarten Jansen, Wajeeha Raza, Maryam Huda, Frank Sandmann, Rob Baltussen, Sameen Siddiqi, Ala Alwan. The Use of Evidence to Design an Essential Package of Health Services in Pakistan: A Review and Analysis of Prioritisation Decisions at Different Stages of the Appraisal Process. Int J Health Policy Manag. 2024;13:8043. doi:10.34172/ijhpm.2024.8043.  
[https://www.ijhpm.com/article\\_4570\\_5179d554625452c86b7be1fd114ea5b7.pdf](https://www.ijhpm.com/article_4570_5179d554625452c86b7be1fd114ea5b7.pdf)
- 2024 Ala Alwan, Sameen Siddiqi, Malik Safi, Raza Zaidi, Muhammad Khalid, Rob Baltussen, Ina Gudumac, Maryam Huda, Maarten Jansen, Wajeeha Raza, Sergio Torres-Rueda, Wahaj Zulfiqar, Anna Vassall Addressing the UHC Challenge Using the Disease Control Priorities 3 Approach: Lessons Learned and an Overview of the Pakistan Experience. Int J Health Policy Manag. 2023;x(x):x–x. doi: 10.34172/ijhpm.2023.8003. [https://www.ijhpm.com/article\\_4517.html](https://www.ijhpm.com/article_4517.html)

- 2024 Rob Baltussen, Maarten Jansen, Syeda Shehirbano Akhtar, Leon Bijlmakers, Sergio Torres-Rueda, Muhammad Khalid, Wajeeha Raza, Maryam Huda, Gavin Surgey, Wahaj Zulfiqar, Anna Vassall, Raza Zaidi, Sameen Siddiqi, Ala Alwan  
The use of evidence-informed deliberative processes for designing the essential package of health services in Pakistan. *Int J Health Policy Manag.* 2023;x(x):x-x. doi: 10.34172/ijhpm.2023.8004. [https://www.ijhpm.com/article\\_4519.html](https://www.ijhpm.com/article_4519.html)
- 2024 Henning Tarp Jensen, Marcus R. Keogh-Brown, Rosalind M. Eggo, Carl A. B. Pearson, Sergio Torres-Rueda, Maryam Huda, Muhammad Khalid, Wahaj Zulfiqar, Richard D. Smith, Mark Jit, Anna Vassall.  
The macroeconomic and epidemiological impacts of Covid-19 in Pakistan. <https://www.medrxiv.org/content/10.1101/2023.10.06.23296657v1.article-info>
- 2023 Kristen Danforth, Ahsan Maqbool Ahmad, Karl Blanchet, Muhammad Khalid, Arianna Rubin Means, Solomon Tessema Memirie , Ala Alwan, David Watkins  
Monitoring and evaluating the implementation of essential packages of health services. *BMJ Global Health* 2023;8:e010726. doi:10.1136/bmjgh-2022-010726  
[https://gh.bmj.com/content/bmjgh/8/Suppl\\_1/e010726.full.pdf](https://gh.bmj.com/content/bmjgh/8/Suppl_1/e010726.full.pdf)
- 2023 Matthew Quaife, Sergio Torres-Rueda, Zlatina Dobрева, Kevin van Zandvoort, Christopher. Jarvis, Amy Gimma, Wahaj Zulfiqar, Muhammad Khalid and Anna Vassall  
COVID-19 vaccine hesitancy and social contact patterns in Pakistan: results from a national cross-sectional survey. *BMC Infect Dis* 23, 321 (2023).  
<https://doi.org/10.1186/s12879-023-08305-w>
- 2021 Pearson CAB, Bozzani F, Procter SR, Davies NG, Huda M, Jensen HT, Keogh-Brown M, Khalid M, Sweeney S, et al. (2021) COVID-19 vaccination in Sindh Province, Pakistan: A modelling study of health impact and cost effectiveness. *PLoS Med* 18(10): e1003815.  
<https://doi.org/10.1371/journal.pmed.1003815>
- 2017 Usman HB, Khan MA, **Khalid M**, Akram S. Knowledge and First Aid Practices Regarding Snake Bites- An Experience of Southern Punjab, Pakistan. *Isra Med J.* 2017; 9(4): 238-243  
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- 2007 A systematic review with meta-analysis on the topic “Role of male circumcision in the prevention of heterosexual transmission of HIV infection in adult males”.
- 2003 Study of the working performance of 10 BHU (Basic Health Units) in urban and rural areas of Peshawar conducted by Community Medicine Department; Khyber Medical College, Peshawar, Pakistan.

## Community Services

- 2014 One week volunteered services for the IDPs in Bannu for Helping Hand for Relief and Development (HHRD)
- 2010 Volunteered for a 02-days medical relief camp for the flood victims at Mardan Camp
- 2006 Volunteered for a 07-day medical relief camp for earthquake victims as a volunteer, at Balakot, arranged by Post Graduate Medical Institute, Lady Reading Hospital, Peshawar.
- 1999 Worked as a part of Social Welfare Society (A youth wing of Pakistan Red Crescent Society), Khyber Medical College, Peshawar, Pakistan.

## Memberships/Affiliations

- Member, Global Development Network. <http://www.gdnet.org/>
- Member, South Asian Public Health Forum. [www.sapha.net](http://www.sapha.net)
- Member, International Health Economics Association. <http://www.healthconomics.org/>
- Member, Asia Pacific National Health Accounts Network. <http://www.apnhan.org/>
- Member, Pakistan Health Economics Network (PHEN)
- Member, Evidence Based Policy in Development Network, <http://www.ebpdn.org>

## **Statistical Skills**

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Can effectively use statistical programme SPSS for descriptive and regression analysis; Invivo and MaxQDA for qualitative data analysis, Epidata, OpenEpi (Online programme for statistical analysis), Epi Info for data entry program designing, MS Office, Revman (Software for systematic reviews) and Refworks (Reference management software), mindget (Management software).

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