



Annual Report

2023-24



ACRONYMS

AMR	Antimicrobial Resistance
ANC	Antenatal Care
ARV	Anti-Rabies vaccine
BCC	Behavior Change Communication
BHU	Basic Health Unit
BMGF	Bill and Melinda Gates Foundation
BSL-1	Biosafety Level 1
BSL-2	Biosafety Level 2
CD	Civil Dispensary
CPSP	College of Physicians and Surgeons Pakistan
CSOs	Civil Society Organizations
CRM	Complaint Response Mechanism
DEWS	Disease Early Warning System
DHIS	District Health Information System
DHQ	District Headquarters Hospital
ECHO	European Civil Protection and Humanitarian Aid Operations
EMR	Electronic Medical Record
EPI	Expanded Programme on Immunization
HCIP	Human Capital Investment Project
HCWM	Health Care Waste Management
HF	Health Facility
IDSRS	Integrated Disease Surveillance and Response System
IEC	Information, Education and Communication
IMU	Independent Monitoring Unit
IPC	Infection Prevention and Control
KP	Khyber Pakhtunkhwa
KVA	Kilovolt-Ampere
LLINs	Long-Lasting Insecticidal Nets
LUHMS	Liaquat University of Medical and Health Sciences
MERF	Medical Emergency Resilience Foundation
MNCH	Maternal, Neonatal and Child Health
NHN	National Humanitarian Network
NSCs	Nutrition Stabilization Centres
PHC	Primary Health Care
PLWs	Pregnant and Lactating Women
PMDC	Pakistan Medical and Dental Council
PNC	Postnatal Care
PPP	Public Private Partnership
PPM	Pooled Procurement Mechanism
PSEA	Protection from Sexual Exploitation and Abuse
RHC	Rural Health Centre
SDGs	Sustainable Development Goals
SEA	Sexual Exploitation and Abuse
SHRUCs	Super High Risk Union Councils
THQ	Tehsil Headquarters Hospital
TSFP	Targeted Supplementary Feeding Program

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About MERF

MERF aims to improve access to quality health care services which are equitable, efficient and affordable in collaboration with governments, international organizations and private entities. MERF provides services in health care delivery, capacity building of health workers, health care governance, supply chain management, health management information system and health care policy and planning in order to positively contribute to the health status of the population.

Our Vision

Striving for Safe, Resilient & Healthy Communities



Our Mission

Our mission is to foster safe, healthy, and resilient communities through collaborative efforts, sustainable practices, innovative solutions and a commitment to equity and inclusivity.

Message from CEO

As we reflect on the past year at the Medical Emergency Resilience Foundation (MERF), I am humbled by our journey and inspired by the resilience of the communities we serve across Pakistan.

In a country facing multifaceted health challenges — from natural disasters and disease outbreaks to fragile healthcare infrastructure — MERF has remained unwavering in its mission: to deliver timely, lifesaving medical care and strengthen health systems in the most underserved and vulnerable regions of Pakistan.

Over the past year, MERF expanded its presence across provinces, enhanced service delivery in hard-to-reach areas, and invested in the capacity of frontline health workers. From flood-affected districts to remote tribal regions, our teams provided essential care with compassion and consistency — bringing hope where it was needed most.

Behind every clinic restored, every vaccination administered, and every life saved is the story of collective commitment. These achievements are a reflection of the dedication of our healthcare professionals, the trust of our communities, and the invaluable support of our partners and donors.

Looking ahead, MERF is now actively strategizing for the next 5 to 10 years, aligning our vision with the One Health approach — recognizing the deep interconnection between human, animal, and environmental health. This strategy not only responds to the growing complexities of health in Pakistan but also aligns with the global priorities of our donors and stakeholders who increasingly support integrated, resilient solutions.

I extend my heartfelt thanks to our teams on the ground, our board, our government partners, and our generous donors — both in Pakistan and abroad — for standing with us. Together, we are not just responding to emergencies; we are building a stronger, healthier future for Pakistan.

With deep appreciation,

A handwritten signature in blue ink, reading "Shah Miran". The signature is fluid and cursive, with a long horizontal stroke at the end.

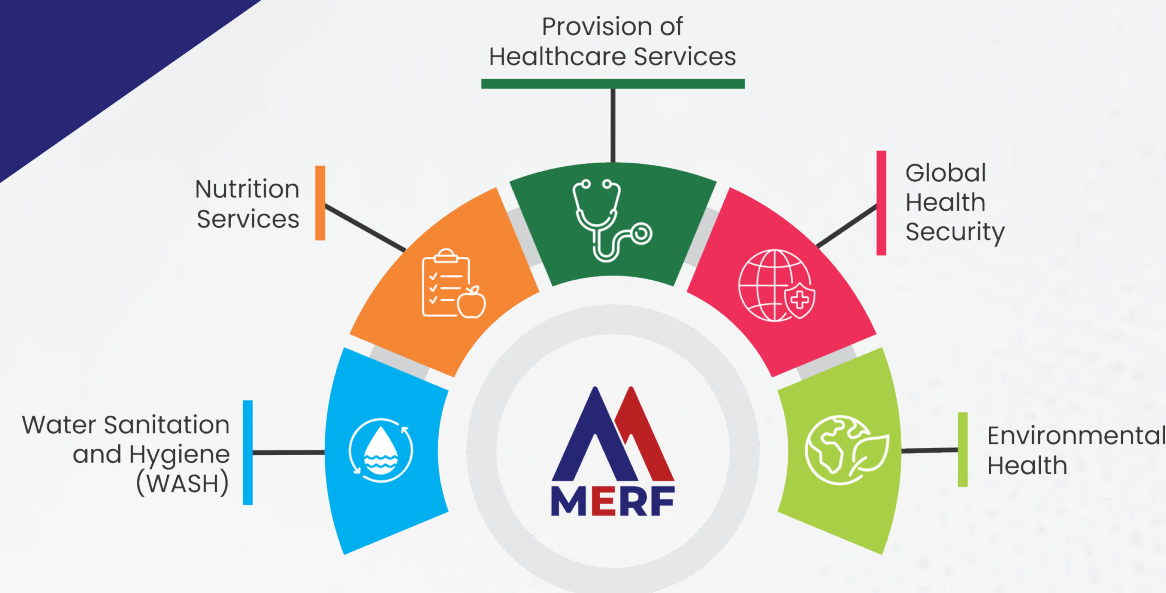
Syed Shah Miran

Chief Executive Officer
Medical Emergency Resilience Foundation (MERF)



Executive Summary

The year 2023-24 presented significant challenges for MERF as it continued its mission to improve healthcare access in Pakistan amidst political and economic instability. Through the dedication of its teams, donors, and partners, MERF provided life-saving support and achieved impactful outcomes across the country.



Strategizing for Health Impact

During this year, MERF operated 57 healthcare facilities—43 primary care centers and 14 secondary care hospitals—spanning 55 districts. These efforts reached over 18.3 million beneficiaries through 17 active projects. The organization also managed 10 secondary care hospitals, offering specialized services with a collective capacity of more than 1,500 beds. These achievements were made possible through the generous support of key donors, including the Bill & Melinda Gates Foundation, the Khyber Pakhtunkhwa Health Foundation, and the World Bank, whose contributions played a vital role in expanding healthcare access and strengthening service delivery across Pakistan.

In the realm of nutrition, MERF screened 2.24 million children and pregnant or lactating women for malnutrition. It successfully managed over 148,000 cases of moderate acute malnutrition and treated more than 104,000 cases of severe acute malnutrition. Collaborations with UNICEF and the World Food Programme enabled community-based nutrition programs to expand across Sindh, Punjab, and Balochistan.

MERF's emergency response remained agile and effective in the face of natural disasters and disease outbreaks. The organization delivered crucial relief in flood-affected areas and addressed widespread health crises such as malaria, dengue, and acute watery diarrhea. As part of its malaria control efforts, MERF distributed six million insecticidal nets across 20 districts. Simultaneously, it ensured that mental health support and maternal and child health services reached the most vulnerable communities.

Efforts to improve Water, Sanitation, and Hygiene (WASH) services were also prioritized, benefiting more than 3.5 million individuals through upgraded healthcare facility infrastructure and widespread hygiene awareness initiatives. These upgrades played a vital role in creating safer, more sanitary environments for patients and staff alike.

In alignment with global health security goals, MERF strengthened disease surveillance systems and laboratory networks to better detect and respond to public health threats. Emergency preparedness was bolstered through comprehensive workforce training and critical equipment enhancements.

Community engagement remained a cornerstone of MERF's approach. The organization conducted over 111,000 community sessions, reaching 1.7 million people, with a strong focus on gender inclusion—evidenced by a 37% female workforce operating in some of the country's most challenging environments.

MERF also launched several sustainability initiatives, integrating renewable energy solutions, digitizing health records, and introducing environmentally conscious practices across its operations. These included the planting of 1,000 trees and the installation of energy-efficient systems in healthcare facilities.

Looking forward, MERF remains unwavering in its commitment to building resilient communities through innovation, inclusivity, and collaborative action. As it continues to address the pressing healthcare needs of Pakistan's most underserved populations, MERF reaffirms its dedication to creating lasting impact and improving lives across the nation.

Our Partners in Success



Our Reach & Geographical Presence



Highlights 2023-24



2,632,824
OPD consultations
provided



178,958
Patients admitted



4,197
Dialysis sessions
for chronic kidney
patients



336,709
Accident &
emergencies cases
managed



46,100
Surgical
interventions carried-
out



665,695
Malnourished children
provided with RUTF,
RUSF and MNPs



155,760
ANC & PNC
consultations



27,513
Clean & safe
deliveries conducted,
including emergency
C-sections



700,727
Adolescent girls and
PLW received IFA and
MMT



50,141
Under 5 year children
vaccinated against
Penta-III



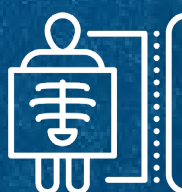
36,988
Pregnant women
received TT-2
vaccination during
pregnancy



6,002,909
ITNs distributed to
2,140,736 HH in 20
high risk districts



980,888
Lab investigations
conducted



203,002
Radiology
investigations
conducted for correct
diagnosis



272,840
Malaria, TB, Covid-19
Hepatitis/HIV tests
conducted

Programme Impact

During 2023-2024, MERF reached over 18.3 million people in need through 17 projects across 55 districts in Pakistan. Provision of quality comprehensive primary and secondary healthcare was the largest portion of our work in 2023-24.



PROVISION OF HEALTHCARE SERVICES

MERF with a focus on strengthening public health system, provided comprehensive integrated primary and secondary healthcare services, addressing both communicable and non-communicable diseases, along with maternal, newborn, and child healthcare in 57 health facilities (HFs), 43 primary and 14 secondary, across Pakistan.

Primary Healthcare Services

Primary health care (PHC) is crucial for improving overall well-being and achieving universal health coverage. MERF firmly believes that PHC-oriented health systems consistently produce better outcomes, enhanced equity, and improved efficiency and achieving the health-related Sustainable Development Goals (SDGs).



1,669,194
General Physician
Consultations



155,760
MNCH Services,
ANC, PNC,
Deliveries, FP



50,141
Immunization services
(Fully Immunized)



1,668,727
Individuals reached
through awareness
sessions

MERF has adopted a holistic approach by ensuring people receive quality comprehensive care – from health promotion and prevention to treatment and rehabilitation – as close as possible to their everyday environment. MERF provided PHC services in 57 HFs across Pakistan in the year 2023–24. MERF with support of Bill and Melinda Gates Foundation (BMGF), European Commission's Humanitarian Aid and Civil Protection (ECHO), UNICEF, Government of Sindh managed/supported 43 PHC HFs (Civil Dispensaries – CDs, Basic Health Units – BHUs and Rural Health Centers – RHCs) in KP, Sindh and Balochistan.

With the support of BMGF, MERF managed and provided complete package of PHC services in 15 Civil Dispensaries in the Super High Risk Union Councils (SHRUCs) of Peshawar. The CDs performed well and stayed on top in strengthening Routine Immunization and Polio Eradication Initiative services in SHRUCs across Pakistan.

MERF provided PHC services in 12 HFs with support of ECHO in the province of Sindh and Balochistan. In 6 ECHO supported HFs in Chaman and Killa Abdullah districts of Balochistan, approximately 40% of the PHC services were availed by Afghan refugees. With the support of UNICEF, MERF supported 6 HFs in Thatta and Sujawal districts of Sindh and 12 HFs in South Waziristan, newly merged district of KP. In Sindh, a comprehensive PHC package was offered in 6 RHCs outsourced to MERF by Government of Sindh under PPP Model.



Secondary Healthcare Services

A well-functioning healthcare system relies on a seamless integration of primary, secondary, and tertiary care. MERF delivered high-quality specialized secondary healthcare services across 10 secondary care hospitals, including 8 in KP and 2 in Sindh, with a combined bed capacity exceeding 1,500. Secondary healthcare services provided by MERF encompass diagnosing and treating specific medical conditions, ensuring patients timely receive appropriate treatments and interventions that meet diverse patient needs.



 **626,921**
Specialist consultations

 **178,958**
Indoor admissions

 **46,100**
Surgeries performed

 **336,709**
Patients availed Accident & Emergency Services

All the secondary care hospitals offered 24/7 emergency services to ensure patients had continuous access to critical care at any time of day or night and responded to medical emergencies promptly and effectively, thereby improving patient outcome. MERF effectively handled numerous medical emergencies, particularly in the security compromised newly merged districts of KP and the border districts of Balochistan.


All the secondary care hospitals provided round-the-clock diagnostic services for accurate and timely identification of medical conditions and choosing the most appropriate treatments.

During the year 2023-24, MERF managed 8 secondary care hospitals in KP under Public Private Partnership (PPP) model. 5 Cat-D hospitals in the newly merged districts of Khyber, Kurram, Mohmand, Orakzai and South Waziristan provided specialist services in the field of Medicine, Surgery, Gynaecology, Paediatrics and Anesthesia. District Headquarter (DHQ) Hospital Mishti Mela of Orakzai District and DHQ Hospital Wana of South Waziristan District provided 8 and 13 specialist services respectively. The Independent Monitoring Unit (IMU) KP has ranked DHQ Hospital Mishti Mela as the top hospital and DHQ Hospital Wana as the third best in the southern districts of KP.



MERF, with support of World Bank under its Human Capital Investment Project (HCIP) Government General Hospital Nishtarabad Peshawar provided specialist services in the field of Medicine, Pulmonology, Gynaecology, Paediatrics and Anesthesia. The hospital kept a special focus on non-communicable diseases i.e. Diabetes, Hypertension, Stroke and various types of Cancers. Last year, the hospital launched Breast Cancer Screening program, introducing mammography services. This initiative aims to enhance early detection and improve outcomes for patients by providing timely and accurate screenings.



 **980,888**
Laboratory Investigations conducted


 **100,947**
X-Ray performed

 **88,324**
Ultrasonography services provided


 **13,731**
ECG services provided

During the year 2023-24, MERF managed 2 secondary care hospitals, DHQ Hospital, Thatta and Tehsil Headquarter (THQ) Hospital, Mirpur Sakro under Public Private Partnership (PPP) model in Sindh province.

DHQ Hospital Thatta, with a capacity of 473 inpatient beds, has been recognized by the Pakistan Medical and Dental Council (PMDC) as a Teaching Hospital affiliated with Liaquat University of Health and Medical Sciences (LUHMS), Jamshoro, Sindh. Furthermore, the College of Physicians and Surgeons Pakistan (CPSP) has accredited DHQ Hospital Thatta for fellowship program training.

 **85,751**
Non-communicable diseases consultations

 **2,752**
Women screened for breast cancer

 **621**
Mammography

DHQ Thatta and THQ Hospital Mirpur Sakro achieved impressive scores as per DHIS performance evaluation during 2023-24. These scores placed both the hospitals at the top among all the DHQ and THQ hospitals in Sindh. These accomplishments demonstrate MERF's dedication to ensuring excellence in healthcare services at all the secondary care hospitals under its management.

NUTRITION SERVICES

Poverty, overpopulation, disasters, lack of awareness, limited access to healthcare services affecting maternal and child nutrition, among many other factors contributing to Pakistan having the largest population of stunted children in South Asia, an indication of chronic malnutrition in children under 5 years of age. Around 40 percent in Pakistan are stunted, 18 percent are wasted, 29 percent underweight and more than half of them are anemic.

MERF firmly believes that addressing these underlying causes are crucial for improving nutrition outcomes in Pakistan. MERF has implemented an efficient and effective approach to deliver nutrition services that focuses on enabling community-based screenings and treatment using a simplified treatment protocol. MERF has strengthened communities by enhancing their skills to screen malnourished children and refer them to avail required nutrition services at their doorstep.

With the support of UNICEF, MERF provided nutrition services through simplified protocols in 7 districts (Thatta, Sujawal, Badin, Jacobabad, Dadu, Qambar Shahdadt and Kashmore) of Sindh, 4 districts (Kacchi, Khuzdar, Pishin and Jhal Magsi) of Balochistan and 2 flood affected districts (Dera Ghazi Khan and Rajanpur) of Punjab. Simple method for diagnosing malnutrition and one kind of therapeutic food to treat children with varying degrees of malnutrition in one program makes it easier to maintain supplies and for service providers to treat children at a local level. MERF has also provided health facility-based nutrition services at 12 PHC facilities in South Waziristan District of KP.

MERF, with the support of EU, has built and strengthen the capacity of Civil Society Organizations (CSOs) working in the Nutrition sector and health facilities providing OTP services through provision of essential equipment, trainings and strengthening referral mechanisms in 5 districts (Sukkur, Jacobabad, Naushahro Feroze, Khairpur and Ghotki) of Sindh.

MERF, with support of the World Food Programme (WFP), implemented the Targeted Supplementary Feeding Program (TSFP) in two districts of Sindh i.e. Qambar Shahdadt and Dadu. Additionally, under the Benazir Nashonuma Programme, MERF is providing nutrition support to BISP beneficiaries in 14 districts of Balochistan, including Kalat, Surab, Lasbela, Mastung, Khuzdar, Panjgur, Gwadar, Kohlu, Barkhan, Ziarat, Dukki, Pishin, Kacchi, and Jhal Magsi. For this purpose, 37 facilitation centers have been established across these districts.



2,241,970

Children and pregnant and lactating women screened for malnutrition



148,197

Moderate malnourished children and PLWs managed (Supplementary Feeding Program - SFP)



104,087

Severe Acute Malnourished (SAM) children managed (Outpatient Therapeutic Program - OTP)



5,053

SAM cases with medical complication stabilized and rehabilitated at supported NSCs



1,099,085

Children and PLWs received multi-micronutrient supplements



264

Malnutrition treatment facilitation / OTP center supported



86%

Cure rate reported during the year 2023-24



WATER SANITATION & HYGIENE (WASH)


Effective WASH services are important for preventing disease, promoting health, and ensuring the well-being of communities. In 2023-24, our health facilities made significant strides in improving water, sanitation, and hygiene (WASH) services, ensuring a safer and healthier environment for patients, staff and the communities we serve. MERF has implemented standard WASH activities across all health facilities and actively engaged communities to achieve better health outcomes.



MERF conducted regular testing and monitoring of water quality to ensure safe and clean water for facility operations across all managed/supported HFs. Installed handwashing stations in all patient care areas, promoting better hygiene practices among staff and visitors. Upgraded sanitation facilities to meet the highest standards, including the rehabilitation of the existing toilets, installation of new toilets and waste management systems.


WASH activities have been integrated with other initiatives, such as infection prevention and control (IPC) and Healthcare waste management (HCWM), to maximize health outcomes. Engaged with the local community to raise awareness about the importance of WASH in health facilities and encourage community participation in maintaining these standards. The teams conducted sessions on handwashing, personal hygiene, the use of clean drinking water, and proper water handling and storage at the household level. These efforts have not only improved the overall hygiene and safety of our health facilities but also contributed to better health outcomes for the communities we serve.






**SUSTAINABLE
DEVELOPMENT
GOALS**

6 CLEAN WATER
AND SANITATION



3 GOOD HEALTH
AND WELL-BEING



GLOBAL HEALTH SECURITY

In 2023-24, MERF remained steadfast in its commitment to strengthening global health security. By strengthening public health systems and enhancing our ability to prevent, detect, and respond to infectious disease threats, we contributed to minimize the danger and impact of acute public health events that threaten people's health across geographical regions.

Strengthening Surveillance Systems

To quickly identify outbreaks, national disease surveillance systems, including Disease Early Warning System (DEWS), Integrated Disease Surveillance and response (IDSRs), District Health Information System (DHIS) and Polio/EPI reporting systems remained integral to our health programs. MERF ensured effective implementation of surveillance systems at service delivery points by providing necessary tools, trainings, on-job mentoring and kept updated with national and provincial guidelines. Upon identifying a notifiable disease, relevant stakeholders were promptly informed and conducted active community surveillance to track the spread and identify additional cases, followed by implementation of comprehensive outbreak response activities.



Strengthening Laboratory Networks

MERF has strengthened laboratory network in primary and secondary HFs for accurate and timely diagnosis of infectious diseases by upgrading laboratory facilities with modern equipment and implementing standardized protocols to ensure consistency and accuracy in laboratory testing. Regular training sessions were conducted for laboratory personnel to enhance their skills in diagnostics, biosafety, and biosecurity. During the year 2023-24, laboratories established in secondary healthcare facilities were classified as biosafety level 1 (BSL-1), whereas the public health laboratory at the Government General Hospital Nishtarabad was classified as biosafety level 2 (BSL-2).



BSL-1
Laboratories
strengthened



BSL-2
Laboratories
strengthened



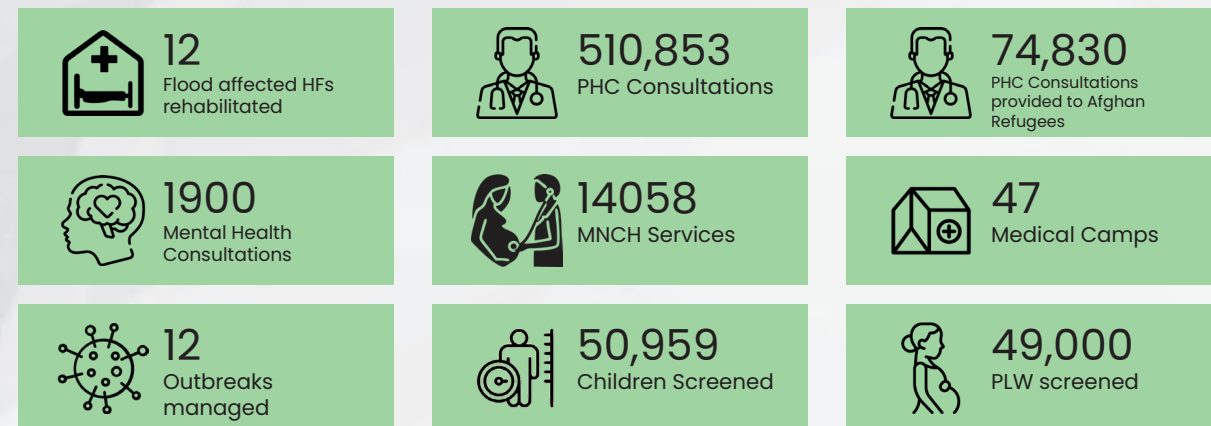
Workforce Development

To ensure swift and effective reaction to public health emergencies, MERF has Identified multidisciplinary teams with the necessary skills and training, maintained up-to-date contact information and availability status for all personnel including doctors and nurses, laboratory technicians, logisticians, public health & communications specialists, mental health professionals and support staff.

To further strengthen our preparedness and response capabilities, MERF core technical team has been trained under REDAY Initiative by UK Med on outbreak response, significantly enhancing capacity to manage public health emergencies effectively.

Responding to Emergencies

Emergency response of MERF has been widely acknowledged at national, provincial and district level. MERF has been on the frontline in many of the emergencies across Pakistan during last year, from floods devastated districts of Dadu & Khairpur in Sindh to security compromised newly merged districts of KP and border districts of Killa Abdullah and Chaman in Balochistan to vector borne outbreaks of malaria and dengue in Sindh and KP to nutritional emergencies in remote disaster-affected districts of Balochistan, KP and Sindh.



MERF emergency response teams at country and provincial level along with district teams have been actively engaged in the disaster affected districts whilst keeping close collaboration with the respective governments, disaster management authorities, health department and other key stake holders. MERF's emergency programming was based on local needs mostly in terms of medical care, nutrition, water sanitation and hygiene (WASH) and protection with particular focus on the most vulnerable and marginalized. MERF teams effectively managed several Measles, Diphtheria, Leishmaniasis, Dengue, Acute watery Diarrhea outbreaks during 2023-24.

MERF teams continued to play an active role in the management of several zoonotic diseases, particularly Rabies and Brucellosis. Thousands of dog bite cases (10,691 to be precise) were treated in MERF-managed healthcare facilities across Pakistan, with a substantial number receiving Anti-Rabies Vaccines (ARV). In addition, numerous cases of Brucellosis were diagnosed, managed, and reported. MERF also undertook extensive community engagement efforts across the country during the Eid-ul-Adha season to support the prevention of Congo Hemorrhagic Fever.

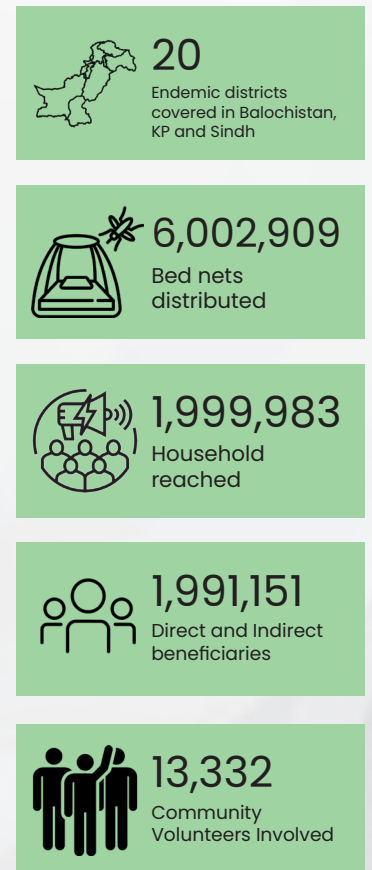
MERF remained actively engaged in antimicrobial stewardship efforts to combat the rising threat of Antimicrobial Resistance (AMR) in Pakistan. MERF's comprehensive approach to antimicrobial stewardship encompassed standard prescription writing, IPC activities, prescription audits, community awareness, and limiting unjustified antibiotic use.



Contribution towards Malaria Prevention

MERF, with support of Global Fund's Pooled Procurement Mechanism (PPM), carried out an extensive campaign for distribution of long-lasting insecticidal nets (LLINs) to prevent malaria in rural communities across 20 endemic districts of Balochistan, KP, and Sindh.

MERF, with an effective behavior change communication (BCC) ensured that bed nets are not only distributed but also used correctly, maximizing their impact in preventing malaria transmission for successful campaign.



The BCC strategy encompassed advocacy with relevant stakeholders and utilized a variety of tools, including social media platforms, animated videos, radio and mosque announcements, megaphone broadcasts, SMS via cellular networks, banners and billboards, IEC materials, and a Rumour Management Response through a dedicated helpline.



ENVIRONMENTAL HEALTH

Throughout 2023–24, MERF demonstrated unwavering dedication to maintaining a safe and healthy environment not only for patients, staff and visitors but also for the communities they serve.

At HF level, this commitment involved implementing rigorous health and safety protocols, enhancing infection control measures, and ensuring the availability of WASH facilities, waste and air quality management. MERF ensured good indoor air quality to reduce the risk of airborne infections in the supported/managed HFs by maintaining appropriate ventilation systems. MERF implemented safe disposal methods for hospital waste from segregation, treatment, and disposal to prevent contamination and infection using environmentally friendly technologies. Additionally, to minimize waste, MERF implemented effective segregation, recycling, and reuse of materials including composting organic waste to reduce methane emissions from landfills.



65 KVA
Shifted to
renewable energy
sources



1,000
Plantation drives



200
Trees planted

In 2023–24, MERF implemented several environmentally sustainable practices to reduce the facility's carbon footprint. Our healthcare facilities made significant strides in adopting solar energy by installing new systems over the past year, contributing to a growing renewable energy infrastructure across all locations. Additionally, we promoted the use of high energy-efficiency appliances to further reduce electricity consumption.

MERF remained dedicated to progressively implementing Electronic Medical Records (EMR) systems across all managed and supported HFs. Following the successful deployment of EMR in all secondary care hospitals in KP, MERF introduced EMR at DHQ Thatta in 2023–24. Digitizing patient records significantly reduces paper usage, contributing to tree conservation and waste reduction.

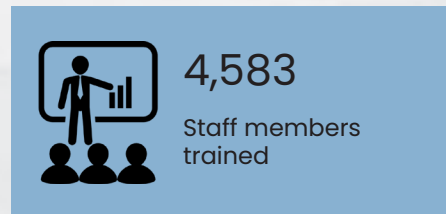
Several plantation drives have been carried out, and indoor plants have been placed in waiting areas and corridors across all healthcare facilities. These efforts aim to create a healthier environment for patients, staff, and visitors by enhancing air quality and providing a more pleasant and calming atmosphere.



Human Resource Development

In 2023-24, MERF made significant strides in Human Resource Development, focusing on attracting, retaining, and nurturing talent to enhance the quality of Health, Nutrition and WASH services. Through comprehensive training, capacity-building initiatives, and a supportive work environment, we empowered our staff to deliver exceptional care and drive positive health outcomes in the communities we serve.

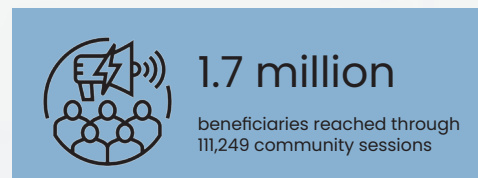
To further strengthen our preparedness and response capabilities, MERF core technical team has been trained under REDAY Initiative by UK Med on outbreak response, significantly enhancing capacity to manage public health emergencies effectively. The training equipped technical team with the latest knowledge and skills in outbreak detection, rapid response, and containment strategies. The comprehensive training covered critical aspects such as epidemiological surveillance, case management, and infection prevention and control, ensuring our team is well-prepared to handle a wide range of infectious disease outbreaks with proficiency and confidence.



Community Engagement

In 2023-24, MERF prioritized community engagement as a cornerstone of all initiatives. By fostering strong relationships and actively involving community members in our programs, we ensured that our health interventions were not only effective but also culturally relevant and sustainable.

Through collaborative efforts, we addressed key health challenges and empowered communities to take charge of their well-being, leading to improved health outcomes and a stronger, more resilient society.



Complaint Response Mechanism

During the reporting year 2023-24, MERF made significant strides in strengthening its Complaint Response Mechanism (CRM) to foster timely, transparent, and accountable communication with beneficiaries, partners, and community stakeholders. The CRM framework of MERF provides multiple avenues—ranging from complaint helpline number, WhatsApp, and suggestion boxes to email and in-person outreach—ensuring that individuals



across digital and non-digital communities can voice their feedback, suggestions, and concerns effectively. Through a centralized system, all inputs are logged, categorized, and assigned a unique reference number for tracking and timely resolution. MERF's commitment to responsiveness is reflected in its structured response timeline, where urgent protection-related feedback is addressed within 24 hours and general service complaints within 2-3 working days.

To ensure inclusivity, MERF has prioritized accessibility for remote and underserved populations. This includes training community focal persons, organizing mobile feedback collection visits, conducting verbal sessions in local languages, and leveraging local media and religious/community leaders to build trust. Special attention has been given to gender and disability sensitivity, with female staff assigned for gender-specific issues and tailored support for persons with disabilities. Importantly, all feedback is treated with strict confidentiality, and mechanisms are in place to ensure that providing feedback does not impact clients' access to essential services. These efforts underline MERF's dedication to a rights-based, community-centered approach where learning from client voices informs continuous program improvement.



Gender & PSEA

In 2023–2024, MERF has maintained a continuous strong commitment to Preventing Sexual Exploitation & Abuse, and promoting gender inclusion across all levels of its operations. Our comprehensive PSEA and gender inclusion policies are rigorously implemented across all organizational levels, including head offices, provincial offices, and field operations. At each level, dedicated male and female PSEA and gender focal persons are nominated and trained on beneficiary rights, gender sensitivity, Harassment and the prevention of sexual exploitation and abuse. MERF has Complaint Response Mechanism (CRM) that ensures prompt handling of feedback and complaints, supported by a well-equipped reporting system accessible to all PSEA focal points, staff and beneficiaries.



Key achievements:

Throughout 2023–2024, established a cohesive PSEA network across all locations and multiple training sessions have been conducted on PSEA and gender mainstreaming, with ongoing efforts aligned with our 2024 action plan.

- Integrated SEA clauses into operational procedures from hiring to contract management
- Achieved top scores on the UN Implementing Partner PSEA Capacity Assessment tool.
- Collaborations with UNICEF, WFP, IRC, World Bank and NHN have strengthened our awareness campaigns, leveraging local language IEC materials to sensitize both beneficiaries and staff.
- We provide comprehensive victim assistance, including medical, psycho-social, and legal support through internal resources, with plans underway to enhance external support networks.
- Emphasizing a gender-sensitive approach, we tailor policies and programs to respect diverse gender norms, roles, and relations, exemplified by our 37% female workforce in challenging operational environments.

As we reflect on our achievements and set new objectives, we reaffirm our dedication to continuous improvement and accountability in all aspects of our operations.



Glimpses of 2023–24



MERF Impacting Lives Across Pakistan

"Through awareness sessions, I've been able to share important information about nutrition and the benefits of breastfeeding. These sessions have created a safe space for mothers to ask questions, share their experiences, and learn from one another. It's been heartwarming to see so many women eager to improve their families' health. The impact we're creating inspire me every day. I am grateful for this group and the chance to contribute to a healthier future for our children."

-Soomal, District Khairpur, Sindh, EU-funded project



As a parent, seeing my child struggle with severe malnutrition filled me with concern. I was fearful for her future. I took her to DHQ Hospital Mishti Mela for treatment. The hospital staff showed immense compassion and understanding. They conducted thorough assessments and developed a tailored treatment plan focused on the child's nutritional needs. My daughter gradually regained strength and vitality, thanks to the dedicated care from the entire team at the hospital."

- Father of Aisha, District Orakzai, KP, KPHF funded project

"The qualified medical staff at DHQ Hospital made my delivery easier by providing high-quality care. I will tell the people in my community to come to this hospital in case of emergencies because they are available 24/7 and offer free medications,"

- Halima, District Chaman, Balochistan, ECHO funded Project



"When I learned about the free health services at Tiarza Main Hospital, I visited with my 9-month-old daughter Amina who was very sick. At the hospital, local community workers and female staff guided me on importance of proper nutrition and timely vaccinations. Their support made a significant difference in my daughter's recovery and this free treatment has been a great blessing for a poor family like ours."

- Mother of Amina, District South Waziristan, KP, UNICEF funded Project

"I was hesitant about vaccinating my child due to concerns about side effects. But the outreach workers of MERF patiently listened to my fears and explained how vaccines will protect my child from serious diseases, especially in our high-risk area. After their guidance, I agreed to vaccinate my child, and today I am grateful for the decision. My child is healthy, and I encourage other parents to do the same."



- Zahid Awan, District Peshawar, KP, BMGF funded project

Financial Report

MEDICAL EMERGENCY RESILIENCE FOUNDATION
STATEMENT OF FINANCIAL POSITION
AS AT JUNE 30, 2024

ASSETS	NOTE	2024 RUPEES	2023 RUPEES
Non-Current Assets			
Property, plant and equipment	6	2,399,109	26,251
Right-of-use assets	7	4,272,155	11,107,602
		6,671,264	11,133,853
Current Assets			
Advances	8	4,113,127	4,733,414
Deposits, receivables and prepayments	9	1,011,804,902	566,027,837
Cash and bank	10	761,006,795	709,749,169
		1,776,924,824	1,280,510,420
TOTAL ASSETS		1,783,596,087	1,291,644,273
FUNDS AND LIABILITIES			
Funds			
Accumulated surplus	SCF	205,183,628	138,730,091
Restricted funds	11	375,327,181	500,920,764
		580,510,809	639,650,855
Non-Current Liabilities			
Deferred income	12	-	1
Lease liability	13	-	3,365,965
		-	3,365,966
Current Liabilities			
Current portion of lease liability	13	3,365,965	6,818,433
Trade and other payables	14	1,199,719,313	641,809,020
Provision for taxation	15	-	-
		1,203,085,278	648,627,453
TOTAL FUNDS AND LIABILITIES		1,783,596,087	1,291,644,273
Contingencies and Commitments	16	-	-

The annexed notes from 1 to 32 form an integral part of these financial statements.

CHIEF EXECUTIVE

DIRECTOR

MEDICAL EMERGENCY RESILIENCE FOUNDATION
INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED JUNE 30, 2024

PARTICULARS	NOTE	2024 RUPEES	2023 RUPEES
INCOME			
Grants	17	5,182,311,229	3,484,733,071
Management fee	18	68,804,733	107,508,692
Other income	19	64,703,187	30,383,346
Amortized income	20	1	108,531
		5,315,819,150	3,622,733,640
EXPENDITURE			
Project expenses	21	(5,182,311,229)	(3,484,733,071)
Administrative and general expenses	22	(67,054,384)	(77,609,756)
		(5,249,365,613)	(3,562,342,827)
Operating surplus before taxation		66,453,537	60,390,812
Taxation	23	-	-
NET SURPLUS FOR THE YEAR		66,453,537	60,390,812

The annexed notes from 1 to 32 form an integral part of these financial statements.

CHIEF EXECUTIVE

DIRECTOR



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