

DR MUHAMMAD TARIQ

Email: MTariq_UW@outlook.com Mobile: +92 333 5555291

[HTTPS://WWW.LINKEDIN.COM/IN/MUHAMMAD-TARIQ-87A3116/](https://www.linkedin.com/in/muhammad-tariq-87a3116/)

**SUPPLY CHAIN SYSTEM STRENGTHENING ACROSS HEALTHCARE SPECTRUM
AND TECHNOLOGY SOLUTION ADVISOR**

SUMMARY OF PROFESSIONAL EXPERIENCE

Key Skills: Health Systems, Supply Chain Strategies and Systems, Transactional / Information systems; Family Planning, Immunization, Cold Chain, MNCH, Essential Medicines, Procurement and Supply Planning, Storage and Distribution Systems, Community Based Distribution Systems, HIV/AIDS, TB, Social Marketing and Franchising, Voluntary Services, Inventory and Consumption Management, Production and Business Forecast and Information, and Communication and Technology, GS1, Tracking and Tracing, Health Workforce Task Shifting, Academia, in-service and pre-service training, Forecasting and Quantification, Pipeline, Data Analytics, and Microsoft 360 Business Intelligence. To see one of the model supply chain information systems, please click www.lmis.gov.pk using “guest” as login and password.

Tariq has a successful career for health system improvements and public health interventions since 1987. He has been affiliated with the Center for AIDS Research (CFAR); International Health Program, Daniel J Evans School of Public Affairs, Washington and earned Master of Public Health degree from the University of Washington with concentration in Global Health. Tariq has been key support for initiating and successful execution of Family Health International (FHI), Population Services International (PSI), John Snow, Inc. (JSI) and Procurement and Supply Management field operations for HIV/AIDS and Social Marketing & Social Franchising for Reproductive Health commodities, MCH, FP, EPI and TB public health supply chains during 1997-2018. He also provided technical assistance to regional countries across spectrum of preventative health care. With natural increasing responsibilities over a period of time, he has been managing diversity of funding sources of USAID, DfID, World Bank, GFATM, Gates Foundation, SIDA, and Public Sector Development Programs (PSDP). In Pakistan, he led mobilization of \$43 million from GFATM R9 HIV/AIDS in 2009; \$108 million for contraceptive procurement and transportation country financing from USAID and \$110 million from provincial PSDP; and leveraged vLMIS resources from DFID, GAVI, MDTF, NISP/EPI, Global Fund, and Gates Foundation between 2009 - 2018 to ultimately save human lives.

As Country Director of John Snow Inc (DELIVER), Tariq managed a supply chain portfolio of more than \$170 million between 2009-2016, while managing a team of more than 100 multi-ethnic and culturally diverse employees from across Pakistan and international technical assistance providers. He has demonstrated experience of artfully leading and utilizing the potential of human resource for successive gains. His contributions to Pakistan’s federal and provincial governments’ supply chain operations can be viewed at www.lmis.gov.pk . He brought greater realization of public health supply chains which is integral to “performing health systems” and brought highest levels of political, bureaucratic and technocratic leaderships to

procurement and supply management actions. He successfully managed >300 international shipments of health products and equipment to bring health closer to the people.

Tariq has a passion to lead, follow, mentor and coach health workforce teams for public health interventions around science of policy; research; service delivery; and the science of implementation. He has demonstrated experience of managing public health in culturally diverse and learning situations for the gains of relative health equity and social justice for the populations at risk. He successfully provided technical assistance to African, Asian and Middle Eastern countries for more than thirty years related to Health Systems, FP, HIV/AIDS, TB, EPI, Pandemics, Supply Chain Management, Public Private Partnership, and institutionalizing of Advocacy, Communication and Social Mobilization (ACSM) within public sector service delivery systems. His contributions include management and leadership support to sustainable interventions for improving Maternal and Child Health (MCH) in close coordination with the host governments. He actively contributed to changing landscapes of systems around commodity security, procurement planning, data modelling, warehousing, logistics, workforce capacity building, commodity financing and information systems. He helped realizing the importance of supply chain and use of technology to measure performance and increase public financing for sustainability. Pakistan Logistics Management information System (www.lmis.gov.pk) for Family Planning, EPI and TB programs is not only recognized in Pakistan but within global communities of FP and Immunization World. Tariq has demonstrated experience of project cycle management around technical, administrative, HR and financial management.

While associated with John Snow, Inc. (JSI), and USAID | DELIVER PROJECT, Tariq provided strategic policy and programmatic leadership for supply chain and logistics technical assistance to the federal, provincial, regional and districts governments around health and population issues. In an inter-dependent public health environment of low governance and accountability, Tariq places high value to working closely with the host government. Tariq comfortably interacts with diverse audiences within public and private sectors, intersecting with political and social epidemiology for the gains of health impact for the people and communities. Key areas of his current management span use of resources, technology, relationships and HR for performing functions of governance, systems and accountability for Family Planning and Immunization. These specifically include design, development and deployment of systems for health logistics vis-à-vis forecasting, quantification, procurement planning, transportation, storage and distribution, custom clearance and delivery of products related to Family Planning, Tuberculosis, Blood Safety, HIV/AIDS, Cold Chain equipment. Tariq assisted successful deployment of 3.1 million doses of HINI vaccine across 143 districts and helped Pakistan with the ISO certification of two national warehouses ensuring commodity security at the last mile.

Tariq is now the Country Director for USAID Global Health Supply Chain – Procurement and Supply Management Program which is implemented by Chemonics International Inc. This is USG largest supply chain and commodity procurement contract worth \$10.4 billion. Tariq in Pakistan is leading strategic technical assistance for the integrated supply chain systems strengthening with focus on district supply chains across healthcare spectrum from primary to

tertiary healthcare. He is also emphasizing information systems, data sciences, analytics and use for decision making at various levels of the supply chains.

Tariq is a visiting faculty at the Health Services Academy, Islamabad, University of Health Sciences, Lahore, Nur International University and deliver talks and lectures on politics of supply chain, commodity security, use of technology. He successfully institutionalized the accreditation of “supply chain for health commodities” certification and three credit courses in two universities of Pakistan.

DEGREE EDUCATION:

MPH **University of Washington, 2007-09**
Seattle, Washington
 Global Health and Health Services

MBBS **Quaid-e-Azam Medical College, 1992**
Bahawalpur, Pakistan
 Medicine and Surgery

Diplomas & Certificates:

Population Leadership Program, University of Washington
Seattle, Washington, 2006-07

International Health Program, University of Washington
Seattle, Washington, 2006-07

Gender and Reproductive Health, University of Witwatersrand
Johannesburg, South Africa, 2001

Population Studies, University of Punjab, Lahore, Pakistan, 1999

PROFESSIONAL EXPERIENCE

July 2016 to date **Chemonics International, Inc.**
Islamabad, Pakistan

Country Director

Part of USG largest IDIQC global contract worth \$10.4 billion managing Global Health Supply Chain – Procurement and Supply Management Program. Tariq is providing strategic technical, financial, and administrative leadership to multiple projects worth \$26m until 2022 for the integrated supply chain systems strengthening essentially using technology solutions across healthcare systems from primary to tertiary systems to ensure socially just health equity to people and communities. He especially liaises with USAID, WHO, Gavi Alliance, UNICEF,

Gates Foundation, Pakistani federal and provincial governments, and private/commercial entities. His passion entails bridging public policy to supply chains to ultimately benefit people and communities to access essential and lifesaving drugs from healthcare systems. Design, development, standardization and implementation of supply chain policy, national and provincial strategies, information systems, track and trace systems, data analytics, and intelligence for realtime decisions making dashboards, empowering academia with supply chain systems' knowledge towards preparing future human resources are some of the themes he is carrying out.

August 2009 to June 2016

John Snow, Inc.

Islamabad, Pakistan

Country Director

Tariq started USAID | DELIVER PROJECT, Pakistan Field Office operations in 2009 with a seed money of \$1.2m and provided strategic management of the Country Program towards sustainable supply chain, logistics and health systems strengthening solutions to the federal, provincial regional governments; liaised with the Government, donors and international partners, recruited and supervised key staff and represented project at all fora. Under a global winding up, Tariq closed out Pakistan Field Office in June 2016 where project reached operations worth \$170m. During these times, Tariq managed a team ranged 3-110 employees across Pakistan and enabled systems, policies, standards for better governance and accountability of the three major public health supply chain systems in public and private sectors.

Instituted following systems across Pakistan in a short period of time.

Contraceptive Logistics Management Information System: (Coverage and Availability)

www.lmis.gov.pk Designed, developed and deployed in 143 districts of Pakistan for the PWD, DOH, LHW, MNCH, PPHI, MSS, Greenstar and FPAP

Vaccine Logistics Management Information System: (RI Coverage and Reducing Wastage)

www.lmis.gov.pk Designed, developed and deployed this integrated system meeting needs of WHO/UNICEF/UNFPA deployed VSSM, LSS, SDMS and CCEM in 96 Polio endemic and RI priority districts of Pakistan and assured sustainable financing for country wide scale up in cMYP and NISP with performance based DLIs. He is also managing projects financed by Gates Foundation and Dfid in Sindh and Punjab.

Tuberculosis Drug Management Information System: (Coverage and Availability)

www.lmis.gov.pk Designed and developed for the Ministry of National Health Services, Regulations and Coordination and National, Provincial and District TB Control Programs for >120 districts

Enabled two central warehouses ISO certified which are responsible for national storage and country wide distribution of contraceptives and vaccines, these are Central Warehouse & Supplies (CW&S), Karachi and Federal EPI vaccine and ancillary items stores.

Created synergies of financing and better health outcomes by integrating WHO, UNICEF and UNFPA solitary IT logistics software of VSSM, CCEM2, LSS and SDMS to successfully deployable Pakistan LMIS system;

Introduced barcoding and GS1 for vaccines and contraceptives which also guided global industry and manufacturing concerns on “serialization and quality” of barcodes on primary, secondary and tertiary packaging;

Built country-wide HR capacity with IT infrastructure of more than 6,500 public sector individuals in 143 districts of Pakistan

Developed capacity through development and institutionalization of more than 50 PSM related policy manuals, operations guidelines and training material for the entire country for a decentralized administrative environment of federal and provincial governments of Pakistan; and

Helped USAID and Pakistani government use such legacy products to deliver better health, productively and independently to women, men and children of Pakistan.

2007 to August 2009
Lance Consultant

Technical Advisor, NTP/MoH and Free
Islamabad, Pakistan

Free Lance Consultant: Led as consultant the development of National HSS, HIV/AIDS and TB Round 9 country proposals under GFATM-GOP co-financing and mobilized US\$200 million for Pakistan. Tariq also provided technical assistance on M&E, institutional assessment and capacity development to a number of international agencies, governments and NGOs. He worked on Mali Development Forum and developed its proposal for health system strengthening for TGF. He has been M&E consultant for Ethiopia and Mozambique for integrating HIV prevention care and treatment with Primary Health Care. He also has made recommendations on integrating HIV/AIDS, maternal and child health and family planning with the public health service delivery system in resource poor settings. Tariq has demonstrated experience of resource development and helped building diverse donor base for relative sustainability to organizations. As Technical Advisor to National TB Control Program, MoH, Tariq institutionalized Advocacy, Communication and Social Mobilization (ACSM) within National and Provincial TB Control Programs and developed National Strategy, National M&E Framework, National Quality Assurance Guidelines and National Logistics and Management Information System as well as HR development and management across Pakistan.

<i>From/To</i>	<i>Employer</i>	<i>Positions held</i>
2009/2009	TSF, IPPF, Malaysia	■ Consultant – GFATM R9 HIV proposal
2009/2009	NTP, Ministry of Health, Pakistan	■ Consultant – GFATM R 9 TB proposal
2009/2009	HLSP, London	■ Consultant – GAVI Evaluation, Pakistan
2008/9	HLSP, London	■ Consultant – GFATM R9 HSS proposal
2008	WHO/EMRO & NTP	■ Consultant – Ministry of Health, Morocco
2008	WHO/EMRO & NTP	■ Consultant – Ministry of Health, Egypt
2008	NACP & UNFPA	■ Consultant, Pakistan
2007	NTP, Ministry of Health	■ Technical Advisor ACSM, HSS and PPM
2008	National AIDS Control Programme/UNFPA	■ Consultant, Pakistan
2008	Midas Communications/NACP	■ Consultant, Pakistan
2007/2008	Options UK, DFID	■ Consultant – NHF, TAMA assessment study
Nov. 2007	UNODC	■ Consultant, Pakistan
Nov.-Dec. 2007	Academy for Educational Development	■ Consultant, Pakistan
Apr.-July 2007	University of Washington, I-TECH	■ Consultant, Ethiopia, Mozambique
August 2007	University of Washington, Women Resource Centre	■ Consultant, U.S.A.
Jun./Jul 2006	BHP Billiton	■ Consultant, Pakistan

2006 to 2007

I-TECH/Health Alliance International Seattle, Washington

At I-TECH and HAI, Tariq developed performance management tool to guide monitoring and strategic interventions of PEPFAR/Ethiopia project and closely followed up Mozambique ARV program. He has been closely associated to Women Resource Center, Cunningham Hall at UW.

2003 to 2006

Family Health International Islamabad, Pakistan

Program Manager: Supported national program planning, management, resource development and implementation for FHI Pakistan, as well as coordinated working with donors, implementing partners in project design, proposal development, contractual agreement, provision and/or arrangement of monitoring and technical assistance and project evaluation. Provided assistance in developing research instruments for Pakistan's first HIV/STI surveillance study and helped Pakistan formalize response to HIV/AIDS prevention, care and treatment. He established a successful inter-sectoral HIV/AIDS prevention model to help HIV/AIDS Enhanced program as well as empowering the MARP.

2001 to 2003

**Population Services International/GSM
Karachi, Pakistan**

HIV/AIDS Specialist: Before the World Bank-Pakistan funded Enhanced HIV/AIDS Control Program, Tariq helped mobilize first formal HIV/AIDS financing from UNFPA to pilot interventions for FSWs. He provided administrative and technical leadership to HIV/STI targeted interventions in various parts of Pakistan under Condom sales revenues and UNFPA funds. Overseen the management of HIV/STI products, services and information aligned with Pakistan Enhanced HIV/AIDS Control strategy. Designed and socially marketed Pakistan's first STI PPT Kit (Clear 07). Started condom revolving credit facility for disease prevention and contracted with 34 Pakistani NGOs. Hyderabad (*Serey Ghat*) has been a model project for targeted FSWs interventions in Pakistan.

1997 to 2001

**Population Services International/SMP
Lahore, Pakistan**

Reproductive Health Trainer: Provided technical assistance in developing curricula for Family Planning, Sexually Transmitted Infections – Syndromic management, Iron Deficiency Anemia and Emergency Contraception. Iodized salt and Iron fortification initiatives. Facilitated over 150 workshops on Family Planning and Syndromic management of STIs to over 1,700 providers in Punjab and Sindh provinces of Pakistan. Assisted development of “Training” related Performance Indicators for Sustainable Social Marketing (PRISSM) under DfID support.

1992 to 1997

**Hospital Based and General Practice
Bahawalpur/Lahore, Pakistan**

Registrar, Resident Medical Practitioner: Clinical practice and management in Pediatric Surgery, General Medicine, General Surgery, Cardiology & ICU and Accident and Trauma Units. Facilitated free medical camps for poor communities and patients.

1986 to 1991

**Humanity Services Society
Bahawalpur, Pakistan**

Medical Student and President of HSS: Tariq has a lean for voluntary services, therefore, while he was studying medicine and surgery at the medical school joined the Humanity Services Society (HSS). The society was led by Professor of Surgery and managed by a team of ~45 male and female students. He led medical school's patient welfare society to offer health services to the populations of Punjab including nomadic communities of *Chulistan* desert. Mobilized resources in kind (health commodities) and charities for the deserving people. Led a team of fortyfive college students and coordinated with Professors and Registrars of the Bahawal Victoria Hospital for connecting health services to the people and communities. He established the opportunity and firsthand experience for students and clinicians of the medical school to serve people and communities in the desert.

COUNTRIES OF PROFESSIONAL WORK

Pakistan, Cambodia, Bangladesh, South Africa, Ethiopia, Mozambique, Mali, Jordan, Egypt, Morocco and U.S.A.

LANGUAGE SKILLS

English	<u>Speaking</u> S-4	<u>Reading</u> R-5
Urdu	<u>Speaking</u> S-5	<u>Reading</u> R-5
Arabic	<u>Speaking</u> S-3	<u>Reading</u> R-4

SYSTEMS, PUBLICATIONS, PAPERS, PRESENTATIONS, AND ACHIEVEMENTS

Standardized Supply Chain Health Information Systems:

- Synergized globally recognized systems of WHO, UNICEF and PATH for Immunization / EPI management under one platform.
- Helped model Pakistan cLMIS as one of best IS practices for FP 2020 sixteen priority countries
- Integrated globally recognized FP supply chain indicators to FP2020 Supply Chain Dashboard for country level reporting
- Pakistan Logistics Management Information System (LMIS) for FP, EPI and TB programs: Now sustainably owned, controlled and operated by the Government of Pakistan www.lmis.gov.pk
- Warehouse Management System (WMS), Central Warehouse & Supplies for Family Planning products and Federal EPI Warehouse Complexes for vaccine related products
- National Logistics Information System for Advocacy Communication & Social Mobilization

Manuals, Reports and Proposals:

- Essential Medicine List (EML) as per WHO international standards and as procurement packages for various levels of service delivery; provincial procurement manuals (Medicines & Supplies) for Punjab, Sindh and Khyber Pakhtunkhwa province; Vaccine Logistics Manuals and guides; Warehouse Operations, SOPs, Safety Guidelines and JD for the CW&S, Karachi and Federal EPI, Islamabad; Provincial Logistics Manuals for Punjab, Sindh, Khyber Pakhtunkhwa, Balochistan provinces and regional governments of FATA, ICT, AJ&K and G-B. Access these documents for example at

<http://health.punjab.gov.pk/Downloads>

<http://www.healthkp.gov.pk/downloads.asp>

<http://khyberpakhtunkhwa.gov.pk/khyberpk/downloads.php?deptID=36>

<http://epi.gov.pk/index.php/publications/>
http://epi.gov.pk/?page_id=204
http://epi.gov.pk/wp-content/uploads/2015/08/epi_reforms_report_2015.pdf
http://nhsrc.gov.pk/press_release_details.php?pr_id=7
<http://www.pwdsindh.gov.pk/Publications/e-books/main.htm>
<http://sindhhealth.gov.pk/>
http://pdf.usaid.gov/pdf_docs/Pnadx300.pdf

- Pakistan National Contraceptive Procurement Manual
- GAVI Health System Strengthening Support Evaluation study, Pakistan
- Lessons Learned Study/National Health and Population Framework – Technical Assistance Management Agency (TAMA) Institutional Assessment
- Brand Book, Pakistan’s first public/private sector branding book for National TB Control Program/MOH, Pakistan
- Quality Assurance Manual – Trainers and Trainee Guide on Strategic Inter Personal Communication, NTP, Pakistan
- National TB/ACSM capacity development plan for the public and private sectors, Morocco
- Design, development and execution of ATL and BTL communication product for improving treatment seeking behavior and improved knowledge on TB
- Three Credit Course on Supply Chain Management of Health Commodities and Certificate Course on Supply Chain Management of Health Commodities for the Health Services Academy and University of Health Sciences, Lahore. University of Peshawar and Nur International University are also being integrated.

Proposal Writing / Resource Leveraging for National Standards:

- Sindh and Punjab MNCH supply chain systems strengthening project across 29 districts in Sindh and 05 in Punjab supported through UNICEF/Gates Foundation (US\$2million)
- Pakistan vLMIS scale up across 152 districts project supported through WHO/Gavi Alliance (\$1.2million)
- Punjab vLMIS scale up across 36 districts project supported through DfID financing (\$200K)
- Global Fund Round 9 Country Combined Proposal for Health Systems, HIV/AIDS, TB and Malaria 2009
- Successful proposal/application GFATM/R9, Pakistan for HIV/AIDS (US\$43 million)
- Successful proposal/application GFATM/R9, Pakistan for TB (US\$178 million)
- Category II proposal/application GFATM/R9, Pakistan for Health Systems Strengthening

Publications & Presentations:

- “Evidence-based Modeling Suggests Improved Maternal and Child Health through Increased Access to Family Planning”, Tariq et al., GMHC 2013
- Application of Logistics Management Information System (LMIS) for the management of overall health commodity logistics management Logistics, Tariq el al., APHC 2012
- Use of Logistics Management Information System (LMIS) for equitable management of district supplies, Tariq et al., APHC 2012

- Modernizing Public Sector Warehousing for distribution of Family Planning supplies to improve maternal and child health, Tariq et al., APHC 2012
- Equitable access to Family Planning commodity for improving maternal and child health, Tariq et al., APHC 2012
- Using inventory turnover ratio to assess equitable supply chain performance for maternal and child health products, Tariq et al., APHC 2012
- National Advocacy, Communication and Social Mobilization (ACSM) Strategy and Operational Guidelines, National TB Control Program (NTP), Pakistan
- National ACSM M&E Framework, NTP, Pakistan
- National Research Survey (KAP) Design, ACSM, Egypt
- National Annual Report, National TB Control Program, Pakistan 2008
- National Annual Report, National TB Control Program, Pakistan 2009
- Thesis: The Perceived Congruence between Personal and Organizational Values for Global Health Business at I-TECH, 2007
- A Study to understand the link between organizational values and management practices at IPPF, Washington, 2006
- The Science of Service Delivery – National Health Systems and Trends of International Assistance, Health Systems and Service Delivery - International Perspectives on Collaboration and Foreign Aid” at the at the 5th Annual Western Regional International Health Conference, Seattle, USA
- Presentations on Health Systems Strengthening and Leadership for graduate and postgraduate students and scholars at the School of Public Health and Community Medicine, Evans School of Public Affairs, School of Medicine and Women Resource Center, Cunningham hall, University of Washington, Seattle, U.S.A.
- Swedish Development Corporation (SDC) supported DVD/Song development and airing on various TV channels for reducing HIV/AIDS stigma and discrimination
- HIV/AIDS Communication Strategy and Policy for Advocacy, 2003 – developed for social marketing of disease prevention with GSM/Population Services International
- Collaborated with Manhattan Pakistan Limited for development of electronic and print media campaign for Family Planning and HIV/STI products and services
- A book on “How to Design an Effective Communication Project”, FHI/USAID, Pakistan 2005
- A book on “Assessment and Monitoring of Strategic Behavioral Interventions”, FHI/USAID, Pakistan 2005
- Advocacy campaign booklet on “Voices of people living with HIV and AIDS in Pakistan”, 2005
- Research for capacity assessment of non-governmental organizations for possible social marketing on disease prevention – “Assessment of NGOs active in HIV/AIDS prevention in Pakistan for social marketing”
- Research of developing a communication strategy, interventions and service delivery package for truck drivers - HIV/AIDS Knowledge, Attitude and Practices among Truck Drivers in Pakistan – *Mauripur*/Karachi Musical Concert for truck drivers
- Used electronic and print media for development of PAS, TV and Radio spots for FP and HIV/STIs

-IEC material like Sliding cards, Story book, Wheel, 10 cards fan, Jigsaw Puzzle, People to get tested for HIV and TB, Ace cards for a variety of communication projects for BCC sexually transmitted infections.