

November 19, 2025

TL2025/1119/1A

Mr. Nadeem Mahbub
Federal Health Secretary
Ministry of National Health Services, Regulations and Coordination
Islamabad

Subject: Multi-Stakeholder Committee for Improved Ethical Practices in Healthcare

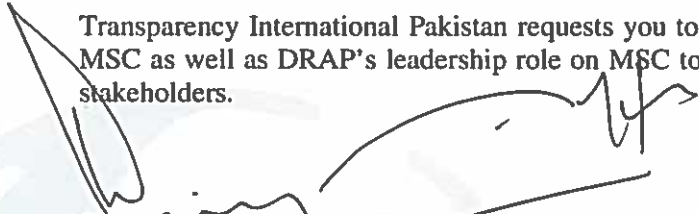
Dear Sir,

Transparency International Pakistan (TI Pakistan) appreciates your cooperation and leadership at the High-Level Forum held on 29 September 2025 in Islamabad, where over 50 representatives from national and provincial regulatory bodies, medical and pharmaceutical associations, domestic and international research institutions, development partners and civil society convened to define a roadmap for meaningful reform.

It was collectively agreed by the stakeholders that DRAP should formally constitute the Multi-Stakeholder Committee (MSC) to guide, drive and monitor implementation of the agreed policy recommendations.

In this regard, TI Pakistan and PatientsNotProfit are pleased to share the draft Terms of Reference (TOR) and proposed composition of the MSC committee to initiate its work on strengthening governance and ethical practices in Pakistan's healthcare sector.

Transparency International Pakistan requests you to formally endorse the constitution of the MSC as well as DRAP's leadership role on MSC to enable collaborative engagement across stakeholders.



Advocate Daniyal Muzaffar,
Trustee/Legal Advisor
Transparency International Pakistan

Copies forwarded for the information with request to take action under their mandate to:

- i) Chief Executive Officer, Drug Regulatory Authority of Pakistan.



Terms of Reference: Multi-Stakeholder Committee for Improved Ethical Practices in Healthcare in Pakistan

The Drug Regulatory Authority of Pakistan is pleased to constitute a Multi-Stakeholder Committee (MSC) on Strengthening Governance and Ethical Practice in Pakistan's Healthcare Sector. The composition and scope of work of the Committee are documented below:

Composition of the MSC

| No. | Name / Institution | Role |
|-----|--|-------------|
| 1 | Mr. Obaidullah (Drug Regulatory Authority of Pakistan) | Convener |
| 2 | Prof. Dr. Rizwan Taj (Pakistan Medical and Dental Council) | Co-Convenor |
| 3 | Dr Zainab Hasan (Sindh Healthcare Commission) | Member |
| 4 | Dr Mushtaq Ahmad (Punjab Healthcare Commission) | Member |
| 5 | Noor Muhammad Qazi (Balochistan Healthcare Commission) | Member |
| 6 | Dr Nadeem Akhtar (KPK Healthcare Commission) | Member |
| 7 | Prof. Mishal Khan (LSHTM) | Member |
| 8 | Mr. Kashif Ali (Transparency International) | Member |
| 9 | Prof. Dr. Shahzad Ali Khan (Health Services Academy) | Member |
| 10 | Dr. Aamir Jafarey (CBEC) | Member |
| 11 | Representative, Pakistan Medical Association | Member |
| 12 | Representative, Pharmacy Council of Pakistan | Member |
| 13 | Dr. Osman Waheed/Mr Farooq Bukari (PPMA) | Member |
| 14 | Ms. Ayesha Tammy Haq (Pharma Bureau) | Member |
| 15 | Network for Consumer Protection | Member |
| 16 | Mr. Khalid Mahmood (TI Pakistan) | Member |
| 17 | Any other Co-Opted Member (s) | Member |

Scope of work for the MSC

1. Act on policy changes and implementation-strengthening activities documented in the policy brief co-developed by stakeholders during and following the High-Level Forum co-hosted by Transparency International Pakistan and PatientsNotProfits on 29 September 2025 in Islamabad.
2. Support the implementation of a standardized medical education curriculum that includes bioethics and establishment of bioethics as a stand-alone academic discipline within medical and dental education.
3. Ensure the roll-out of mandatory Continuing Medical Education, including bioethics
4. Produce content for the mandatory training of pharmaceutical company staff on ethical practice and regulatory compliance.
5. Establish fair procedures for complaints against healthcare providers.
6. Agree on and implement public reporting of actions taken by healthcare regulatory bodies to improve transparency and public trust.
7. Support DRAP in attaining a WHO Maturity Level 3 Regulatory Authority status, fully implementing existing rules such as pharmaceutical companies' annual reporting of their marketing spend and effectively utilizing Central Research Funds.
8. Develop an effective system for nutraceutical regulation and enlistment.



Organizational arrangements

Members of the MSC shall:

- Collaborate through working groups which meet virtually every 2-3 week focusing on:
 - Healthcare professional education (including training of pharmaceutical company staff)
 - Fair complaints procedures against healthcare providers
 - Public reporting of actions by regulatory bodies
 - Strengthening the regulation of nutraceuticals
- Review minutes prepared by the MSC secretary and endorse decisions collectively agreed in meetings attended by 5 or more committee members.
- Share an action plan for Jan – Dec 2026, with milestones to assess the progress of the MSC, by 15 January 2026.