



SPHERE

Driving development through data

ANNUAL REPORT

July 2025 - June 2026



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Message from the CEO

Dr. Naeem Majeed

CEO SPHERE CONSULTING



“

The past year has marked an important chapter in SPHERE Consulting's continued growth and evolution. Our focus remains on translating evidence, data, innovation, and technology into practical solutions that strengthen systems, improve service delivery, and create sustainable development impact.

During 2025-26, we expanded our portfolio across health systems strengthening, digital health and data solutions, primary healthcare, reproductive health, immunization, community health, early childhood development, education, and climate resilience. Through our partnerships with government, development partners, institutions, and communities, we contributed to initiatives designed not only to respond to immediate priorities but also to build equitable, resilient, and scalable systems.

This progress reflects the dedication of our team and the continued trust of our partners. Looking ahead, SPHERE will continue to invest in research, data analytics, digital innovation, technology-enabled solutions, and strategic partnerships to address complex development challenges and support evidence-informed decision-making.

I am grateful to our colleagues, partners, and stakeholders whose collaboration and shared commitment continue to make this journey possible.

”

About Us

SPHERE Consulting was established in 2012 as a public health consulting firm based in Pakistan, with its headquarters located in Lahore. Our core expertise lies in strengthening health systems through a combination of data-driven approaches, innovative service delivery models, and policy-level advisory support. Since 2022, we have broadened our scope to education, environment and climate sector.

We exist to provide high-quality, evidence-driven consulting services to strengthen Pakistan's development sector, with health systems at the core of our work. By integrating health, education, and environmental perspectives, we translate data into practical solutions that address the interconnected factors shaping health and development outcomes.



Founded in 2012



105 Staff Members



35+ Key Projects

10
Offices
Nationwide

Head Office Lahore

Regional Offices

- Islamabad
- Peshawar
- Quetta
- Karachi
- Rajanpur
- Multan
- DG Khan
- Rahim Yar Khan
- Muzaffargarh



SPHERE

S | Services for **PH** | Public Health **E** | Education **R** | Research **E** | Environment

With a collaborative approach across multiple sectors in health and development, SPHERE has evolved into a versatile organization.

Vision

We envision an equitable and sustainable future for Pakistan and other developing countries, where evidence, data, technology, and innovation drive meaningful development, strengthen resilient systems, and enable individuals and communities to thrive.



Mission

SPHERE Consulting provides technical expertise and advisory services to strengthen health, education, and climate-resilient systems across Pakistan. We support governments, development partners, and institutions to generate rigorous evidence; design data- and technology-enabled solutions; and identify, test, and scale cost-effective approaches that improve service delivery and expand equitable access to quality health care, learning, and resilient infrastructure.

Our Core Values



Ingenuity &
Excellence



Human Centric
Approach



Integrity Based
Approaches



Humanitarian
Principles



Gender
Equality



Strong
Teamwork



Social
Inclusion

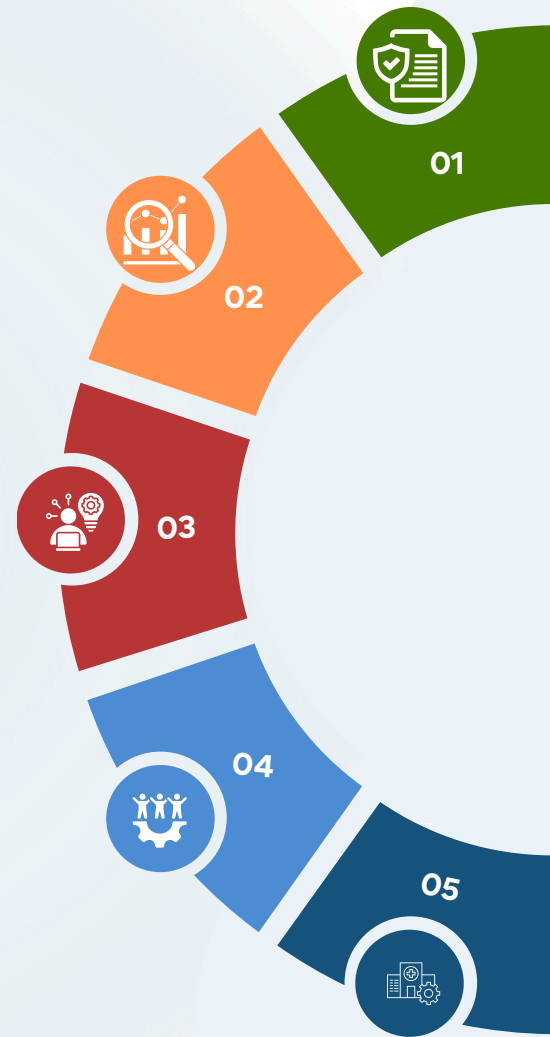


Innovation

Our Core Expertise



Thematic Areas





Sustainability Assessment and Transition Planning for the Global Fund Portfolio in Pakistan

SPHERE Consulting supported ThinkWell and the Global Fund in data collection for the sustainability assessment and transition planning of Global Fund-supported TB, HIV/AIDS, and Malaria programs across Punjab, Sindh, Khyber Pakhtunkhwa, and Balochistan.

SPHERE facilitated provincial-level data collection and multi-stakeholder consultations with program managers and key stakeholders to assess five core transition domains: supporting systems, epidemiology, financing, transition readiness, and transition pathways.

The assessment generated evidence on program sustainability and transition readiness across provinces, supporting the identification of key gaps, opportunities, and priorities for future planning. The assignment contributed to evidence-based transition planning aimed at strengthening government ownership and ensuring the continued sustainability of essential TB, HIV/AIDS, and Malaria interventions beyond external funding support.





Evaluation of telemedicine service delivery model

SPHERE Consulting conducted an independent evaluation of the telehealth service delivery model implemented by Ipas Pakistan in partnership with Sehat Kahani, with a particular focus on reproductive health services, including Family Planning (FP), Post-Abortion Care (PAC), and Medical Abortion (MA). The evaluation assessed the uptake, accessibility, utilization, quality, and effectiveness of telehealth services through a mixed-methods approach. SPHERE conducted secondary analysis of routine programme and service utilization data, complemented by key informant interviews with Lady Health Workers (LHWs), medical officers, telehealth providers, programme managers, and implementation teams to assess service quality, referral pathways, client experiences, and operational effectiveness.





Third Party Evaluation of PC-IV of Enhanced HIV/AIDS Control Program, Punjab

SPHERE Consulting conducted the independent PC-IV evaluation of the Enhanced HIV & AIDS Control Programme, Punjab, covering the 2016-2026 implementation period. Using the OECD-DAC evaluation criteria, the study assessed programme performance across 12 districts and 20 HIV Special Clinics through facility assessments, financial and procurement reviews, physical asset verification, MIS and data quality assessment, and beneficiary satisfaction surveys. The evaluation also included key informant interviews and focus group discussions with government officials, healthcare providers, implementing partners, and beneficiaries. The findings informed evidence-based recommendations for strengthening HIV service delivery and guiding the programme's integration into the mainstream health system.

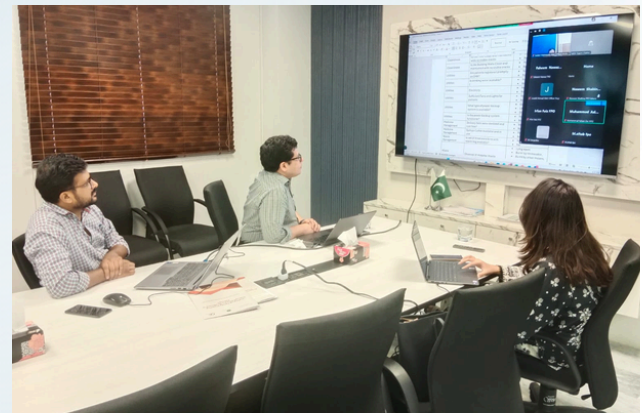




Third Party Assessment of outsourced Maryam Nawaz Health Clinics (MNHCs) in Punjab

SPHERE Consulting conducted an independent third-party assessment of the Maryam Nawaz Health Clinics (MNHCs) to evaluate the effectiveness of the Government of Punjab's new primary healthcare outsourcing model. The assessment covered 41 outsourced MNHCs/BHUs across eight districts of Punjab. SPHERE designed the study methodology, developed data collection tools, conducted field assessments, analysed quantitative and qualitative data, and prepared evidence-based reports.

The evaluation assessed service availability, quality of care, infrastructure, human resources, medicines and supplies, patient satisfaction, governance, and operational performance to determine whether the outsourcing model had improved accessibility, efficiency, and quality of primary healthcare services.





Fractional IPV (fIPV) Vaccination via Tropis Device in Karachi

SPHERE Consulting supported the implementation of fractional inactivated poliovirus vaccine (fIPV) vaccination using the PharmaJet TROPIS needle-free injector through frontline capacity building, device readiness verification, independent field monitoring and real-time technical support.

In Sindh, SPHERE conducted a five-day technical inspection of 4,634 TROPIS injectors, assessing their condition, functionality, charging status and lot numbers. Functional devices were sanitized, while non-functional units were segregated for further action. During the Karachi 2026 Polio Booster Dose Campaign, SPHERE independently monitored 1,766 fIPV vaccinations across 75 Union Councils, assessing injection technique, device performance, safety, and operational practices. The campaign ultimately delivered approximately 2.58 million fIPV booster doses and 2.70 million OPV doses. SPHERE's monitoring identified technical and logistical gaps and enabled timely corrective support. Overall, the project strengthened frontline preparedness, device readiness, quality assurance and safe and effective use of the TROPIS injector, generating practical evidence and recommendations to support the scalable delivery of fIPV vaccination.





THE AGA KHAN UNIVERSITY

Gates Foundation

Assessing the Quality of Primary Health Care (PHC) Services in the Public Sector in Pakistan; A Health Systems Research Using Multimethod Approach

SPHERE Consulting conducted a comprehensive health systems research study to assess the quality of primary healthcare services across Punjab, Sindh, Khyber Pakhtunkhwa, and Balochistan, generating nationally and provincially representative evidence to inform policy and quality improvement initiatives. The study evaluated quality of care using the Institute of Medicine's (IOM) six domains of quality embedded within the Donabedian framework, assessed compliance with minimum service delivery standards, and developed evidence-based recommendations to strengthen primary healthcare services across Pakistan.



The assessment employed a multi-method approach, combining healthcare provider interviews, patient exit interviews, direct observation of clinical encounters, and analysis of routine health information from the District Health Information System (DHIS) and Electronic Medical Records/Hospital Management Information System (EMR/HMIS). Using standardized quality indicators, the study generated robust evidence to guide national and provincial health system reforms, strengthen governance, and support continuous quality improvement in primary healthcare service delivery.

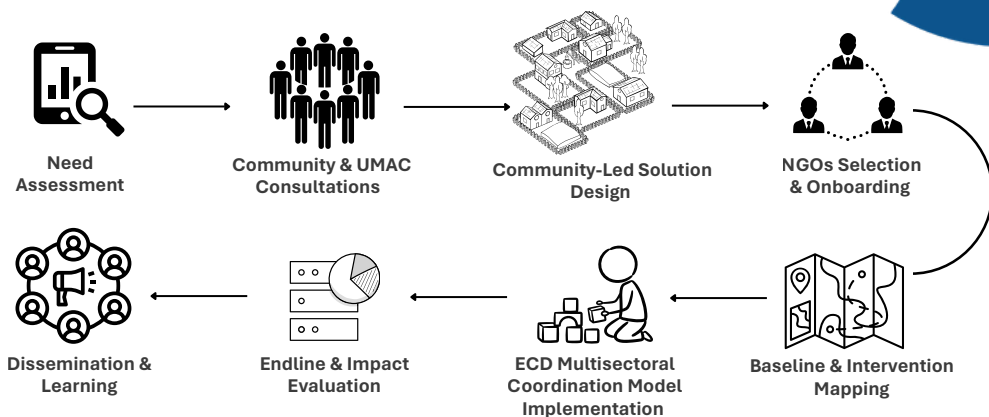




Piloting a Multi-Sectoral Approach to Address Issues in Early Childhood Development (ECD) in Punjab

SPHERE Consulting implemented a pilot project to strengthen Early Childhood Development (ECD) with technical support from the Japan International Cooperation Agency (JICA) in collaboration with the Planning & Development (P&D) Board, Government of Punjab.

The project adopted a community-led, multisectoral approach to identify ECD needs, co-design locally responsive solutions, engage local implementing partners, and deliver integrated interventions across the five domains of the Nurturing Care Framework. Progress was systematically monitored through baseline, midterm, and endline assessments, followed by dissemination of key findings, lessons learned, and recommendations for sustainability and scale-up. The key steps followed during the project are presented below:



The project developed a community-led, multisectoral model for Early Childhood Development (ECD) in UC Kotla Chakar, targeting children from 0-8 years of age, along with their parents and caregivers. Guided by the Nurturing Care Framework, the model was developed through a participatory approach to demonstrate how communities, government departments, local organizations, and frontline service providers can work collectively to create an enabling environment for children to survive, thrive, learn, and reach their full potential.

UC Kotla Chakar, Multan was selected as the pilot area, where locally identified needs informed the design and implementation of integrated interventions. During the implementation phase, activities were delivered across the five Nurturing Care domains; Good Health, Adequate Nutrition, Responsive Caregiving, Opportunities for Early Learning, and Safety & Security, including health and nutrition awareness, cooking demonstrations, kitchen gardening and poultry support, community-based early learning, parenting and caregiving sessions, father engagement, and child protection initiatives. The model demonstrated how coordinated multisectoral action, anchored within the community through UMAC, can provide more holistic support to young children and their families while strengthening local ownership and sustainability.





Public Health Impact Assessment of Suthra Punjab Program

SPHERE Consulting conducted the Public Health Impact Assessment of Suthra Punjab, Punjab's province-wide integrated sanitation program, to assess its contribution to environmental health and sanitation-related health outcomes.

The assessment combined extensive primary data collection including 740 household surveys across six districts, 36 key informant interviews, nine focus group discussions, environmental monitoring at 45 sites and occupational health assessments of 64 sanitation workers with analysis of routine health and program data.



Beyond conventional sanitation assessments, SPHERE examined trends in 8 diseases attributable to poor sanitation and waste management, comparing disease patterns across the six-month periods before and after program implementation.

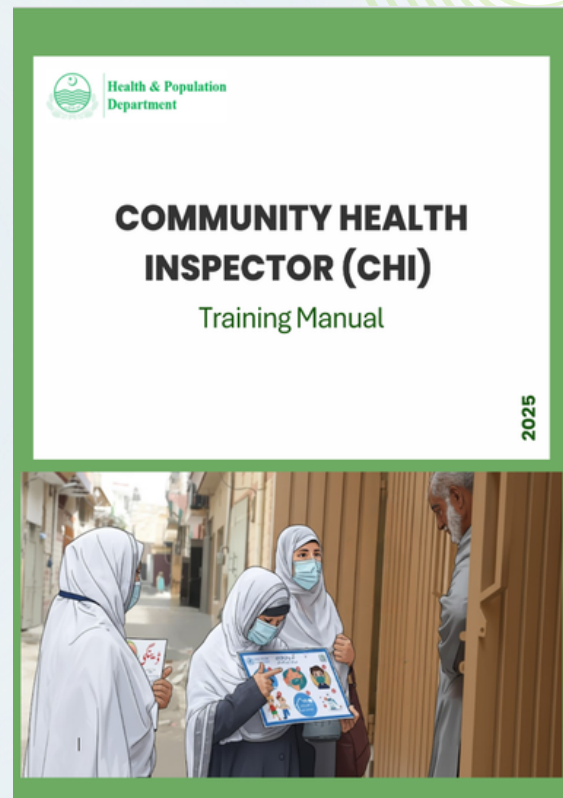
The assessment also applied a One Health perspective, examining the interconnected pathways between waste management, human health, environmental conditions, and animal health across a population of approximately 138 million people.

Community Health Inspector (CHI) Curriculum HRH/Capacity Building

SPHERE Consulting served as the technical lead for the development of the Community Health Inspector (CHI) Training Manual and full training package in Punjab. This comprehensive curriculum comprises 18 chapters covering key public health domains including maternal and child health, family planning, communicable and non-communicable diseases, and a dedicated chapter on Water, Sanitation, and Hygiene (WASH). The curriculum was developed through consultative process involving multiple technical working group meetings with Health & Population Department, UNICEF, WHO, and other partners.



The final version of the CHI manual was officially endorsed by H&P Department in December 2025 and now serves as the standard training reference for over 20,000 CHIs across the province. SPHERE also designed the CHI training rollout plan, including Training-of-Trainers modules and district level implementation plan.





Practical Training on the PharmaJet Needle-free Jet Injector in Balochistan

SPHERE Consulting supported the introduction and implementation of fractional inactivated poliovirus vaccine (fIPV) vaccination using the PharmaJet TROPIS needle-free injector through frontline capacity building.

In Balochistan, SPHERE implemented a cascade training approach across 5 districts, 13 tehsils, and 144 Union Councils, combining classroom orientation, hands-on practical training, competency assessment, and supportive supervision to prepare vaccinators for the July 2026 fIPV campaign.





Integrating Climate-Resilient Gender Sensitive Water, Sanitation and Hygiene (WASH) in Community Health Inspector Curriculum

SPHERE Consulting provided the technical support to WaterAid in updating the Community Health Inspector curriculum by integrating climate-resilient and gender-sensitive Water, Sanitation and Hygiene (WASH) concepts. The curriculum promotes climate adaptation, infection prevention, environmental health, menstrual hygiene management, waste management and community resilience.

The updated curriculum equips Community Health Inspectors with practical competencies to address emerging public health challenges associated with climate change and environmental risks.



Health & Population
Department

CHAPTER 14

Water, Sanitation and Hygiene (WASH)

2025





**HEALTH & POPULATION
DEPARTMENT**

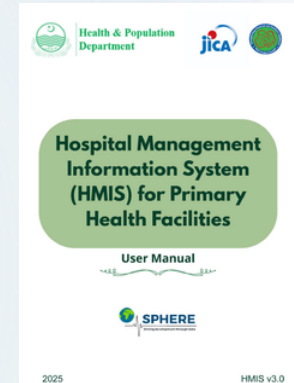


Revision of Hospital Management Information System (HMIS) Manual for Primary Health Care Facilities in 36 Districts, Punjab

SPHERE Consulting revised the HMIS manuals (English and Urdu Versions) and training videos. Originally developed in 2024, SPHERE updated it into Version 3 to align with the latest program framework and system requirements.

The updated package included a district dashboard module, an enhanced CHI Application module and revisions across all other HMIS modules to reflect updated workflows, reporting requirements and data management processes.

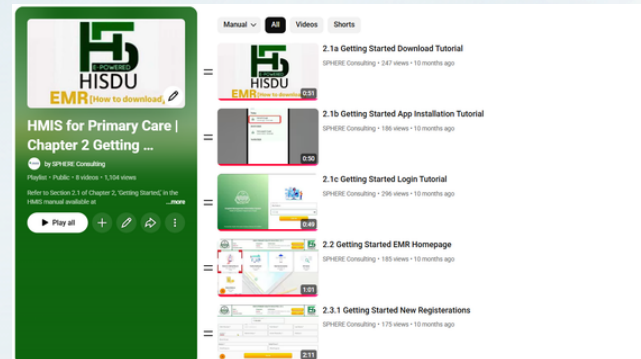
The accompanying training videos were also refreshed to provide practical, step-by-step guidance for users and support effective adoption of the updated HMIS.



To access the HMIS User Manual PDF file from your web browser, [Click Here](#)



To access the YouTube tutorials on web browser or your app, [Click Here](#)



**HEALTH & POPULATION
DEPARTMENT**

Institutionalization of Depot Medroxyprogesterone Acetate - Subcutaneous (DMPA-SC) Self Injection under Delivering Innovation in Self-Care (DISC) Project

DISC is a provincial-scale-up initiative focused on integrating DMPA-SC (subcutaneous contraceptive injection) into Punjab's health system and expanding its availability through government providers. Supported the institutionalization of DMPA-SC self-injection as an innovative self-care family planning intervention under the Delivering Innovation in Self-Care (DISC) Project. SPHERE provided technical assistance for the integration of DMPA-SC into routine family planning service delivery systems through policy and regulatory support, provider capacity building, client-centred counselling protocols, commodity forecasting and inclusion of DMPA-SC in the provincial procurement planning process for FY 2026-27.



Through the CHI model, clients can access information, counseling, and support closer to their communities. To strengthen health information systems and program oversight, SPHERE led the definition and integration of DMPA-SC service delivery, commodity and performance indicators within the Health Management Information System (HMIS), Medicine Inventory Management System (MIMS), and Community Health Inspector (CHI) digital application.

SPHERE Consulting is supporting the initiative in Dera Ghazi Khan, Rajanpur, Rahim Yar Khan and Muzaffargarh, contributing to monitoring and evaluation through data compilation, field-level coordination and implementation tracking across districts.



**HEALTH & POPULATION
DEPARTMENT**



Gavi
The Vaccine Alliance



**Oxford Policy
Management**



**mannion
daniels**



Routine Immunization System Strengthening & Equity (RISE)

SPHERE Consulting is a joint implementation partner under the GAVI-funded RISE initiative, working alongside Rahnuma-FPAP across an eight-district footprint in Punjab to support the Government of Punjab and the Expanded Program on Immunization (EPI) in reaching zero-dose children, those who have never received a single routine vaccine dose. SPHERE manages service delivery in three South Punjab districts, Multan, Dera Ghazi Khan, and Rajanpur, while Rahnuma-FPAP manages the remaining five. SPHERE established 20 static vaccination centers across 11 Union Councils to extend routine immunization coverage to geographically and socially marginalized populations, supplemented by outreach centers to reach children aged 0 to 23 months in remote communities.

Monthly Community Support Group meetings have been convened at each center to drive local engagement, neutralize vaccine hesitancy, misconceptions (e.g., fear of post-vaccine fever), and logistical barriers through local, community-led platforms. Additionally, SPHERE holds the responsibility for public advocacy across the entire eight-district footprint, running targeted cable television advertisements to build community awareness and mobilize parents to ensure proper vaccination for their children.



**HEALTH & POPULATION
DEPARTMENT****Oxford Policy
Management****mannion
daniels****RAHNUMA**

Strengthen Her through Immunization and Equity (SHINE) Project for HPV Vaccine

SPHERE Consulting, as a consortium partner with R-FPAP, supported the introduction and rollout of the Human Papillomavirus (HPV) vaccine in Punjab through social mobilization and community engagement activities across five districts.

SPHERE deployed trained Social Mobilizers to generate awareness and increase acceptance of HPV vaccination among girls aged 9-14 years. The project conducted structured awareness and sensitization sessions in public and private schools, engaging students, parents, teachers, school management committees, and community stakeholders to address vaccine hesitancy, dispel myths and misconceptions, and promote informed decision-making.

SPHERE also worked closely with district health authorities, the Education Department, and vaccination teams to facilitate the referral of eligible girls to vaccination sessions, support demand generation, and strengthen community participation.





T.B Shield Project

SPHERE Consulting is supporting the integration of the TB Shield model into Punjab's Community Health Services Program (CHSP) to strengthen household-level TB contact investigation and expand access to Tuberculosis Preventive Treatment (TPT).

Following completion of the program design phase, the project has progressed to implementation readiness, with a focus on training Community Health Inspectors (CHIs) and healthcare providers, strengthening referral and reporting mechanisms, developing standardized operational tools, and establishing quality assurance systems.

These efforts are aimed at enabling the effective and sustainable province-wide rollout of integrated TB prevention services through Punjab's community health platform.

CHI Cascade Model for TB Control

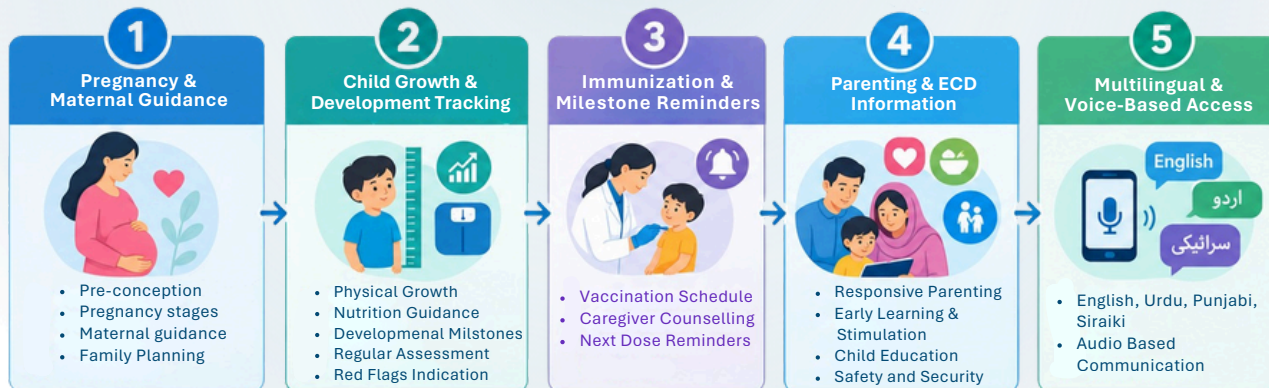
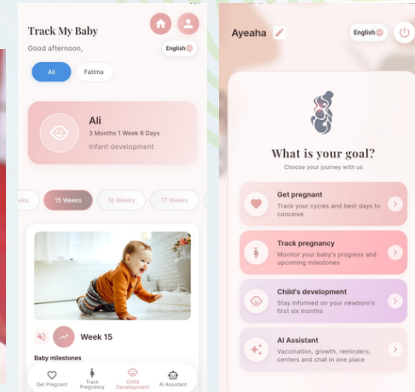
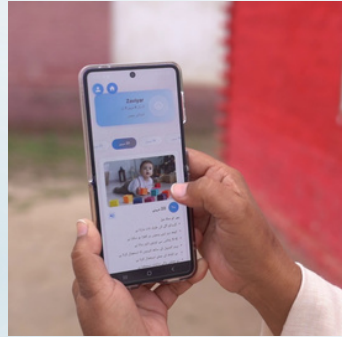




ECD and Pregnancy Tracking Mobile Application

SPHERE Consulting developed a digital application focused on pregnancy tracking and early childhood development (ECD), providing families with an integrated platform to support maternal, newborn, and child health and development.

The application was piloted in UC Kotla Chakar, Multan, where LHWs and LHVs were trained on its use and supported in introducing the application to families. The pilot demonstrated the use of the app as a digital platform for strengthening access to reliable information, supporting informed parenting, tracking child health and development and encouraging timely uptake of immunization and other essential health milestones.



Collaborative Partnerships



MoU Signed with the Institute of Public Health, Quetta

SPHERE Consulting signed a Memorandum of Understanding (MoU) with the Institute of Public Health (IPH), Quetta, to strengthen primary healthcare and public health in Balochistan.



Letter of Understanding with Jhpiego

SPHERE Pakistan and Jhpiego signed a Letter of Understanding (LoU) to strengthen collaboration on joint initiatives aimed at improving health outcomes and advancing sustainable healthcare solutions.



MoU with Ferozesons

SPHERE signed an MoU with Ferozesons to strengthen efforts to improve public health. The collaboration will focus on joint awareness initiatives, research and trials, and other activities that can contribute to meaningful improvements in community health.

Knowledge Products



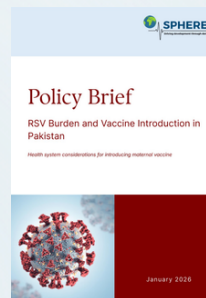
Mapping the money, Pakistan
Budget FY 26-27
[Read full Report here](#)



Health Workforce Research
Brief
[Read full Brief here](#)



Multisectoral Approach to
ECD
[Read full Project Brief here](#)



RSV Burden and Vaccine
Introduction in Pakistan
[Read full Policy Brief here](#)



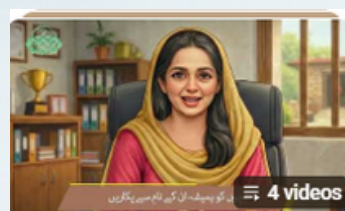
Punjab's Evolving Health
Sector Reforms
[Read full Brief here](#)



HMIS for Primary Care
[Watch Youtube Playlist here](#)



Multisectoral Approach to ECD
[Watch English Youtube Playlist here](#)
[Watch Urdu Youtube Playlist here](#)



Early Childhood Development
Animation Series
[Watch Urdu Youtube Playlist here](#)
[Watch Saraiki Youtube Playlist here](#)



Family Planning Training Video
[Watch Youtube Playlist here](#)

Core Team



Dr. Naeem Majeed
Chief Executive Officer



Ms. Zoe Moin
Chief People Officer



Dr. Zainab Dawood
Chief Technical Officer



Mr. M. Zargham
Chief Financial Officer



Ms. Ayesha Malik
Chief IT Officer



Ms. Amama Maqsood
Manager Programs



Mr. Fahkir Abbas
Manager M&E



Ms. Maheen Nadeem
Policy & Data Analytics



Mr. Iftikhar Hussain
Program Manager



Ms. Ume Laila
Program Officer



Ms. Rameen
Research Associate



**Muhammad Farooq
Nazir Khan**
Admin Officer

Our Clients



NORWEGIAN CHURCH AID



Ministry of National Health
Services Regulations & Coordination
GOVERNMENT OF PAKISTAN

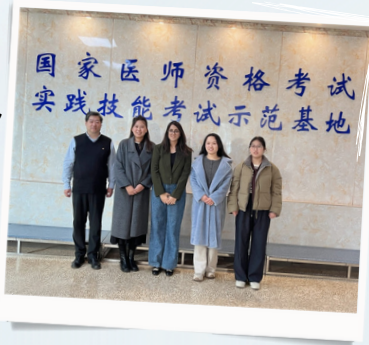


Primary & Secondary
Healthcare Department



Highlights

REPRESENTED
PAKISTAN AT
KNOWLEDGE
EXCHANGE
PROGRAM, TIANJIN,
CHINA



DEVELOPED AN IN-
HOUSE REAL-TIME
DATA COLLECTION
APP CURRENTLY USED
BY SPHERE FIELD
TEAMS



CEO REPRESENTING
PAKISTAN AT THE WORLD
BANK DIGITAL HEALTH
BLUEPRINT TOOLKIT
BOOTCAMP, MANILA,
PHILIPPINES



INTRODUCED FIVE COHORTS
OF INTERNS UNDER THE
SPHERE ACADEMY
INITIATIVE, PROVIDING
PRACTICAL LEARNING AND
EXPOSURE



SPHERE CREATES
HEALTH DIGITAL
AWARENESS BY POSTING
ON SOCIAL MEDIA ON
DAILY BASIS

Contact Us

For further inquiries and partnership opportunities, please contact us at info@sphereconsulting.services



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