



No. WHO/EMRO-1/2023

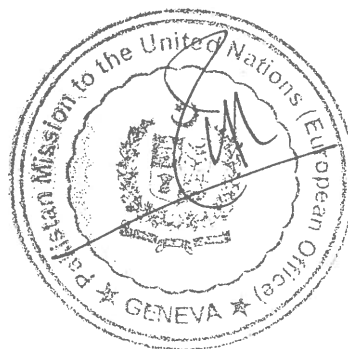
The Permanent Mission of the Islamic Republic of Pakistan accredited to the United Nations Office and other International Organizations in Geneva presents its compliments to the World Health Organization (WHO), and with reference to its Note Verbale dated 04 April 2023, has the honour to refer to the decision of the Government of Pakistan to nominate Dr. Abdul Ghaffar for the post of Regional Director of the Eastern Mediterranean Region Office (EMRO) of WHO and enclose herewith a sealed envelope containing his Curriculum Vitae and details as required by the "*Standard form for the proposal of names of persons for nomination of the Regional Director of the Eastern Mediterranean Region of the World Health Organization*".

The Permanent Mission would appreciate receiving acknowledgement of the receipt of the envelope.

The Permanent Mission of the Islamic Republic of Pakistan avails itself of this opportunity to renew to the World Health Organization (WHO) in Geneva the assurances of its highest consideration.

Geneva, 12 July 2023

Director General
c/o World Health Organization (WHO) –
Office of the Legal Council
Office 7058
20, Avenue Appia
1211 Geneva 27



DR ABDUL GHAFFAR

Phone number: +41-79.249-3541

Email: Ghaffar.Motla@gmail.com

A physician by training with a PhD in International Health from Johns Hopkins University. Worked in and for low- and middle-income countries over the past 35 years, designing and evaluating national health systems, collaborating with policymakers, and training future generation of health systems leaders.

EDUCATION AND TRAINING

- **Doctor of Philosophy** in International Health (PhD), 2000, Johns Hopkins University, USA
- **Master of Public Health**, 1991, Boston University School of Public Health, USA
- **Master of Health Administration**, 1990, Clark University and University of Massachusetts School of Medicine, USA
- **MBBS**, 1982, Punjab University, Pakistan

CERTIFICATES

- **Certificate in ZOPP Moderation.** 1995, German Development Corporation, Project Office, Pakistan.
- **Managing Health Programs in Developing Countries.** 1994, Harvard University School of Public Health, USA
- **Health Economics and Human Resources Management in Developing Countries.** 1992, Nuffield Institute for Health Services Studies, University of Leeds, United Kingdom **Field Course in Maternal, Child & Environmental Health.** 1990, St. Vincent, West Indies (issued by Boston University School of Public Health, USA)
- **Certificate in Applied Epidemiology.** 1989, New England Epidemiology Institute, Tufts University, USA

PROFESSIONAL EXPERIENCE

Current positions

- Since 2022 **Senior Technical Advisor**, JUNAID Family Foundation, USA
Since 2001 **Associate Faculty**, Department of International Health, Johns Hopkins University, Bloomberg School of Public Health, USA
Since 2001 **Adjunct Professor**, Health Services Academy, Pakistan

Previous positions

- 2010-2022 **Executive Director**, Alliance for Health Policy and Systems Research, World Health Organization, Geneva
2008-2009 **Regional Advisor**, Research Policy and Cooperation, World Health Organization Regional Office for the Eastern Mediterranean, Cairo, Egypt.
2002-2008 **Senior Public Health Specialist**, Global Forum for Health Research, Geneva, Switzerland.

- 2000-2001 **Senior Health Advisor and Co-team Leader**, Health Sector Reforms Project, Health Department, Government of KPK, Peshawar, Pakistan
- 1994-2001 **Deputy Director/Director and Associate Professor**, Health Services Academy, Ministry of Health, Islamabad, Pakistan.
- 1991-1993 **Assistant Director-General Planning and Development**, Ministry of Health, Pakistan.
- 1991 **Assistant Director, Department of Health**, Rawalpindi Division, Government of Punjab, Pakistan.
- 1983-1990 **Medical Officer, Department of Health**, Government of Punjab, Pakistan.

MAIN RESPONSIBILITIES AND DUTIES PERFORMED

As a senior Technical Advisor, advise the Board and Secretariate of **JUNAID Family Foundation** on designing and development of new projects. Help the Secretariate on implementation, monitoring, evaluation and learning of ongoing projects.

As Executive Director of the Alliance for Health Policy and Systems Research, I lead the most prestigious global programme in health policy and systems research. The Alliance research grants over the last 25 years have enabled more than **1100 researchers** (the vast majority of whom are from low- and middle-income countries (LMICs) and more than half of whom are women) to innovate, experiment and work with the Alliance to hone their skills, build Southern institutional capacity and develop this nascent field. The quality of their work is evident from the widely cited, nearly **300 peer-reviewed** publications that they have produced, while its relevance is reflected in the more than **50 policies and practices** that have been directly influenced as a result. Recognizing that enabling evidence-informed decision-making requires the Alliance to proactively engage with policy communities, the organization has sensitized over **2000** policy-makers at sub-national, national, regional and global levels to the need for programmes and policies to be informed by the best available evidence.

I have also led the development and writing of the first WHO Strategy on Health Policy and Systems Research, entitled as *Changing Mindsets*, and contributed to the development of the 2013 World Health Report: *Research on Universal Health Coverage*.

As Regional Advisor for Research at WHO's Regional Office for the Eastern Mediterranean, I worked with Member States and provided the leadership to strengthen the capacities of researchers to generate evidence and the abilities of managers and policy-makers to assess, ascertain, demand and use evidence. I convened and collaborated with relevant stakeholders, including development partners, civil society, academia and industry to develop national research policies and agendas.

As Senior Public Health Specialist at the Global Forum for Health Research, and at the Alliance I oversaw the development of different tools and methods for setting research priorities and strengthening research capacities, including Combined Approach Matrix, Implementation Research Guide and Methodology Reader on Health Policy and Systems Research. I played a leading role in establishing and managing several health research and policy forums – on national and international

levels – involving civil society, policy-makers and development partners (e.g. Road Traffic Injuries Research Network, Pakistan's Health Policy Forum and Public Health Foundation of India).

As the Senior Health Adviser to the Secretary of Health, Government of KPK, Pakistan, I contributed to the design and implementation of health sector reforms and was responsible for developing policy papers, conducting policy analyses, overseeing the design and implementation of household surveys and advising on development of management structures to implement the agreed reforms. I contributed to the design and conduct of 15 analytical and policy studies which provided the evidence base for reforms.

As Deputy Director and later as Director of the Health Services Academy, I was one of four leaders who were chosen by the Government of Pakistan to lead the establishment of a Masters of Public Health (MPH) programme at the Health Services Academy, the first ever in Pakistan's public sector. As a member of the founding group, I developed organizational and management structures for the school, contributed to the development of the mission document, interviewed and hired faculty and support staff for all disciplines, developed the curricula and personnel development plans, and launched the MPH degree in 1996. As a senior member of the faculty I taught courses to MPH students on health policy formulation, health systems analysis and district health management.

As Assistant Director-General at Ministry of Health I led the development of short- and long-term health plans within the framework of national five-year plans. I prepared vision documents for presentation to senior policy-makers in the Ministry and the Planning Commission and played a key role within the team by negotiating projects and programmes with international donors. Also, he was member of the conceptualization and planning team which planned and launched the flagship programme on Lady Health Workers.

As a physician I had clinical responsibilities and was the Assistant Director of a Division in Pakistan, a mixed urban/rural community of about 10 million people. I also led the planning and development of a broad range of primary and secondary health services for the Division.

HONORS AND AWARDS

Pride of Performance, civil Award by the President of Pakistan in recognition of the public services in health sector to people of Pakistan, March 2016.

Knowledge for the World Award, by the Johns Hopkins to its alumni who have made a noticeable impact on global health, 2013.

Best Publication Award, Hamad Medical Corporation, Medical Research Centre, Qatar, 2005.

*Delta Omega Honorary Society in Public Health – Alpha Chapter, USA,
Member, inducted in 2002.*

Best articles from authors in developing countries, ward by the Journal of Health Policy and Planning, 2000.

Thomas Jefferson Fellow 1989-1990.

JOURNAL EDITORIAL BOARD MEMBERSHIP

BMJ Global Health, Special Issue on Health and Peace, guest editor, July 2022.

BMJ Global Health, special Issue on COVID-19 and other high threat pathogens in the Eastern Mediterranean Region, guest editor, June 2022.

WHO Bulletin, special issue on health policy and systems research for rehabilitation, guest editor, May 2022.

Global Mental Health, Associate Editor, Health Policy and Systems, 2014-2021.

Public Health Research and Practice, special issue on strengthening health systems globally of Public Health Research and Practice, guest editor, November 2021.

BMJ Global Health, special issue on Embedded research to advance Primary Health Care, December 2020.

WHO Bulletin, special issue on Primary Health Care, guest editor, November 2020.

Health Research Policy and Systems, special issue on the State of Health Policy and Systems Research, guest editor, September 2020.

Pakistan Journal of Public Health, member advisory board, since 2017.

Global Heart, Journal of World Heart Federation, member of the editorial board since 2012.

BMJ, special issue on the Middle East linked to the 10th meeting of the Global Forum for Health Research, held in Cairo, Advisor, 29 October - 2 November 2006.

Journal of College of Physicians and Surgeons Pakistan, special issue on Road Traffic Injuries in South Asia, , Guest Editor, December 2004.

BOOKS AND MONOGRAPHS

- Changing Mindsets. WHO Strategy on Health Policy and Systems Research, 2012.
- Application of Burden of Disease analyses in Developing Countries: Implications for policy, planning and management of health systems. Global Forum for Health Research, Geneva, 2006.
- Three pillars of priority setting for health research: process, tools and values. Global Forum Update on Research for Health, Volume 3, Global Forum for Health Research, Geneva, 2006.
- Priority setting for health research: Towards a management process for low- and middle-income countries. Country experiences and advice. Council on Health Research for Development, 2006,
- Strengthening health systems: the role and promise of policy and systems research. Alliance for Health Policy and Systems Research, Geneva, 2004.
- Global Forum update on research for health 2005 - Health research to achieve the millennium development goals. Global Forum for Health Research, Geneva 2004.
- The Combined Approach Matrix - A Priority Setting Tool for Health Research, Global Forum for Health Research, Geneva, 2004.
- The 10/90 Report on Health Research, 2003 - 2004. Global Forum for Health Research, Geneva 2004.
- World Report on Road Traffic Injury Prevention. WHO and the World Bank, 2004.
- National Action Plan for Prevention and Control of Non-communicable Diseases and Health Promotion Pakistan: A joint publication of Ministry of Health, Pakistan, WHO and Heartfile, Pakistan, 2004.
- Collaborative Training Program (CTP) developed by the INCLIN, Alliance for Health Policy and Systems Research, COHRED and Global Forum for Health Research, 2002-2003.
- Guidelines for community surveys on injuries by WHO, 2003.
- National Injury Survey of Pakistan (1997-1999). Health Services Academy Islamabad, 2000.
- Road Traffic Injuries in Pakistan: Trends, Causes, and Policy Implications, 2001. Health Services Academy Islamabad, 2000.
- Current Status of Health Planning in Pakistan, Health Services Academy, 1994.

JOURNAL ARTICLES (peer reviewed)

ORCID: 0000-0002-8629-4526 (Total publications 123. Below indicated only the last 05)

1. Khan W, Abimbola S, **Ghaffar A**, El-Adawy M, Marten R. Health for peace: from rhetoric to reality. *BMJ Global Health* 2022;7:e010568.
2. Al Mandhari A, **Ghaffar A**, Etienne CF. Health is a bridge for peace: let us make use of it. *BMJ Global Health* 2022;7:e010577.
3. Strachan DL, Teague K, Bnurse AA, Annear PL, **Ghaffar A**, Shroff ZC, McPake B. Using health policy and systems research to influence national

health policies: lessons from Mexico, Cambodia, and Ghana. Health policy and planning, 2022.

4. Cieza A, Kwamie A, Magaqua Q, Pachadze N, Sabariego C, Blanchet K, Zia N, Bachani AM, **Ghaffar A**, Mikkelsen B. Framing rehabilitation through health policy and systems research: priorities for strengthening rehabilitation. *Health Res Policy Sys* 20, 101 (2022).
5. Sheikh K, Peters D, Agyepong IA, Abimbola S, **Ghaffar A**, Swaminathan S. Learning is a means to progress and empowerment for health systems. *BMJ Global Health* 2022;7:e010572.

DETAILED CREDENTIALS

Abdul Ghaffar, MBBS, MPH, MHA, PhD

EDUCATION AND TRAINING

<i>Doctor of Philosophy (Ph.D)/2000</i>	<i>Johns Hopkins Bloomberg School of Public Health, International Health</i>
<i>Master of Public Health (MPH)/1991</i>	<i>Boston University School of Public Health,</i>
<i>Master of Health Administration (MHA)/1990</i>	<i>Clark University, Graduate School of Management, USA</i>
<i>Bachelor's in medicine and Bachelor in Surgery (MBBS)/1982</i>	<i>Punjab University, Pakistan</i>
<i>Certificate/1995</i>	<i>German Development Corporation, ZOPP moderation</i>
<i>Certificate/1994</i>	<i>Harvard University, Harvard School of Public Health, Managing Health Programs in Developing Countries</i>
<i>Certificate/1992</i>	<i>University of Leeds, Nuffield Institute of Health Services Studies, Health Economics and Human Resources Management in Developing Countries</i>
<i>Certificate/1990</i>	<i>Boston University, School of Public Health, Field Course in Maternal, Child & Environmental Health.</i>
<i>Certificate/1989</i>	<i>Tufts University, New England Epidemiology Institute, Applied Epidemiology.</i>

PROFESSIONAL EXPERIENCE (Academic)

Johns Hopkins University

Associate Faculty, Department of International Health, Johns Hopkins Bloomberg School of Public Health, since July 2001.

Adjunct Professor, Leadership, Policy and Systems, Health Services Academy, Islamabad, Pakistan, August 2002.

PROFESSIONAL EXPERIENCE (Practice)

Executive Director, Alliance for Health Policy and Systems Research, World Health Organization, Geneva, January, January 2010 – October 2022.

Regional Advisor, Research Policy and Cooperation, World Health Organization Regional Office for the Eastern Mediterranean, Cairo, Egypt, July 2008 - December 2009.

Senior Public Health Specialist, Global Forum for Health Research, Geneva, Switzerland, September 2002 - June 2008.

Senior Health Advisor and Co-team Leader, Health Sector Reforms Project, Health Department, Government of KPK, Peshawar, Pakistan, August 2001 - August 2002.

Deputy Director/Director, Health Services Academy, Ministry of Health, Islamabad, Pakistan, January 1994 - July 2001.

Assistant Director-General Planning and Development, Ministry of Health, Pakistan, December 1991 - December 1993.

Assistant Director, Department of Health, Rawalpindi Division, Government of Punjab, Pakistan, January 1991 - November 1991.

Medical Officer, Department of Health, Government of Punjab, Pakistan, February 1983 - December 1990.

PROFESSIONAL ACTIVITIES

Society Membership and Leadership

Health Systems Global, Board Member, 2012 – 2022.

Delta Omega Honorary Society in Public Health – Alpha Chapter, USA, Member, Inducted in 2002.

Participation on Advisory Panels and Boards

Research Advisory Council, Public Health Foundation of India. Member since 2017.

International Advisory Committee, United States-Zambia NIH grant. Addressing Risk Factors for Non-Communicable Diseases in Zambia (US-Zambia Risk-NCD), member, 2022-2027.

International Advisory Committee, Trauma and Injury Research Training Program GWU and University of Zambia, member, 2021-2026.

International Advisory Committee, United States-Mali Research Ethics Training Program (US-Mali RETP), member, 2020-2025.

Advisory Council of the Africa Health Initiative of Doris Duke Charitable Foundation, member, 2017- 2022.

Advisory Group, Communicable Diseases Health Services Delivery (COMDIS-HSD) consortium, funded by DFID, which conducted a series of high-quality health services research, primarily in low-income countries, focusing on communicable diseases, London. Member, January 2012 - December 2019.

Expert Advisory Group for the development of the leadership report on resilient health systems. London, April 2016.

Health and Population Think Tank of MOH, Pakistan, member since March 2015.

Funding and review Committee for Health Systems Research Initiative supported jointly by the Wellcome Trust, Social Science Research Council, British Medical Research Council, and the Department for International Development (DfID), member 2010-2014.

The Working Group, which was established and tasked with taking initial steps to create this new International Society and lead preparations for its launch during the second Global Symposium in China. Chair, July 2011-November 2012.

Technical Advisory Committee for PAIMAN (Pakistan Initiative for Mothers and New-born), member 2004-2010.

Road Traffic Injury Research Network, member 2004-2008.

WHO Taskforce to steer the governance, management structures and role and contribution of the Alliance for Health Policy and Systems Research beyond 2004, member.

Expert Committee for development of 2001 National Health Policy of Pakistan, member.

Task Force to study the system of Primary Health Care delivery in Pakistan with special reference to Human Resource Requirements, member 2000.

Task Force constituted by the Government of Pakistan to review the available personnel for PHC and make recommendations for integration and best use in line with the future burden of disease and population profile of the nation, member 2000.

Pakistan's Health Policy Forum, Islamabad, member 2000.

Collaborative for Leadership and Innovations in Health Systems, American University of Beirut, Lebanon, member 1999.

International Advisory Board for planning and implementation of the National Action Plan for the Prevention and Control of Non-Communicable Diseases and Health Promotion in Pakistan, member, 1999.

Prime Minister's Programme for Family Planning and Primary Health Care, Primary Health Care Cell, Ministry of Health, Government of Pakistan Technical Advisor, 1997-2000.

Expert Committee for development of 1997 National Health Policy of Pakistan, member.

Working Group on Health, Nutrition and Narcotics for formulation of the 9th Five-Year Plan of Pakistan, member 1997.

Project Advisory Group the Baluchistan Safe Motherhood Initiative, Pakistan, member 1993-1995.

Advisory board of SHAIIP (Strengthening of Health Services Academy Islamabad Project), member 1994-2000.

ASD (Association for Social Development), Islamabad, Pakistan, Advisor, 1995-2000.

APPNA (Association of Pakistani Physicians in North America) SEHAT, Islamabad, Pakistan, Advisor, 1993-1994.

Consultations

Canadian International Development Agency. Health Systems Specialist for preparation of a CIDA-funded 'Systems-Oriented Health Investment Program in Pakistan (July-December 2001).

Save The Children Federation Inc (SC/US). Designed a plan for the Haripur District for restructuring of health sector for the forthcoming 'devolution of power plan' (March-July 2001).

Joint Evaluation Mission of JICA and MOH Pakistan. Evaluation of Maternal and Child Health Project, Pakistan Institute of Medical Sciences, Islamabad (10-15 March 2001).

Oxford Policy Management Group UK and DfID. Mid-Term Review of Social Action Program (SAP) Pakistan (September-October 2000).

Office of Health Commissioner, Chester City, PA, USA. Evaluation of injury control programs of Chester City (July 2000).

WHO-EMRO. Development of guidelines for evaluation of PHC programs. WHO Regional office, Alexandria, Egypt (June-September 2000).

Oxford Policy Management Group UK and DfID. Evaluation of the National Health Workers Program for Family Planning and Primary Health Care in Pakistan (March 1999-December 2001).

Designed, developed and instructed a course on District Health Planning and Management at Institute of Public Health Quetta, Pakistan, funded by DfID (April 1998).

National Institute of Public Administration (NIPA). Evaluation of restructuring of Post-Graduate Medical Institutes and Khyber Medical College Peshawar, Pakistan (August 1997-November 1998).

EDITORIAL AND OTHER PEER REVIEW ACTIVITIES

Journal Peer Review Activities

*Biomedical Central Health Services
British Medical Journal
BMJ Global Health
Eastern Mediterranean Health Journal
Health Policy and Planning
Journal of Pakistan Medical Association,
Public Health Research and Practice
The Lancet Global Health
WHO Bulletin*

Journal Editorial Board Membership

BMJ Global Health, Special Issue on Health and Peace, guest editor, July 2022.

BMJ Global Health, special Issue on COVID-19 and other high threat pathogens in the Eastern Mediterranean Region, guest editor, June 2022.

WHO Bulletin, special issue on health policy and systems research for rehabilitation, guest editor, May 2022.

Global Mental Health, Associate Editor, Health Policy and Systems, 2014-2021.

Public Health Research and Practice, special issue on strengthening health systems globally of Public Health Research and Practice, guest editor, November 2021.

BMJ Global Health, special issue on Embedded research to advance Primary Health Care, December 2020.

WHO Bulletin, special issue on Primary Health Care, guest editor, November 2020.

Health Research Policy and Systems, special issue on the State of Health Policy and Systems Research, guest editor, September 2020.

Pakistan Journal of Public Health, member advisory board, since 2017.

Global Heart, Journal of World Heart Federation, member of the editorial board since 2012.

BMJ, special issue on the Middle East linked to the 10th meeting of the Global Forum for Health Research, held in Cairo, Advisor, 29 October - 2 November 2006.

Journal of College of Physicians and Surgeons Pakistan, special issue on Road Traffic Injuries in South Asia, , Guest Editor, December 2004.

Proposal Reviews

Formally peer reviewed health sector projects and proposals for WHO, World Bank, UNICEF, USAID, DfID and the Wellcome Trust.

HONORS AND AWARDS

Pride of Performance, civil Award by the President of Pakistan in recognition of the public services in health sector to people of Pakistan, March 2016.

Knowledge for the World Award, by the Johns Hopkins to its alumni who have made a noticeable impact on global health, 2013.

Best Publication Award, Hamad Medical Corporation, Medical Research Centre, Qatar, 2005.

Delta Omega Honorary Society in Public Health – Alpha Chapter, USA, Member, inducted in 2002.

Best articles from authors in developing countries, ward by the Journal of Health Policy and Planning, 2000.

Thomas Jefferson Fellow 1989-1990.

PUBLICATIONS

* indicates a mentored student or post-doctoral fellow

Journal Articles (peer reviewed) ORCID: 0000-0002-8629-4526

1. Khan W, Abimbola S, **Ghaffar A**, El-Adawy M, Marten R. Health for peace: from rhetoric to reality. *BMJ Global Health* 2022;7:e010568.
2. Al Mandhari A, **Ghaffar A**, Etienne CF. Health is a bridge for peace: let us make use of it. *BMJ Global Health* 2022;7:e010577.
3. Strachan DL, Teague K, Bnurse AA, Annear PL, **Ghaffar A**, Shroff ZC, McPake B. Using health policy and systems research to influence national health policies: lessons from Mexico, Cambodia, and Ghana. *Health policy and planning*, 2022.
4. Cieza A, Kwamie A, Magaquá Q, Pachadze N, Sabariego C, Blanchet K, Zia N, Bachani AM, **Ghaffar A**, Mikkelsen B. Framing rehabilitation through health policy and systems research: priorities for strengthening rehabilitation. *Health Res Policy Sys* 20, 101 (2022).
5. Sheikh K, Peters D, Agyepong IA, Abimbola S, **Ghaffar A**, Swaminathan S. Learning is a means to progress and empowerment for health systems. *BMJ Global Health* 2022;7:e010572.
6. **Ghaffar A**, *Dal Zennaro L, Tran N. The African Health Initiative's Role in Advancing the Use of Embedded Implementation Research for Health Systems Strengthening. *Global Health: Science and Practice*, 2022 Sept, 10(1):e2200318.
7. Tricco AC, Straus SE, **Ghaffar A**, Langlois EV. Rapid review for health policy and systems decision-making: more important than ever before. *Systematic reviews*, 2022;11(153).
8. Memish ZA, Brennan RJ, Rashidian A, Abubakar A, Khan W, **Ghaffar A**. COVID-19 pandemic response in one of the world most complex and vulnerable settings. *BMJ Global Health* 2022;7:e009911.

9. Abdul Razzak J, Agrawal P, Chand Z, Quraishy S, **Ghaffar A**, Hyder AA. Impact of community education on heat-related health outcomes and heat literacy among low-income communities in Karachi, Pakistan: a randomized controlled trial. *BMJ Global Health* 2022;7:e006845.
10. Kwamie A, *Ha S, **Ghaffar A**. Applied systems thinking: unlocking theory, evidence and practice for health policy and systems research. *Health Policy and Planning*. 2021 Nov 36(10):1715-1717.
11. *Lamba G, Shroff ZC, Babar ZU, **Ghaffar A**. Drug shops for stronger health systems: learning from initiatives in six LMICs. *Journal of Pharmaceutical Policy and Practice*. 2021 Nov;14(Suppl 1):94. doi: 10.1186/s40545-021-00374-z.
12. Lin V, **Ghaffar A**, Khor SK, Reddy KS. Strengthening health systems globally: a lingering challenge of funding. *Public Health Research & Practice*. 2021 Nov;31(4). doi: 10.17061/phrp3142115.
13. Shroff ZC, Thatte N, Malarcher S, et al. Strengthening health systems: the role of drug shops. *Journal of Pharmaceutical Policy and Practice*. 2021 Nov;14(Suppl 1):86. DOI: 10.1186/s40545-021-00373-0.
14. **Ghaffar A**, Rashidian A, Khan W, Tariq M. Verbalising importance of supply chain management in access to health services. *Journal of Pharmaceutical Policy and Practice*. 2021 Nov;14(Suppl 1):91. DOI: 10.1186/s40545-021-00352-5.
15. Cieza A, Kwamie A, Magaqa Q, **Ghaffar A**. Health policy and systems research for rehabilitation: a call for papers *Bulletin of the World Health Organization*. 2021 Oct;99(10):686-686A.
16. Shroff ZC, Mancuso AB, Sharkey A, et al. Decision-maker led implementation research on immunization: learning from low- and middle-income countries. *Health Research Policy and Systems*. 2021 Aug;19(Suppl 2):68. DOI: 10.1186/s12961-021-00720-2.
17. Edelman A, Marten R, Montenegro H, et al. Modified scoping review of the enablers and barriers to implementing primary health care in the COVID-19 context. *Health Policy and Planning*. 2021 Aug;36(7):1163-1186. DOI: 10.1093/heapol/czab075.
18. Marten R, Reveiz L, Aslanyan G, Perez F, **Ghaffar A**. The value and impact of embedded implementation research: insights from Latin America and the Caribbean. *Revista Panamericana de Salud Publica = Pan American Journal of Public Health*. 2021 ;45:e110. DOI: 10.26633/rpsp.2021.110.
19. **Ghaffar A**, Gupta A, Kampo A, Swaminathan S. The value and promise of embedded research. *Health Research Policy and Systems*. 2021 Aug;19(Suppl 2):99. DOI: 10.1186/s12961-021-00744-8.
20. Al Mandhari A, **Ghaffar A**, Etienne CF. Harnessing the peace dividends of health. *BMJ Global Health*. 2021 Jun;6(6). DOI: 10.1136/bmjgh-2021-006287.
21. Shahabuddin A, Sharkey A, Khalid F, et al. An embedded implementation research initiative to tackle service delivery bottlenecks in the expanded programme on

- immunisation in Pakistan: Overview and reflections. Journal of Global Health. 2021 May;11:06003. DOI: 10.7189/jogh.11.06003.*
22. Shroff ZC, Marten R, Vega J, et al. Time to reconceptualise health systems. *Lancet (London, England). 2021 Jun;397(10290):2145. DOI: 10.1016/s0140-6736(21)01019-9.*
 23. Ghaffar A, Rashid SF, Wanyenze RK, Hyder AA. Public health education post-COVID-19: a proposal for critical revisions. *BMJ Global Health. 2021 Apr;6(4). DOI: 10.1136/bmjgh-2021-005669.*
 24. Marmot M, Al-Mandhari A, Ghaffar A, et al. Build back fairer: achieving health equity in the Eastern Mediterranean region of WHO. *Lancet (London, England). 2021 Apr;397(10284):1527-1528. DOI: 10.1016/s0140-6736(21)00710-8.*
 25. Marten R, *Yangchen S, Campbell-Lendrum D, et al. Climate change: an urgent priority for health policy and systems research. *Health Policy and Planning. 2021 Mar;36(2):218-220. DOI: 10.1093/heapol/czaa165.*
 26. Al-Mandhari A, Marmot M, Ghaffar A, et al. COVID-19 pandemic: a unique opportunity to 'build back fairer' and reduce health inequities in the Eastern Mediterranean Region. *Eastern Mediterranean Health Journal = La Revue de Sante de la Mediterranee Orientale = Al-majallah Al-sihhiyah Li-sharq Al-mutawassit. 2021 Mar;27(3):217-219. DOI: 10.26719/2021.27.3.217.*
 27. Sheikh K, Ghaffar A. PRIMASYS: a health policy and systems research approach for the assessment of country primary health care systems. *Health Research Policy and Systems. 2021 Mar;19(1):31. DOI: 10.1186/s12961-021-00692-3.*
 28. Marten R, El-Jardali F, Hafeez A, et al. Co-producing the covid-19 response in Germany, Hong Kong, Lebanon, and Pakistan. *BMJ (Clinical Research ed.). 2021 Feb;372:n243. DOI: 10.1136/bmj.n243.*
 29. Marten R, Mikkelsen B, Shao R, et al. Committing to implementation research for health systems to manage and control non-communicable diseases. *The Lancet. Global Health. 2021 Feb;9(2):e108-e109. DOI: 10.1016/s2214-109x(20)30485-x.*
 30. Swaminathan S, Sheikh K, Marten R, et al. Embedded research to advance primary health care. *BMJ Global Health. 2020 Dec;5(12). DOI: 10.1136/bmjgh-2020-004684*
 31. Rasanathan K, Tran N, Johnson HL, et al. Realizing the potential of embedded implementation research: Lessons from Pakistan. *Journal of Global Health. 2020 Dec;10(2):020104. DOI: 10.7189/jogh.10.020104.*
 32. Vega J, Shroff ZC, Sheikh K, et al. Capacity, committed funding and co-production-institutionalizing implementation research in low- and middle-income countries. *Health Policy and Planning. 2020 Nov;35(Supplement_2):ii7-ii8. DOI: 10.1093/heapol/czaa120.*
 33. Varallyay NI, Bennett SC, Kennedy C, Ghaffar A, Peters DH. How does embedded implementation research work? Examining core features through qualitative case studies in Latin America and the Caribbean. *Health Policy and Planning. 2020 Nov;35(Supplement_2):ii98-ii111. DOI: 10.1093/heapol/czaa126.*

34. **Ghaffar A**, Swaminathan S, Sheikh K, et al. Implementation research is crucial to countries' efforts to strengthen learning health systems. *Health Policy and Planning*. 2020 Nov;35(Supplement_2):ii4-ii6. DOI: 10.1093/heapol/czaa119.
35. Barkley S, Marten R, Reynolds T, et al. Primary health care: realizing the vision. *Bulletin of the World Health Organization*. 2020 Nov;98(11):727-727A. DOI: 10.2471/blt.20.279943.
36. Shroff ZC, Marten R, **Ghaffar A**, et al. On the path to Universal Health Coverage: aligning ongoing health systems reforms in India. *BMJ Global Health*. 2020 Sep;5(9). DOI: 10.1136/bmjgh-2020-003801.
37. Schleiff MJ, Kuan A, **Ghaffar A**. Comparative analysis of country-level enablers, barriers and recommendations to strengthen institutional capacity for evidence uptake in decision-making. *Health Research Policy and Systems*. 2020 Jul;18(1):78. DOI: 10.1186/s12961-020-00546-4.
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Chapters Books and monographs (not peer reviewed)

1. **Kabir Sheikh, Abdul Ghaffar, Aku Kwamie.** Using health research for evidence-informed decisions in health systems in LMICs. *Making Health Systems Work in L&MICs: A Textbook for Public Health Practitioners.* Cambridge University Press, 2022.
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15. Peter Elsenaar, **Abdul Ghaffar**, Martha Hajar, Veli-Pekka Kallberg, Michael Linnan, Wilson Odero, Mark Stevenson, Elaine Wodzin. *World Report on Road Traffic Injury Prevention. Chapter 3: Risk Factors. WHO and the World Bank, 2004.*
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19. **Abdul Ghaffar**. *Current Status of Health Planning in Pakistan, Health Services Academy, 1994.*

PRACTICE ACTIVITIES

Presentations to Policymakers, Communities, and Other Stakeholders

- *To give a talk and meet with senior policy makers and researchers to discuss about building a coalition for advancing learning health systems. World Health Assembly side event. Geneva, May 2022.*
- *Policy advice on establishment of center to generate and use policy relevant knowledge for improved policy and management. Invited by the Government of Morocco. Casablanca, March 2022.*
- *Policy advice to Secretary Health and his team Ministry of Health Kuwait to establish policy research unit in the Ministry of Health. Kuwait, October 2021.*
- *Technical support and advice to the Government of Pakistan, especially senior leaders in MOH, to understand and improve the implementation of Pakistan's National Insurance Programme (Sehat Sahulat scheme). Islamabad, March 2020.*
- *Invited by Government of Oman. To Chair and moderate a session entitled as "Overcoming national implementation challenges: Prioritized research agenda to address NCDs through a health systems lens". Oman, December 2019.*
- *To participate in and contribute to the proceedings of the EMRO Commission on Social Determinates of Health. Cairo, November, 2019.*
- *Invited by the World Health Summit organizers. To speak in a session entitled "At the Intersection of Science and Policy", especially focusing on smart investments in equitable health systems. Berlin, October 2019.*
- *Invited by the EC team on research and innovation. To have a bilateral meeting with the EC on research and innovation. Brussels, September 2019.*
- *Invited by the MOH, India. To present findings from a demand driven research Programme related to the early implementation of India's new health insurance scheme. New Delhi, August 2019.*
- *Invited by the MOH Pakistan. To facilitate two sessions on application of systems thinking for achievement of SDG3; and discussions with national policy leadership to generate local policy relevant knowledge for better understanding the challenge of AMR and its implications for health system and policy. Islamabad, July 2019.*
- *Invited by the MOH Morocco. To share the global experience on different designs, structures and mechanisms regarding establishment of a Knowledge Management Center. Rabat, June 2019.*
- *Invited by MOH Oman and other partners. As the keynote speaker I was asked to explain, how countries can advance global health agenda on universal health coverage and the*

Sustainable Development Goals (SDGs), and address the political choices to achieve the SDGs by 2030. Muscat, February 2019.

- *Invited by the MOH Kazakhstan. To make a keynote address in the Scientific Conference, entitled as: crossroads of policy, research, education and practice in PHC. Almaty, October 2018.*
- *Invited by Minister of Health Nepal. To discuss and understand how Nepal's needs for implementation research to address UHC can be addressed and work with the national leadership to identify key policy gaps on availability and use of evidence in Nepal. Katmandu, September 2018.*
- *To meet with senior policymakers and researchers and discuss how the Alliance may contribute to strengthening capacities to generate and use of policy relevant knowledge for HSS. Hargeisa, Somalia, June 2018.*
- *To participate in a meeting of partners and build a common understanding of the implementation and evaluation activities of the DDCF's African Health Initiative, so that partner countries can generate and use knowledge for strengthening health systems. Accra, April 2018.*
- *To give a plenary talk at the National Health Research Conference, and meet with senior policy makers and researchers to discuss the role and relevance of health policy and systems research in achieving UHC in Sudan. Khartoum, March 2018.*
- *Invited to make a presentation to Sida Research Team on "Advancing HPSR - The Science of Universal Health Coverage". Stockholm, January 2018.*
- *To present and contribute to the discussions related to generation and use of policy relevant knowledge for health system strengthening during the Regional Committee EMRO to the Member States. Based on these discussions RC passed a Resolution. Islamabad, October 2017.*
- *To participate and present Alliance's work and experience in two sessions regarding relevance and application of implementation research (IR) in reducing the burden of NCDs. Montevideo, October 2017.*
- *Inaugurated the African Health Policy and Systems Institute in Ebony State, Nigeria and gave the commencement speech for the first batch of the Institute. Abakaliki, September 2017.*
- *Invited to participate in the Regional Committee of SEARO and learn and discuss means and mechanisms to respond to the evidence needs of the Health Ministers of the Region, especially for strengthening of health systems. Male, September 2017.*
- *To co-convene and facilitate a meeting in Boston (USA), in collaboration with Ariadne Labs and Harvard T. Chan School of Public Health, which aimed at establishing primary health care (PHC) research priorities and devise a plan to establish a PHC Research Consortium. Boston, July 2017.*
- *Lead the planning and organization of 20th Anniversary of the Alliance (HPSR) at Sida HQs. During the event the LEAP (learning, engaging and advocating health policy and*

- systems research) Forum for strengthening health systems and the World Report on HPSR were launched. Stockholm, April 2017.*
- *Potential of embedded research in strengthening national health systems, DDCF Grantees and national policymakers. Maputo, April 2017.*
 - *To present a new theory of change for the research uptake for better performance of health ministries, to the experts and Wellcome Trust team. London, March 2017.*
 - *To organize the first ever meeting of invited 20+ policymakers in the Global HSR Symposium, so that they can better understand and appreciate the promise and need of evidence use for stronger health systems. Vancouver, November 2016.*
 - *Organized the Bellagio meeting to review the available literature on essential public health functions and see how they contribute (or don't contribute) to health system strengthening. Bellagio, September 2016.*
 - *Invited to give a keynote address at the Sax Institute Research Action Awards 2016. Sydney, November 2016.*
 - *To discuss with senior policymakers from Chile, American Region and PAHO, to increase the demand and use of evidence for health system strengthening in the Americas. Santiago, October 2016.*
 - *To make a presentations on "the role of structured advice in changing policy and practice" in the global conference, entitled, as "Evidence Works 2016: A Global Forum for Government." London, September 2016.*
 - *Invited to give a key note address at the 3rd National Conference on Bringing Evidence into Public Health Policy in India. Bengaluru, July 2016.*
 - *To participate in a monitoring and learning mission of the African Health Initiative organized and supported by the Doris Duke Charitable Foundation (DDCF). Kigali, June 2016.*
 - *Invited to share lessons learned and to come up with a common vision for maternal and child health in the South Asia Region and sensitize the decision makers to the role of evidence in decision making and to learn from policy and decision makers about mechanisms through which evidence use can be facilitated. Islamabad, April 2016.*
 - *To participate in a Regional Meeting (of WPRO) on applied research on health policy and systems to support UHC. Objectives of the meeting. Manila, November 2015.*
 - *To participate in the high level discussions and contribute to the development of the post 2015 Vision for Health, Pakistan. Islamabad, August, 2015.*
 - *To make a keynote presentation in the Cardiology Conference entitled "Policy, practice and implementation of NCDs agenda: learning from global experiences"; and review the progress of the work on policy changes in use of Magnesium Sulphate for Eclampsia and Pre-Eclampsia in Pakistan. Islamabad, April 2015.*
 - *To discuss and finalize the concept and a framework of policy-information-platforms (PIP) with leadership of 4 pilot countries and to agree on a "theory of change"/roadmap to measure the success or failure of a PIP framework. Istanbul, January 2015.*

- *To give keynote address at the opening session of the 7th European Public Health Conference, on “Addressing inequalities in health research: the way forward.”. The conference’s theme was “Mind the gap - reducing health inequalities in health and health care. Glasgow, November 2014.*
- *To assist the senior government officials of Haryana State (of India) to strengthen the institutional capacity of state/provincial health systems to use data, tacit knowledge, and evidence generated through research in the planning, implementation, and evaluation of programs. Chandigarh, May 2014.*
- *Member of a high-level mission (of WHO) to Pakistan, led by the RD EMRO, which was requested by the Minister of Health to discuss and decide the role of and cooperation with WHO to achieve the UHC. Islamabad, June 2014.*
- *Invited by the RD SEARO to make a presentation on the evidence base required to inform country UHC policy/strategies in SEAR, in the Regional Conference “on advancing UHC in South-East Asia. Bhutan, April 2014.*
- *Invited by the Global Health Department of the Royal Society of Medicine for its “annual global health symposium: generating knowledge for health; the post 2015 challenge” to make a presentation on “Career opportunities in research: could funders do things differently”. London, March 2014.*
- *To participate in the EU Preparatory meeting of the Third World Congress for Freedom of Scientific Research and make a presentation on “Social role of science and WHO”. Brussels, September 2013.*
- *Invited by the Deputy Minister of Health, Saudi Arabia, to assist the research team of MOH to develop a strategy/plan for using evidence for planned health reforms. Riyadh, April 2013.*
- *Invited as keynote speaker by the College of Medicine, King Saud University and the Executive Office of the Health Ministers’ Council for Gulf Cooperation Council, to give a lecture on “the future of evidence-based health care and knowledge translation In Saudi Arabia”. Riyadh, February 2013.*
- *Invited as keynote speaker by the Department of Community Health Sciences, Aga Khan University on its annual research day. Karachi, February 2013.*
- *Presented and participated in the Asia-Pacific Leadership and Policy Dialogue for Women’s and Children’s Health. Manila, November 2012.*
- *Planned, organized and attended the 1st Advisory Group meeting of WHO Strategy on Health Systems Research, and participated in the 1st Meeting of the Implementation Research Platform’s Scientific and Oversight Group. Boston, June 2011.*
- *Invited by the Government of Pakistan to discuss the policy hurdles in achieving MDG4 and MDG5 and launch a program of implementation research to scale the proven effective interventions at the systems level. nation research. Islamabad, February 2011.*

Other Teaching (e.g., guest lectures, MOOCs, continuing education)

- *UN Staff College. Gave a lecture to selected WRs and country policy makers on the application of system thinking for strengthening health systems and present the global learnings and Alliance experience in strengthening institutional capacity for use of evidence. Bonn, February, 2019.*
- *Imperial College. London. Role and promise of health policy and systems research in improved policy and management decisions. Lecture to MPH students. London, March 2018.*
- *Swiss Tropical and Public Health Institute. Gave a lecture on “Bridging the World of Research and Policy” to the ECPM. Basel, June 2015.*
- *To give a lecture on Leadership for Effective Health Systems. Barcelona, June 2015.*
- *Teaching Assistant, Johns Hopkins Bloomberg School of Public Health, Baltimore, MD, USA.*
 - *Using Summary Measures of Population Health to Improve Health Systems, 1996-1997, (4th Quarter, 4 credits).*
 - *Management of Health Systems in Developing Countries, 1996-1997, (3rd Quarter, 4 Credits).*
 - *Introduction to Population Dynamics, 1999 (2nd Quarter, 4 Credits).*
 - *Introduction to Health Systems, 1996 and 1999 (1st Quarter, 4 Credits).*

RESEARCH GRANT PARTICIPATION

Research grants and projects

- *Team lead to raise the funds from Governments of UK, Sweden, and Norway; and IDRC, Rockefeller Foundation, UN Foundation, DDCF, USAID, and BMGF for the management and functions of the Alliance for Health Policy and Systems Research (Amount: \$100million), 2010- 2022.*
- *Co-investigator, Exploring demand for health research by national policymakers: an empirical approach (2006-2007). A multi-country study commissioned by the Global Forum for Health Research, Geneva.*
- *Principal investigator, Willingness to Pay and Affordability to Pay for the public health services in NWFP, Pakistan. (January-June 2002). A project funded by CIDA.*
- *Principal investigator, Access, Decision-making and Tuberculosis: The role of institutional and household decision-making in the persistence of ineffective Tuberculosis control in Pakistan (August 2001-December 2002). A project funded by the TDR.*

- *Principal investigator, Project Strengthening Advocacy And Research (STAR) at National Injury Research Centre, Health Services Academy, Islamabad, Pakistan (May-December 2001). A project funded by WHO/HQ, Geneva.*
- *Principal investigator, Driver's interpretation of highway safety signs and assessment of roadworthiness of vehicles in Pakistan (July - December 2001). A project funded by WHO/HQ, Geneva.*
- *Co-investigator, Burden of disease methods: Comparative measures in developing countries (2000-2001). A multi-country study funded by the Global Forum for Health Research in collaboration with Johns Hopkins University.*
- *Co-investigator, Road Traffic Injuries in the Developing World: The Burden of Disease, Effectiveness and Cost effectiveness of interventions (1998-2000). A multi-country study funded by the Global Forum for Health Research in collaboration with Johns Hopkins University.*
- *Principal investigator, Assessment of the driver related risk factors in causation of road traffic injuries (1998-1999). Funded by the German Development Agency (GTZ) as part of the grant for strengthening of HSA, Islamabad.*
- *Principal investigator, spending on Health as percentage of GNP in Pakistan: Navigating with faulty instruments (1998-99). Funded by the Pakistan Medical Research Council and World Bank Islamabad office.*
- *Principal investigator, National Injury Survey of Pakistan (1997-1999). Funded by a World Bank grant under the 2nd Family Health Project and by GTZ.*
- *Co-investigator, Sustainability of Health Services in Pakistan: Community Willingness and Ability to participate in Cost-sharing Mechanisms for Health (1998). Funded by the Pakistan Medical Research Council.*
- *Co-investigator, Aids Knowledge, Attitude and Practices among Health Workers (1994). Funded by GTZ as part of the grant for strengthening of HSA, Islamabad.*

PRESENTATIONS *both in-person and virtual [list under the appropriate subheadings, with the most recent presentation first]

Scientific Meetings

- *Invited by PMAC organizers to make a presentation on supporting UHC in the context of climate change for migrant mothers and children by involving decision-makers: using knowledge translation approaches and tools. Bangkok, January 2020.*
- *Invited by the British Academy of Medical Sciences to present a health systems research perspective in quality of care research for achievement of UHC; and share the Alliance's experience in setting the research priorities on quality of care research. London, May 2019.*

- *Invited by the LEAP Forum Partners to discuss further collaboration and plans of work with LEAP Forum members; and discuss the ways how together we can raise the visibility, value and profile of HPSR to increase the investments for generation and use of policy relevant knowledge. Kuala Lumpur, April 2019.*
- *Invited by WHO EMRO to present and discuss the global learnings and Alliance experience in strengthening institutional capacity for use of evidence. Lebanon, February 2019.*
- *Organization and participation in the HSR Symposium to coordinate and ensure the proper launching of all planned events by the Alliance; 2. To host a dinner (with Health Systems Global) for the HSR funders and lead the discussion on funding to advance and further build the field of HPSR; and 3. To chair and moderate 5 sessions during the Symposium. Liverpool, October, 2018.*
- *Invited by IARC to share the work of the Alliance and experience, especially on implementation research and research uptake. Lyon, June, 2018.*
- *To make a presentation to the country teams and EMRO colleagues on “institutional capacity to generate and use evidence for policy”. Cairo, September 2017.*
- *To participate and present in two sessions regarding role of HPSR in UHC, in the UHC Forum. Tokyo, December 2017.*
- *To lead and facilitate a workshop of decision-makers and researchers on identifying barriers and priorities for implementation research for immunization programmes in Pakistan. Islamabad, January 2017.*
- *Invited to give a talk at Johns Hopkins Bloomberg School of Public on “Future of health systems” in connection with the School’s Centennial Celebrations. Baltimore, February 2016.*
- *To present in the 8th annual conference on science of dissemination, organized by the NIH and AcademyHealth, USA. Washington DC, December 2015.*
- *Objectives/purpose of travel: To participate in the meeting of the Evidence informed Policy Network (EVIPNet) in the Africa Region. Addis Ababa, October 2015.*
- *To make a presentation on embedding research for improved health system performance at the Forum, “Health policy and systems research: bringing research and innovation to people”. Manila, August 2015.*
- *Organize and share the learnings in the Global HSR Symposium and make the remarks in the closing plenary. Cape Town, September 2014.*
- *Participated in a Bellagio meeting, which was co-organized by the Alliance HPSR and Johns Hopkins University to address the issues of health system postings and transfers. Bellagio, February 2014.*
- *Invited as a speaker in the World Innovation Summit for Health to present about “Road Traffic Injuries and Trauma Care: Innovations for Policy”. Doha, December 2013.*
- *Made a keynote address to the Norwegian Medical Student Association entitled “How should Norway/other states use Evidence for Decision Making”; and gave a keynote*

address to the participants of GLOBVAC on “Embedded Research: A new paradigm for using evidence for decision-making”. Bergen, October 2013.

- *Alliance organized a session in the World Health Summit under the Evidence to Policy track, entitled “A New Paradigm for Using Evidence for Improved Policy/Decision Making”. I gave the opening presentation. Berlin, October 2013.*
- *Invited to make a presentation on “embedding research within decision-making processes especially in LMICS” at the World Research and Innovation Congress. Brussels, June 2013.*
- *Assessment of the effective use and application of EVIPNet (Evidence Informed Policy Network) in African Region and lessons for improved policy and management in the national health systems. Brazzaville, December 2012.*
- *Successfully organized the 2nd HSR Symposium. Beijing, November 2012.*
- *Participated in the Executive Committee of the 2nd Global Symposium (Inclusion and Innovation Towards Universal Health Coverage), in Dhaka, March 2012.*
- *Provided technical advice and assistance to country teams in a protocol development workshop to finalize Universal Health Coverage proposals, using health policy analysis. Cape Town, March 2010.*

Appendix. Standard form for the proposal of names of persons for nomination of the Regional Director of the Eastern Mediterranean Region of the World Health Organization.

Nominee: Dr Abdul Ghaffar, MBBS, MPH, MHA, PhD

Date of Birth: 04 April 1957

Email: Ghaffar.Motla@gmail.com

Phone: +41.79.249.3541

Citizenships: Pakistani

Below are brief responses to the Qs stated in the RD Nomination annex (for details, attached is a copy of the CV).

1. A strong technical and public health background and extensive experience in international health

Dr. Ghaffar is an exceptionally qualified professional in the field of global health. He holds a medical degree (MBBS) from Pakistan and has pursued further education in the United States, obtaining two master's degrees (MPH and MHA) as well as a PhD in International Health from the prestigious Johns Hopkins University. Dr. Ghaffar has established himself as a respected and reputed leader in international health, particularly in the areas of health systems, health policy and systems research, as well as road safety and rehabilitation.

Dr. Ghaffar has made significant contributions to the field of global health. Since 2002, he has been actively involved with prominent global health institutions and organizations, including the Global Forum for Health Research and the World Health Organization (WHO). His expertise and vision have driven the conceptualization, design, and implementation of several impactful initiatives in global health.

Notable among these are his instrumental roles in establishing the Implementation Research Platform at WHO HQ; developing the Evidence-Informed Policy Network in the Eastern Mediterranean Regional Office (EMRO); and his pivotal role in the establishment of Health Systems Global, the first ever global membership society for health systems research.

Dr. Ghaffar has provided invaluable guidance to more than 50 governments in low- and middle-income countries (LMICs), advising them on strengthening research capacities to generate and utilize policy-relevant knowledge. His expertise has also been instrumental in promoting evidence-based decision-making, contributing to stronger health systems on the path to achieving Universal Health Coverage (UHC).

Dr. Ghaffar has published over 100 peer-reviewed papers and has served as a guest editor for seven journal special issues. He has also authored seminal reports for the World Health Organization, including the WHO Policy on Health Policy and Systems Research (Changing Mindsets) and the World Report on Health Policy and Systems Research.

2. Competency in organizational management

Through his distinguished 35-year public service career, Dr Ghaffar has demonstrated his capability and effectiveness in managing institutions and entities of various sizes and scopes. He has successfully led teams ranging from small groups of 10 individuals to larger organizations of up to 1000 personnel in diverse settings, ranging from hospitals, primary health facilities and academic institutions, to departments within WHO. This extensive range of experience reflects his adaptability and versatility in navigating different organizational structures and contexts.

Dr. Ghaffar is well-known for his collaborative leadership style and spirit. He values and prioritizes building strong partnerships, within and outside his organizations, and in doing so, he creates environments conducive to collective problem-solving, innovation, and mutual support.

One of Dr. Ghaffar's notable strengths lies in effectively managing resources. Through strategic planning and prudent decision-making, he ensures the optimal allocation and utilization of financial and human resources, and knowledge assets, under his purview. His results-oriented approach fosters a culture of accountability and performance within his organizations.

3. Proven historical evidence of public health leadership

Dr. Ghaffar's proven historical evidence of public health leadership is evident throughout his remarkable and multifaceted career. Starting as a primary care physician, he quickly ascended the ranks, showcasing his exceptional capacity for learning and growth. Within a mere seven years, he was promoted to the position of Assistant Director of Health, Pakistan, where he oversaw four districts and a population of over three million people.

Dr. Ghaffar's talent was further acknowledged when he was seconded to the Federal Ministry of Health as Assistant Director General, Policy and Planning, within just six months. Within a further two years, Dr. Ghaffar was entrusted with the responsibility of leading a team to establish Pakistan's first-ever public sector school of public health, known as the Health Services Academy in Islamabad. Under his guidance, the institution now offers a range of public health degrees, including Bachelor's, Master's, and doctoral programs. This accomplishment demonstrates Dr. Ghaffar's visionary leadership and commitment to strengthening the educational landscape in the field of public health.

At the global level, Dr. Ghaffar has held key positions, including serving as a Public Health Specialist at the Global Forum for Health Research and as a Regional Advisor Research at the Eastern Mediterranean Regional Office (EMRO). However, his most notable role was as the Executive Director of the Alliance for Health Policy and Systems Research at the World Health Organization (WHO) headquarters until his

retirement in October 2022. Under his leadership, the Alliance became a recognized thought leader in health policy and systems research, launching groundbreaking initiatives such as embedded research for strengthening systems and policies. Additionally, Dr. Ghaffar pioneered the establishment of the first-ever Young Professionals Program in Health Policy and Systems Research at the WHO headquarters, nurturing the next generation of leaders in the field.

To honor his exemplary contributions, the global public health community elected Dr. Ghaffar to the prestigious Alpha Chapter of the Delta Omega Society. Furthermore, Johns Hopkins University recognized his leadership by presenting him with the Alumni Leadership Award, while the Government of Pakistan bestowed upon him the esteemed civil award, the "Pride of Performance."

4. Sensitivity to cultural, social and political differences

Dr. Ghaffar's extensive experience working in diverse settings has cultivated his deep understanding and appreciation of cultural, social, and political differences. Throughout his career, he has collaborated with and managed individuals from various social backgrounds, cultures, and diverse identities, including different races, ethnicities, genders, and nationalities.

Dr. Ghaffar values and respects the unique perspectives and contributions that each individual brings to the table. He recognizes that effective leadership entails fostering an environment that appreciates and harnesses the strength of diversity. By actively promoting inclusivity and embracing differences, he cultivates a culture of mutual respect and understanding within his teams.

5. A strong commitment to the work of the WHO

With approximately 15 years of dedicated service at the World Health Organization (WHO), both at the Eastern Mediterranean Regional Office (EMRO) and headquarters (HQ), Dr. Ghaffar possesses an in-depth understanding of the scope, mission, and mandate of the organization. He is well-versed in the expectations of staff, as well as other United Nations agencies, development organizations, partners, and the public.

Dr. Ghaffar firmly believes in the crucial role and leadership of the WHO. Having been part of the transition during the first term of Dr. Tedros as Director-General, he is intimately familiar with the evolving demands and needs that the organization faces. His firsthand experience positions him to effectively navigate and contribute to the work of the WHO, leveraging his knowledge and insights to support the organization's objectives.

Prior to his tenure at the WHO, Dr. Ghaffar had extensive engagements with the organization while working with the Ministry of Health and the Global Forum for Health Research. This experience has provided him with an excellent understanding of the expectations and perspectives of Member States and other partners in relation to the WHO. This comprehensive understanding allows him to engage and

collaborate effectively with diverse stakeholders, ensuring alignment and shared goals in advancing global health.

6. The good physical condition required of all staff members of the Organization

Dr. Ghaffar maintains a high level of physical fitness, exemplifying this commitment by regularly walking to work from his residence, while at WHO HQ. In addition to being an avid walker, he is an active swimmer. By prioritizing physical well-being, Dr. Ghaffar sets a positive example for his colleagues and underscores the importance of a healthy lifestyle. Through his commitment to a healthy lifestyle, he recognizes the importance of self-care and its positive impact on overall performance and well-being.