

Annual Report to the Charities Commission

Charity No. 1168411



Manchester Global Foundation
Local Impact, Global Challenge



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April 2024 – April 2025

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SECTION ONE: OUR ORGANISATION

1.1 INTRODUCTION

Manchester Global Foundation (MGF) is a unique philanthropic organisation providing technical expertise, consultancy, policy development, evaluation and advisory services to a range of clients, nationally and internationally. Our consultancy and advisory services generate income to support our philanthropic work to improve the health and well-being of vulnerable communities in the UK and worldwide. The organisation was conceived in 2015 and has been operational since the beginning of 2016.

The Trustees and Director of Manchester Global Foundation present this combined Annual Report from the 6th of April 2024 to 5th of April 2025.

This report complies with all the requirements of the Charities Act 2011, the trust deed and the Charities SORP (FRS 102).

1.2 OUR MISSION, VISION AND VALUES

Founded in 2015, Manchester Global Foundation (MGF) is a Charitable Incorporated Organisation registered in England and Wales, whose main sector of intervention is global health.

MGF's **vision** is to address global health inequalities and contribute to their improvement.

Our **mission** is to provide technical assistance, advisory services and research in global health, humanitarian and development programmes to improve the health and wellbeing of communities around the world – including in the UK.

We support the public benefit by advancing the health and survival of poor and vulnerable communities in low and middle-income countries, and socially deprived communities in the United Kingdom. Our motto, ***Local Impact, Global Change***, summarises our belief that sound interventions at a local level will eventually contribute to broader improvements in global health worldwide.

Our Values

Use evidence-based approaches
Be proactive
Focus on people
Establish and Nurture Partnerships

1.3 OUR HISTORY

SUCCESSFUL START UP

Phase One - Concept stage and set up: Manchester Global Foundation was conceived in mid-2015 by a small group of people keen to work on both local and global health issues, with Manchester as the hub city. The idea was developed initially as a charitable entity linked to the Office of Global Health, part of the Manchester Academic Health Partnership. MGF set up a small management team, applied for charitable status, developed a constitution, and applied for a bank account in 2015. In December 2015 the initial meeting of potential consultants and advisors was held in Manchester. MGF then started its operations in early 2016. The Foundation bank account became operational in February 2016, with its first deposit made on 1 March 2016. Our charitable status was gained on 25th July 2016 after several months of correspondence. Our Charity Number is 1168411. This report covers the period from our start up until March 2020. The development of the organisation was as follows:

Phase One: May 2015 to December 2015

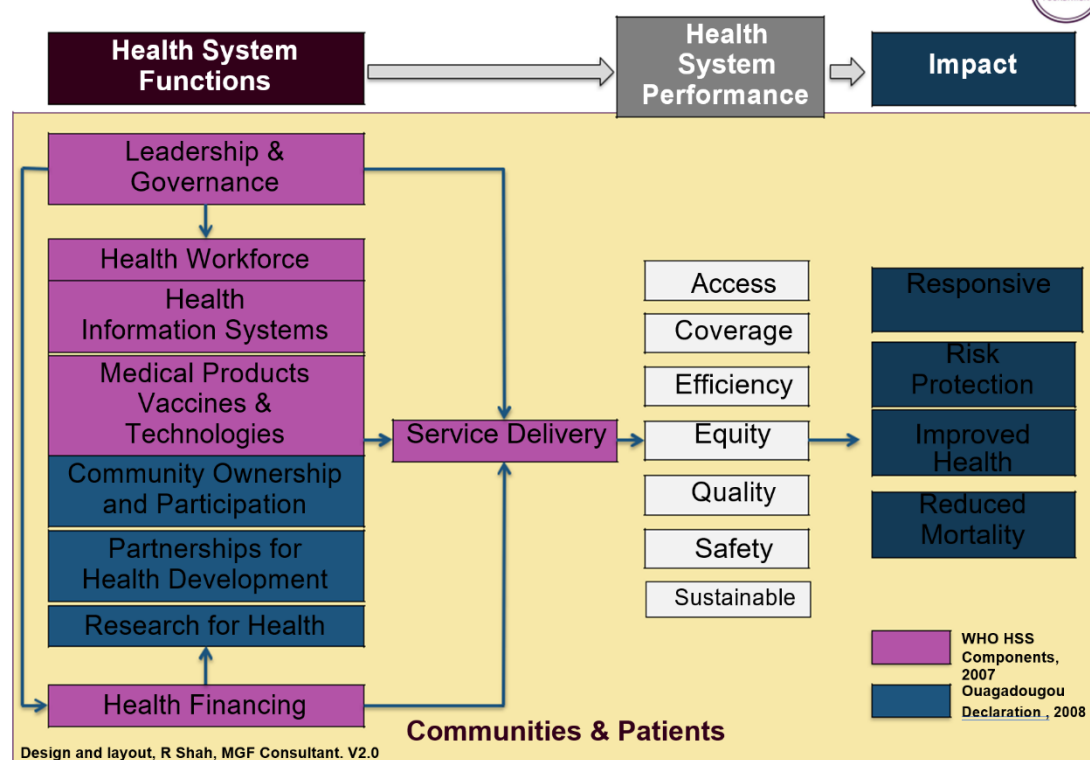
- Initial business plan with mission and vision developed and agreed.
- Approached and signed up two Trustees and agreed on the Chair.
- Agreed and appointed the Director and the initial management team, two more people.
- Initial constitution agreed.
- Initial consultants registered with the Foundation and consultancy agreement developed.
- Bank account in place
- Application for Charitable status
- Website development for launch in 2016
- Model of the organisation agreed and in place - see below Start to develop networks.
- Start to develop ideas for the philanthropic work.

1.4 STARTING TO DO BUSINESS

Phase Two - Getting to work: By the end of 2015, the foundations were in place and we were able to start work in 2016, with a strong Management Team and Board of Trustees with a clear direction and model. The Foundation continued to set up and develop further systems and processes and also started to review its financial and organisational models. The next stage of development was as follows:

Phase Two: January 2016 to December 2016

- Website up and running in February 2016
- Social media presence developed and marketing materials (banner and generic MGF business cards) from January 2016
- Adoption of the Constitution on 15th June 2016 (document shared with the Charities Commission)
- Financial policy developed and agreed March 2016
- Job descriptions developed for Trustees and Management team June 2016
- Philanthropic ideas and partnerships developed in northern Sri Lanka and Uganda
- Philanthropic work undertaken by individual Trustees and Management team.
- Technical and financial templates in place to use for bidding for work April 2016
- More than 25 proposals submitted for work during 2016 and 11 contracts undertaken by MGF in the first year of operation to March 2017, which enabled us to meet our objectives and start to generate income.
- Initially out of 7 contracts applied for, two were awarded to MGF and we were short listed for two more and got to the last 2/3 organisations This is an exceptional record. You can expect a 10-20% success rate on bidding for contracts through a procurement/cold bidding process.
- Indemnity and public liability insurance in place for contracts from May 2016.
- Additional trustee and management team members appointed in June 2016
- Development sessions commenced for the training and education of the consultants (three undertaken from September to December 2016)
- MGF attending conferences and meetings to raise awareness, including for recruitment of consultants and making links with new partners as well as finding out about possible philanthropic activities.
- Policies and procedures developed and in place (consultants agreement/contract, client contract, equity and diversity statement, overseas working policy in the draft, terms of business and working with clients document, overseas working policy in the draft, standard profiles and standard CVs, indemnity insurance and public liability)
- Developed our approach to Health systems strengthening (see slide below)



1.5 OUR AIMS and OBJECTIVES

Aim: Manchester Global Foundation exists to advance health and well-being for the public benefit in poor and vulnerable communities in low- and middle-income countries and socially deprived communities in the United Kingdom.

Our original objectives are:

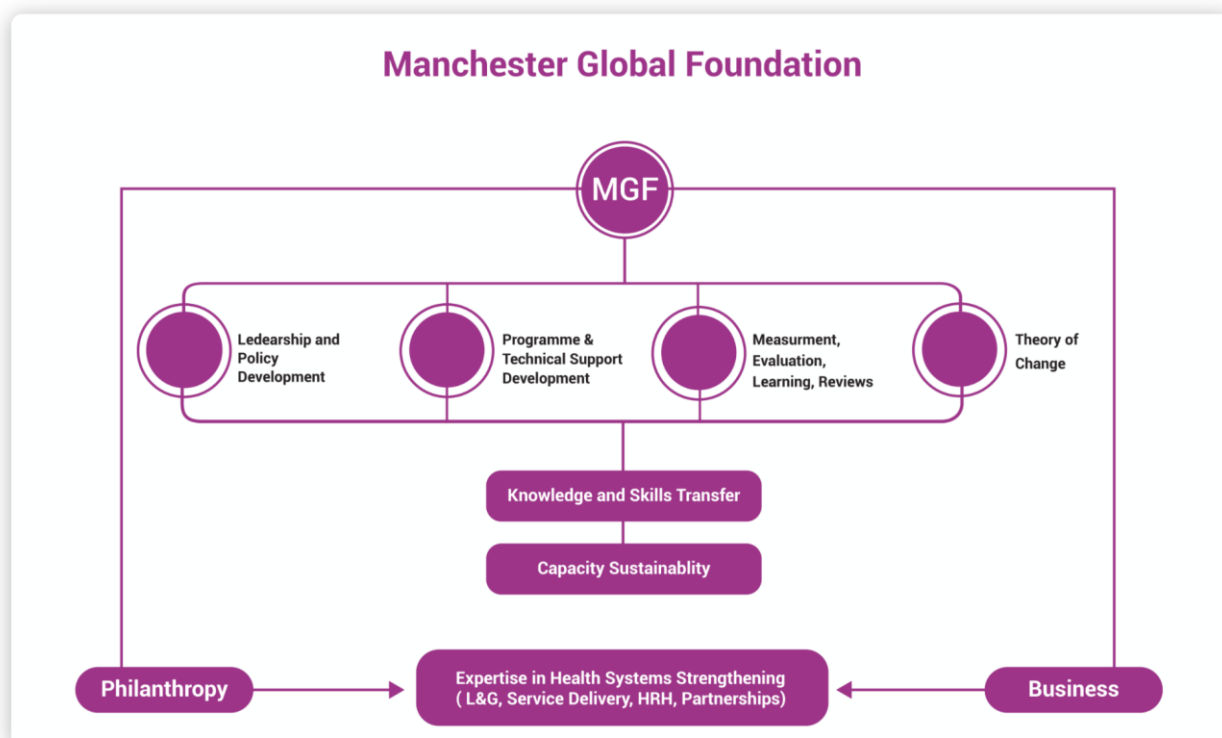
1. Providing health volunteers, other technical experts and researchers in medicine, nursing, midwifery, mental health, dentistry and other health professions, from Greater Manchester and beyond, to build the capacity of health institutions in low and middle-income countries through research, teaching, training, and knowledge sharing; as well as providing curative and preventive services.
2. Supporting the conduct of medical and health research through collaboration between the United Kingdom and low and middle-income countries, aimed at generating innovative solutions to the problems of healthcare provision in resource poor settings.
3. Providing grants, equipment and supplies for preventing and relieving sickness and disease, mitigating the risk of death and disability as a consequence of catastrophe, and promoting health and wellbeing.
4. Advancing the education of health students and practitioners from United Kingdom in conjunction with the University of Manchester, by facilitating the development of their individual capabilities, competencies, understanding, and skills through learning and training attachments in low and middle-income countries.

'Poor' is defined according to the multidimensional poverty index (MPI) of the United Nations Development Programme (UNDP) and 'vulnerable' is defined as people affected by natural disasters and man-made conflicts and crises. Low and middle-income countries are defined according to the World Bank's classification of national economies. The "socially deprived" in the United Kingdom are communities identified as such by the indices of multiple deprivations published by the department for communities and local government.

1.6 OUR OPERATIONAL MODEL

A unique model: Manchester Global Foundation is a philanthropic organization with two arms, a business arm to generate income through consultancy, training and development and research projects with customers who are charities themselves, either registered in the UK or elsewhere and a philanthropic arm to have at least one project per year where we support activities in various ways to fulfil our aims and objectives.

The financial aspect of the model is twofold: All consultancy client contracts (budget) include a 10% overhead charge (on the costs of the consultancy fees only) to cover the MGF organisational running costs. This is always clearly visible on the financial proposal agreed between MGF and the client. In addition, ***all consultants are expected to donate 10% of their own consultancy fees earned to the philanthropic work of MGF.*** This 10% donation is deducted prior to payment to the consultant for the work completed. All Consultants have access to the MGF accounts, in the spirit of transparency. This is our model:



1.7 OUR TRUSTEES AND MANAGEMENT TEAM

The Management Team is Rakhshi Memon (Chief Executive Officer), Jasmin Begum (Associate Director), Tsitsi Nyahwo (Operations Manager), Sameen Ali (Communications Manager), Amber Azam (Coordinator) and Noor Ali (Finance Manager). The management team are responsible for the operational running of the organisation. The Trustees are there to provide the governance overview and also take a lead in the philanthropic areas. The Trustees and their tenure are listed below:

Trustees	Role	Tenure
Dr Samina Matin	Chair	1 st May 2023 to date
Dr Nadeem Gire	Trustee	12 th January 2022 to date
Dr Deepali Sharma	Trustee	26 July 2024 to date

All the Board and Management Team undertake their roles on a voluntary basis, with the exception of occasional small honoraria paid to the Management Team out of the overheads resources generated. Over the course of the year **£ 10,505.58** has been paid to management team members, which has included travel expenses.

1.8 OUR CONSULTANTS

At MGF, we have assembled a vibrant and growing community of experts with a wide range of skills and expertise in various domains related to global health, social services, international development, and humanitarian assistance. At the date of the report, there are 20 consultants and advisors registered plus a management team of seven people and four Trustees who also have a range of skills to bring to the organisation. We are developing three research fellows in Nigeria, two in Barbados and an intern as part of our capacity and capability building in Low- and Middle-Income Countries (LMICs).

Among us, there are university professors and academic researchers, health practitioners, managers and strategists, as well as experts in international development and humanitarian assistance. Those with health expertise includes clinicians and medical researchers with different specialisations, midwives, nutritionists, as well as specialists in health management, health systems strengthening, and management of humanitarian and development programmes. Everyone has a background in at least one of our four areas of expertise.

Our people are our main asset. We can count on a team of passionate and competent consultant and advisors with many years of experience in the promotion of global health. Cumulatively, our consultants and advisors have worked in over 35 different countries in all five continents and we can expect this figure to keep growing.



Our People and their Geographical Coverage

Our People

A team of self-motivated, passionate, competent consultants and advisors. Based in 07 different countries. Multi-skilled, health, nutrition, food security, agriculture, emergency relief, finance, advocacy, research and evaluation, programme management, leadership, and strategy. Thought leaders.

1.9 OUR AREAS OF EXPERTISE

In addition to these charitable activities, through its business arm, Manchester Global Foundation provides quality consultancy, training and development and advisory services to a wide range of clients, nationally and internationally. Income generated through the business arm is then used to support our philanthropic activities. Our key areas of expertise and advice are:

1. Leadership and Policy
2. Programme Design, Monitoring, and Implementation
3. Research, Evaluation, and Learning
4. Theories of Change
5. Teaching and Training

All five areas are key to strengthening the capacities and building capabilities of health institutions worldwide, ultimately contributing to reducing global health inequalities and in working in these areas, we fulfil our organisational objectives.

(i) Leadership and Policy

Expertise in leadership and policy means that our consultants are capable of developing national, regional, or organisational policies and strategies, as well as of supporting leadership and governance at different levels – from mentoring the management of a single hospital to advising a ministry. Some selected examples include:

PAST

- Supporting the development of the 'Roadmap for Dementia' for Pakistan (2019)
- Collaborating on the preparation and deployment of the Mental Health Summit in Pakistan (2020)
- Supporting the development of Learning Through Play + (Dads) training program in Pakistan (2021);
- Establishment and Monitoring of Ethics & Governance processes in Pakistan (2021);
- Collaboration with NGOs in UK, Bangladesh, Nigeria & Kenya (2022);
- Developing training programs in UK and low and middle income countries (2022).
- Teaching English in low and middle income countries (2022).

CURRENT

- Building clinical skills and research capacity and capability (2023)
- Establishing networks in public and private sectors globally (2023)
- Dissemination of research (2023)
- Enhancing profile on social media networks (2023)
- Co-producing community engagement and involvement model and Research Ethics Framework (2023)
- Develop and conduct organisation development courses such as communications, ethics, professionalism, transactional analysis, risk assessment and developing organisational policies and strategy (2023).

(ii) Programme Design, Monitoring and Implementation

This area of expertise includes all phases of project management, from the initial programme design in response to identified needs to the development of concept notes and funding proposals, to programme implementation and monitoring. Some consultants also have formal project management certifications. A few examples of this type of work include:

PAST

- Developing and setting up new projects such as the Manchester - Gulu (Uganda) link;
- Developing multi-million GBP concept notes and funding proposals to be submitted to DFID and other major donors (including also grant proposals for research programmes);
- Managing portfolios of several million GBP, both for humanitarian / development projects and for medical research;
- Managing the start-up of the first ever emergency urban/peri-urban cash-for-work programme in Zimbabwe (ECHO, €1 million)
- Managing a team of 21 international and national staff to implement the Basic Package of Health Services across 10 primary health care facilities in South Sudan (2011).
- Monitoring the implementation of various projects part of the health portfolio funded by the Italian Government in Mozambique (2009-2010);
- Remotely supporting and monitoring the implementation of several programmes across East Africa.
- Implementation of the clean water project in Karachi, Pakistan in collaboration with other NGOs – 2019
- Planning and preparing proposals such as delivering Theory of change workshops to global teams eg ACROSS, Pakage etc

CURRENT

- Securing Lottery funding for Bangladesh projects
- Securing Lottery funding for Nigeria project
- Collaborating with Save the Children UK for Bangladesh project
- Scrutinizing and advising on policies in Pakistan.

(iii) Research, Evaluation and Learning

We consider here both academic research and project-related evaluations and assessments (as well as anything in between). Among our consultants, we have both qualitative and quantitative researchers, as well as some experts in mixed-methods research who are familiar with a wide range of methods and tools. Examples of MGF consultants' involvement in this area include:

PAST

- Conducting health needs assessments;
- Conducting operational reviews of health systems and health facilities in various countries (Somaliland, Zambia, Canada);
- Leading research groups and conducting research on various subjects (mental health, medical microbiology, morbidity to sickness and absenteeism);
- Conducting operational evaluations of public health centres in India through participatory approaches;
- Conducting surveillance studies on diseases such as Hepatitis E, TB, cholera and depression in various countries.
- Collaborating with other NGOs to deliver learning and development programme – Sharjah 2018
- Building capacity and capability by conducting workshops in Theories of Change, Process mapping, Ethics and Good Governance in Pakistan – 2019
- Conducting training in Bangladesh to midwives on maternal and child health

CURRENT

- Dissemination of learning on Global platforms;
- Continuation of capacity building on TOC;
- Collaborating with other NGO to deliver learning and development programmes – Dubai
- Partnering with other NGOs on several research projects on developing research protocols (Bangladesh & Nigeria).

(iv) Theory of Change (ToC)

The Theory of Change (“ToC”) was developed in the 1960s as an approach to planning, monitoring, evaluation and impact assessment to ensure that the marginalised voices are included in developing the vision and that change happens through the lens of the end beneficiaries. ToC is a form of “critical theory” that results in an agreed model of change. This model of change then informs the development, implementation and evaluation of plans and results frameworks at all levels.

The focus is on what will change for whom as a result of our efforts, NOT on what we will do or achieve.

In practical terms, the ToC causal model of planning, monitoring, evaluation and impact assessment begins with the process of bringing together key stakeholders so we can agree how change happens in the current context, our influences, responsibilities, and our most effective roles in contributing to changes. With our stakeholders, we identify barriers and challenges. Together short, medium- and long-term outcomes are agreed to develop a model of change (not a plan) that we think will contribute to desired changes. As the context changes, we test the model and adapt and adjust the model for the new context. As part of the impact assessment, we not only measure expected and planned impacts but also unexpected and unplanned changes so that the learning from the successes and failures can be taken forward to inform future projects.

The ToC process gives a detailed and direct understanding of the links between activities and desired goals. This understanding leads on to developing a better measure of progress and evaluation, as well as an improved understanding of impact, both planned and unplanned. ToC causal pathway is developed using a backwards mapping approach, which starts with the long-term goals and plots the required process of change and the short- and medium-term outcomes required to achieve this. During this process, the assumptions about what needs to be in place to achieve the outcomes are made explicit as well as the contextual factors which influence the ToC. Additional elements of a ToC include beneficiaries, research evidence supporting the ToC, actors in the context, sphere of influence, strategic choices and interventions, timelines and indicators. The ToC process adds rigour and strengthens other approaches such as logic models and the ToC causal pathway is an excellent communication tool for the programme.

SECTION TWO: OUR ACTIVITIES

2.3 - Economy & Mental Health

Strengthening Global Mental Health Partnerships and Policy Development

MGF's CEO, Dr. Rakhshi Memon, and Consultant, Prof. Nusrat Husain, visited Abuja, Nigeria, to support global mental health initiatives. They took part in stakeholder consultations, community sessions, and discussions on mental health policy. A key part of the visit was an interactive session with Lived Experience Experts (LEEs) on January 19, 2025, held under the UCL Global Engagement Fund Project. Experts from Nigeria joined the session in person, while participants from Pakistan and India joined online, creating a cross-regional exchange of ideas.

During their stay, Dr. Memon and Prof. Husain also met MGF Research Fellows Mr. Christopher Francis and Shadrack Mwankon to review ongoing research work. They held a meeting with the Clinical Director and Deputy Clinical Director of the Federal Medical Centre, Abuja, who showed strong interest in collaborating with MGF to improve mental health outcomes. The visit strengthened MGF's global partnerships and its efforts to support policy development and meaningful change in mental health.



MGF Strategy Event – 'Building collaborations and partnerships'

The Manchester Global Foundation (MGF) proudly hosted its strategic event, 'Building Collaborations and Partnerships' on October 25, 2024, at its London office in Aldgate Tower. The event brought together thought leaders, industry experts, and community stakeholders to explore innovative ways to foster meaningful alliances. The event emphasized the importance of collaboration across sectors to address global challenges, enhance economic growth, and drive sustainable development. Through engaging panel discussions, interactive workshops, and networking opportunities, participants shared insights on leveraging collective expertise and resources. The strategy-focused agenda highlighted real-world examples of successful partnerships, inspiring attendees to rethink traditional approaches. Attendees left with actionable strategies and a renewed commitment to fostering impactful collaborations.

Using a Theory of Change approach led by Dr. Rakhshi Memon, Director of MGF, and Dr. Iqbal Thaheem, Head of Policy at MGF, the event aimed to foster meaningful dialogue and plan the focal areas for MGF for the next

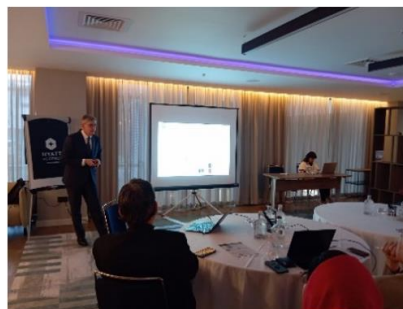
five years. The event brought together MGF trustees, key consultants, and policy influencers, both in person and online. The day-long event featured discussions and breakout sessions designed to strengthen the approach, and way forward for MGF. Dr. Samina Matin, Chairperson of MGF opened the event highlighting the work being done by MGF so far and the need for a sustainable vision.

Dr. Memon emphasised the importance of clearly mapping out the pathways from activities to outcomes. The participants engaged in collaborative exercises and discussed best practices for applying the Theory of Change. Dr. Thaheem guided the policy-focused segment of the event and presented a roadmap for MGF for the next five years. The participants left with actionable knowledge, including the need for alignment of MGF with the sustainable development goals.



Academic Exchange featuring Sindh Health Minister

On December 11, 2024, MGF, in collaboration with the University of Manchester, hosted an Academic Exchange with Sindh Health Minister Dr. Azra Fazal Pechuho as the Chief Guest. The event brought together experts to discuss major health challenges. Prof. Iain Buchan spoke about using civic data and AI to support communities, while Dr. Azra Fazal Pechuho discussed climate change effects on perinatal health and ways to reduce infant mortality in Sindh. MGF consultant Prof. Nusrat Husain highlighted social determinants of health and shared plans for a University of Manchester research hub in Pakistan. Prof. Nicky Cullum and Prof. Qing-Jun Meng presented updates on AI, technology, and insomnia research. MGF CEO Dr. Rakhshi Memon attended the event and emphasized the importance of global collaboration to address urgent health issues and promote innovation.



The University of Manchester hosted the 2025 Stakeholder Consultation Meeting and Dinner to better understand the global mental health landscape and support policy development. The event brought together distinguished speakers, experts, and partners from various institutions and countries. Led by Prof. Nusrat Husain and Dr. Nasim Chaudhry, the gathering featured discussions on mental health research, service delivery, and collaborative policy initiatives. Special guests and contributors shared insights from their regions and fields, helping strengthen international cooperation and guide future global mental health strategies.



Substance Misuse Policy framework – A meeting with the Honourable Sindh Health Minister

Chief Executive Officer of the Manchester Global Foundation, Dr. Rakhshi Memon, along with a delegation from the Pakistan Institute of Living and Learning (PILL) led by CEO Prof. Nasim Chaudhry and Prof. Imran Bashir Chaudhry, met the Honourable Sindh Health Minister Dr. Azra Fazal Pechuho, Parliamentary Secretary on Health MPA Ms. Nida Khuhro, and Project Lead LHW Programme Dr. Farhana Memon. The team, which included COO Prof. Zainab Zadeh, Dr. Rubeena Kidwai, Ameer Bux, Sehrish Tofique, Farhad Jalali, and Muhammad Bilal Arif, discussed updates on the IAPT-PK project being carried out in partnership with the Sindh Health Department and PPHI for Sukkur and Qambar Shahdadkot. They also talked about the adoption of the Sindh Mental Health Policy and the implementation of the Substance Misuse Policy framework.



MOU between MGF and Institute of Health Management Delhi

Manchester Global Foundation recently signed a Memorandum of Understanding with the International Institute of Health Management Research (IIHMR) Delhi, India. IIHMR Delhi is an institute of repute that works on strengthening policy-relevant research in India and similar settings across the world. It is also a leading institute of higher learning which has pioneered the postgraduate programme on Health and Hospital Management in India. The institute is committed to building a competent and responsive healthcare sector through a multipronged strategy by conducting masters/ doctoral level academic courses in health management, hospital management, and health information technology; implementing research relevant to health policies and programs at national and global levels; continued education through management-development and executive programs for working professionals to upgrade their knowledge and skills in response to the emerging needs of the industry; and technical consultation to the country and states for capacity-building and policy research needs that culminates in developing innovative and equitable healthcare strategies. The collaboration between Manchester Global Foundation and IIHMR Delhi will enable both institutions to undertake joint academic and research ventures including faculty and researcher exchange

activities, organization of symposia, workshops, and scientific meetings, research projects, and development of capacity building programs in areas of mutual interest.

2.4 – Consultancy

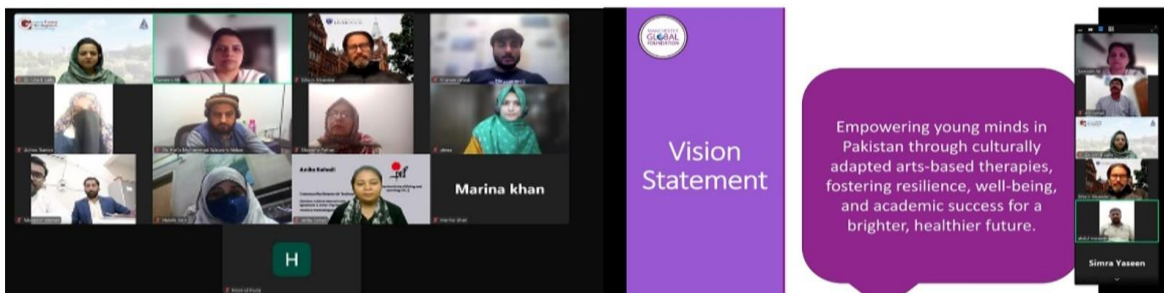
Theory of Change Workshop on Road Traffic Accidents and Traumatic Brain Injuries

Dr. Rakhshi Memon conducted a Theory of Change (ToC) workshop at Sunset Club Karachi focused on Traumatic Brain Injury (TBI) and Road Traffic Accidents (RTA). The session brought together key stakeholders and lived experience experts to understand the main causes of TBIs in road accidents and discuss possible solutions. Through group discussions, the participants mapped out long-term goals and identified strategies for prevention, early intervention, and rehabilitation. The ToC process helped outline how targeted actions could improve health outcomes and support safer road conditions in Pakistan.



Theory of Change Workshop for the Arts for the Blues

The *Theory of Change Workshop for the Arts for the Blues* intervention in Pakistan was successfully conducted by Ms. Sameen Ali, Manager Communications and Dr. Siham Sikander MGF Consultant. This impactful session brought together key stakeholders to explore how creative arts-based approaches can support mental well-being. Through insightful discussions and strategic planning, the workshop laid the foundation for implementing evidence-based, culturally relevant interventions to enhance emotional resilience and mental health in communities across Pakistan.



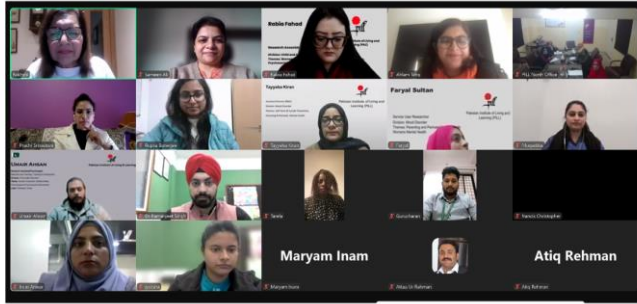
Theory of Change on “Development and feasibility of a culturally adapted psychosocial intervention to improve the well-being of Black, Asian and minority ethnic women during the perinatal period.

The Manchester Global Foundation (MGF) recently hosted an in-person Theory of Change (ToC) workshop at its new office in Aldgate Tower, London. Led by Dr. Rakhshi Memon, the session aimed to inform a maternal well-being program for British, Black, Asian, and Minority Ethnic women, while Dr. Deepali Sharma introduced the key elements of the ROSHNI-3 intervention. Participants represented organisations such as Ethnic Health Forum, Maternity Mates, and Save the Children, and included perinatal health experts, social prescribers, research managers, programme coordinators, participatory research commissioners, research operations managers, and two mothers with lived experience of postnatal depression. The workshop was highly engaging, and clear recommendations emerged on the way forward.



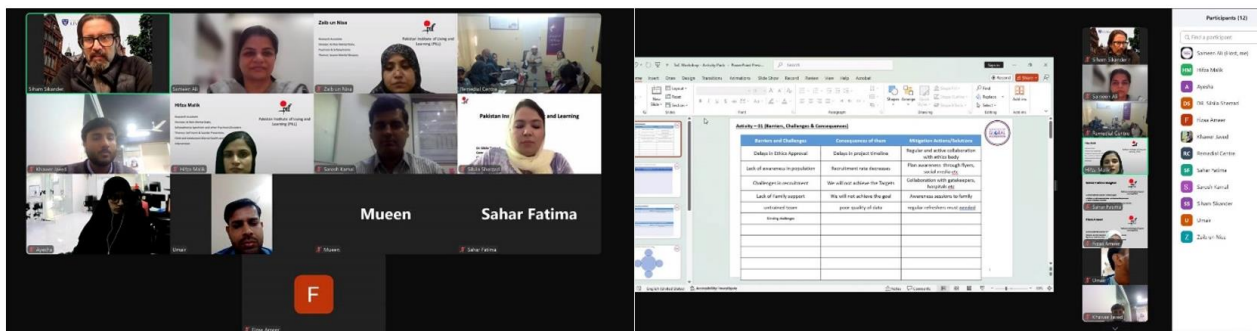
Theory of Change Workshop Focuses on Strengthening Community Engagement

On December 15, 2024, Dr. Rakhshi Memon conducted a workshop titled "Theory of Change: Strengthening Partnerships to Promote Community Engagement and Involvement". Organised in collaboration with University College London and supported by the UCL Global Engagement Fund, the workshop explored the application of the "Theory of Change" framework in healthcare, research, and community development. Participants from Pakistan, the UK, and Nigeria engaged in discussions to enhance cross-cultural partnerships and drive impactful community-focused initiatives.



Theory of Change Workshop for "Advancing Psychosis Treatment through Immune Modulation: The Methotrexate Schizophrenia Clinical Trial in Pakistan."

Another insightful workshop on Theory of Change, was conducted by Ms. Sameen Ali, MGF Manager Communications and Dr. Siham Sikander, MGF Consultant, for the ground breaking project "**Advancing Psychosis Treatment through Immune Modulation: The Methotrexate Schizophrenia Clinical Trial in Pakistan.**" The session explored the strategic framework for driving impactful research, mapping out key outcomes, and ensuring effective implementation of innovative treatments.



Theory of Change workshop on Traumatic Brain Injury

The **Theory of Change workshop on Traumatic Brain Injury** was conducted by MGF CEO, Dr. Rakhshi Memon, at Sunset Club, Karachi, on 18th February. Bringing together key stakeholders, the session focused on mapping the causal pathway within the current context, identifying critical barriers, challenges, and their far-reaching consequences. This collaborative effort aims to drive meaningful interventions and policy solutions to improve outcomes for individuals affected by traumatic brain injuries.



Workshop on Transactional Analysis



Dr. Rakhshi Memon, CEO of MGF, conducted an organisational development workshop on “Transactional Analysis Theory Underpinning Communication.” The training helped participants understand how Transactional Analysis can improve communication in research settings and support a healthy organisational culture. Along with Dr. Mowadat H. Rana and Dr. Sehrish Irshad, she guided attendees through key concepts and practical applications, enabling them to enhance their interpersonal skills and research interactions.

Dr. Samina Matin and Dr. Yahya Memon Conduct Portfolio Development & Appraisal Workshop for PILL

Dr. Samina Matin, **Chair MGF**, and Dr. Yahya Memon, **NHS GP (Rtrd)**, conducted an insightful Portfolio Development & Appraisal Workshop for the Pakistan Institute of Living and Learning (PILL). The session provided participants with valuable strategies for building strong academic and professional portfolios, along with expert guidance on evaluation and continuous improvement. Their expertise and mentorship aimed to empower participants with the skills needed to enhance their profiles and navigate future academic and career opportunities with confidence.



Strategic Planning Session for Policy Research Unit

Dr. Rakhshi Memon conducted a workshop on the Code of Good Governance at the Ishrat Husain Pakistan Institute of Living and Learning Head Office in Karachi. The session focused on good governance practices, ethical decision-making, and the importance of transparency. Participants learned how to strengthen accountability and promote integrity in leadership and daily operations. The workshop was part of the Institute's ongoing efforts to improve governance standards and support the ethical management of its programs.



Patient & Public Involvement and Engagement Summit

Ziauddin University, Karachi, hosted a successful Patient & Public Involvement and Engagement Summit on August 17th, 2024, at the Clifton Campus. The event brought together experts to discuss the importance of involving patients and the public in healthcare research. Dr. Rakhshi Memon, CEO MGF and Research Fellow at University College London, gave an insightful talk on how community engagement helps create meaningful research and shared practical examples from her work in the UK. Other speakers, including Dr. Zulfiqar Umrani, Mr. Adnan Masood, Dr. Ashleigh Cheyne, and Prof. Saeed Hamid, also shared their views, with the panel moderated by Dr. Arishay Hussaini. The summit ended with a shared commitment to promoting research that listens to and includes patient and public voices.



2.5 - Teaching & Training

Bioethics Summer Programme 2024

The Bioethics Summer Programme 2024, held from August 5th to 9th at Shifa College of Medicine, Islamabad, brought together Manchester Global Foundation (MGF), the Global Ethics Learning Hub (GELH) at PILL, Shifa College of Medicine, Tameer-e-Millat University, Yale University, UCL, and the University of Manchester. The programme aimed to strengthen participants' understanding of key bioethical issues. It opened with welcome remarks from Prof. Nasim Chaudhry and Dr. Rakhshi Memon, followed by sessions on ethical theories, war ethics, transcultural psychiatry, and research ethics led by experts including Dr. Ayesha Ahmad and Prof. Mowadat Rana.

Throughout the week, participants engaged in sessions on ethical decision-making, clinical trials, pandemics, end-of-life care, global health challenges, and the ethics of AI and mHealth. Speakers such as Prof. Sarah Edwards, Dr. Rupsa Bannerjee, Prof. Athula Sumathipala, and Dr. Salman Shahzad offered valuable insights. The programme concluded with policy discussions, a film screening, poster presentations, and closing remarks by Prof. Nusrat Husain, who emphasized the importance of expanding bioethics education.



10th Global Mental Health Research Capacity and Capability Building Programme

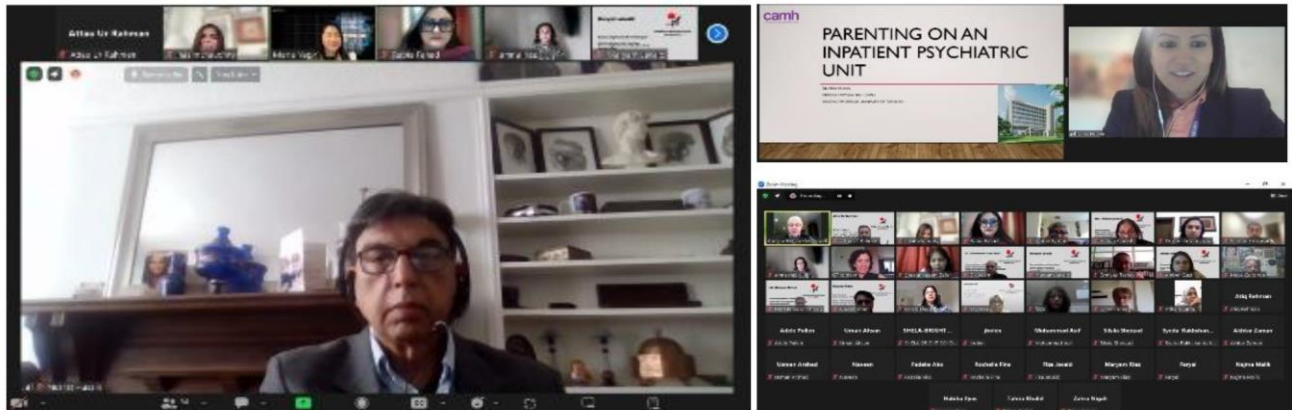


The 10th Global Mental Health Research Capacity and Capability Building Programme in Dubai brought together leaders from healthcare, academia, and government to address key health challenges and strengthen collaboration for Pakistan's well-being. Over seven days, participants engaged in interactive sessions, stakeholder forums, and focused discussions on research, policy, and sustainability. MGF consultants Prof. Nusrat Husain and Dr. Nasim Chaudhry led important conversations on evidence-based policymaking, followed by sessions on adaptive interventions, community campaigns, and developing a breast cancer registry. Dr. Rakhshi Memon, CEO MGF, conducted a key Risk Assessment session, while Dr. Imran Chaudhry contributed insights on mental health and capacity-building. Together, they supported sustainable healthcare progress and meaningful policy development.

2.6 - Research

International Parenting Intervention Conference

The 3rd International Parenting Intervention Conference took place online on May 15 and 16, 2024, and brought together global experts to discuss new developments in parenting interventions. The virtual format allowed broad participation, and the program included presentations from MGF consultants. Dr. Mina Husain shared insights on parenting within an in-patient psychiatric unit, highlighting challenges and effective strategies for supporting families in clinical settings. Prof. Nusrat Husain also contributed an in-depth analysis on the future of parenting intervention research, discussing emerging trends, innovative methods, and areas for further study to strengthen parenting support systems worldwide.



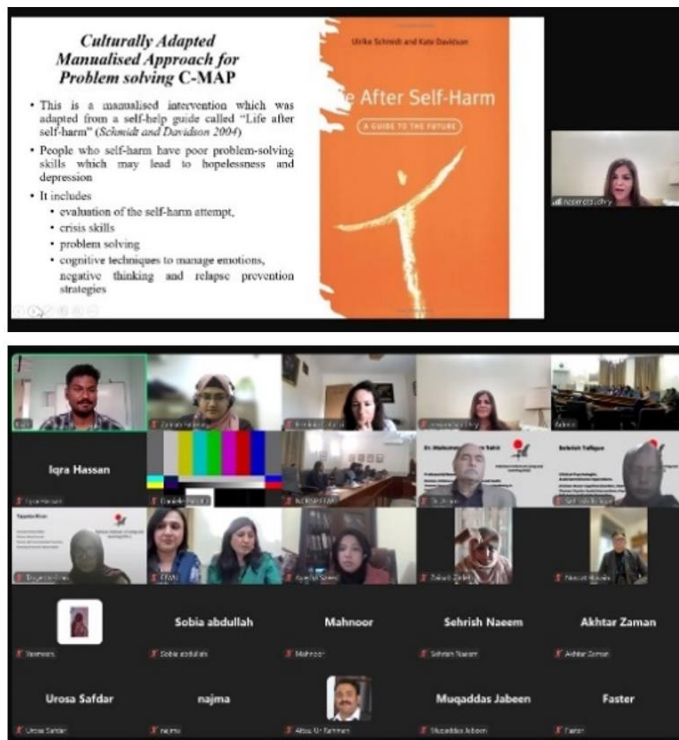
2024 RCPsych International Congress

The 2024 RCPsych International Congress, the College's flagship annual event, was held from 17th to 20th June this year in Edinburgh. It featured keynote presentations from world-renowned international speakers, opinion leaders, and individuals with lived experience. MGF Director, Dr Rakhshi Memon, and MGF Trustee, Dr Nadeem Gire's work was featured at the ePoster hub, which showcased hundreds of digital poster presentations. Dr Memon presented posters on "Unravelling the Complex of Substance Use and Suicide: Insights from a Qualitative Study in Pakistan" and "Ethical Concerns of Research Ethics Committees in Suicide Research: A Qualitative Study from Pakistan." Dr Gire presented posters on "A Practical Guide to Developing a Research Communication Strategy for Low-Income and Middle-Income Countries" and "TechCare PK: Mobile Assessment and Therapy for Psychosis."



2nd Annual Global Conference titled “BREAKING THE SILENCE: Addressing Suicide Risk and Prevention in Vulnerable Groups”

MGF, in collaboration with the Pakistan Institute of Living and Learning (PILL), the National Centre for Research on Suicide Prevention (NCRSP), Fatima Jinnah Women University, Ziauddin Hospital, and the University of Manchester, successfully hosted the 2nd Annual Global Conference titled “*BREAKING THE SILENCE: Addressing Suicide Risk and Prevention in Vulnerable Groups*” on December 3, 2024, in Pakistan. The hybrid event brought together 100 participants from countries including the UK, India, Nepal, Australia, and the USA, creating a platform for educators, mental health professionals, researchers, and students to share strategies and research on suicide prevention. Through meaningful dialogue and collaboration, the conference aimed to raise awareness, reduce stigma, and strengthen mental health literacy, with organisers expressing hope that the discussions would support the development of effective suicide prevention programmes and policies.



2.7 COMMUNICATIONS AND MEDIA PRESENCE

Our communities and interested individuals worldwide and in the UK are able to:

- Connect with MGF on Instagram, X, Facebook and LinkedIn
- Keep themselves informed on global health topics by reading posts on our website or shared via our social media channels. This includes global health related events in Manchester and beyond.
- Submit articles/videos/comments of interest for publication or to be shared on our website and social media
- Volunteer to be part of a team to develop a bid or concept note in an area of interest Forward ideas for philanthropic area of support and development
- Volunteer to write a blog or help with policy developments
- Generally, keep in touch with your views and ideas and be part of the MGF family

A website is up and running: www.mcglobal.org

A Twitter profile: [@MCR_Global](https://twitter.com/MCR_Global)

A Facebook page www.facebook.com/mcrglobalfoundation

An Instagram page <https://www.instagram.com/mcglobalorg/>

A LinkedIn Charity page www.linkedin.com/company/manchester-global-foundation

Quarterly News bulletin

Every quarter a news bulletin is published and widely shared via MGF social media sites and email distribution list.

2.8 CONSULTANCIES UNDERTAKEN

We have 23 consultants globally. Consultancies have been in the areas of our expertise (section 1.7). These have principally been in the areas of strategy development, evaluations and scoping, proposal writing, strategic thinking and conference development.

2.9 CURRENT STATUS

Some of the activities have been:

- Reconnecting with existing consultants
- Recruiting new consultants
- Ensuring GDPR compliance
- Reviewing policies
- Updating website
- Developing networks
- Building and strengthening collaborations
- Philanthropic activity
- Reviewing the organisation structure

2.10 SUMMARY OF ACHIEVEMENTS

- Board of Trustees and Management team in place. A constitution and business plan in place.
- A bank account in operation.
- Registered with the Charities Commission.
- Clear ethos, strategy and policies underpinned by Aims, Objectives, Mission, vision and values. A website and active social media presence on X, Facebook and LinkedIn.
- Key documents and policies: consultants agreement, templates for technical and financial proposals, terms of business document, standard profiles and CVs, indemnity insurance and public liability and so on.
- A community of consultants, advisors and researchers with 5 key areas of organisational expertise.
- Philanthropic work ongoing and programmes in development.
- Risks minimised through policies and having liability insurance, including public liability and regular Board meetings with organisational oversight by the Trustees.
- Environmental impact of the organisation minimised by home working, preferred use of public transport and flights minimised through remote working.
- A range of network and relationships established with current and future partners and clients.
- UK and Global Research projects - ongoing.

3.0 Future Plans

Building on our many achievements, the Trustees and Management Team will continue with their focus on:

- Capacity and capability building in the UK and low- and middle-income countries with a focus on research consultancy to support research infrastructure.
- Collaborative research projects
- Training and development
- Philanthropy
- Collaboration with other like-minded Not for Profit organisations to promote our vision and mission
- Expansion of our reach to further develop capacity and capability

SECTION: OUR FINANCIALS

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 05 APRIL 2025

	2025	2024
	£	£
<u>INCOME</u>		
Individual Donations	11,000.00	33,000.00
Corporate Donations	7,147.06	1,392.90
Consultancy Income	-	4,160.00
Admin	-	520.00
Philanthropic	-	520.00
Grants	48,600.00	40,280.00
Trainings	23,065.68	-
Total Income	89,812.74	79,872.90
<u>EXPENDITURE</u>		
Charity collection online Hosting	287.88	287.88
Indemnity Insurance	902.78	872.62
Management Team Honorariums	10,505.58	8,798.07
Consultants Payments	395.58	4,160.00
Research Fellows Payments	3,823.00	3,828.00
Donation for Pakistan trainings and Capacity Building	-	3,169.22
Research Assistant Payments	2,537.50	3,192.00
Consultancy direct costs	15,759.64	-
HR Services	41,207.83	24,000.00
Event and participants' voucher for time	600.00	-
Email Server and Hosting Services	15,166.38	3,350.00
Utilities - Office Rent	10,234.50	-
Conferences and Courses/Trainings	3,761.07	2,273.79
Trainings and Capacity Building	20,796.30	-
Bank and Other Miscellaneous Charges	456.32	-
Total Expenses	126,434.66	53,931.58
Excess of Expenditure Over Income	(36,621.62)	25,941.32

Note on Excess of Expenditure Over Income

The excess of expenditure over income of £36,621.62 is due to the delayed receipt of a research grant. While the related income of £ 47,140.5 pertains to the current financial year, it has been recognized in the subsequent year. Whereas the related expenses were incurred during the year.

BALANCE SHEET AS AT 05 APRIL 2025

	2025	2024
Fixed Assets	Nil	Nil
<u>Current Assets</u>		
Restricted Funds	-	-
Unrestricted Funds (Bank)	49,195.33	85,816.95
Total Assets	49,195.33	85,816.95
<u>Creditors falling due within one year</u>		
Creditors		
Net Assets	Nil	Nil
	49,195.33	85,816.95
<u>Represented By</u>		
Excess of Income over expenditure b/f	85,816.95	59,875.63
Current year: Excess of expenditure over Income	(36,621.62)	25,941.32
Total Funds Available	49,195.33	85,816.95

Independent Examiner's Report to the Trustees of Manchester Global Foundation
Charity Report on the accounts of the CIO for the year ended 5th of April 2025

1. Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act'). The charity's trustees consider that an audit is not required for this year under section 144 of the Act and that an independent examination is needed.

It is my responsibility to:

- Examine the accounts under section 145 of the Charities Act.
- Follow the applicable Directions given by the Charity Commission (under section 145(5)(b) of the Act); and
- State whether matters have come to my attention.

2. Basis of independent examiner's statement

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from the trustees concerning any such matters.

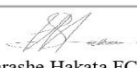
The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

3. Independent examiner's statement

In connection with my examination, no material matters have come to my attention which gives me cause to believe that in, any material respect:

- Accounting records were not kept in accordance with section 130 of the Charities Act; or
- The accounts do not accord with the accounting records; or
- The accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report to enable a proper understanding of the accounts to be reached.

Signed: 
Name: Simbarashe Hakata FCMA CGMA
(Fellow of the Chartered Institute of Management Accountants)
Address: 8 Gairlock Close, Sparcells, Swindon, SN5 5FT

Date: 30 January 2026

4.2 FINANCIAL REVIEW

Financial Review

The financial statements provided in this report are for the period of 5th April 2024 to 5th April 2025. The results for the year and financial position are set out in the Statement of Financial Activities on the above page.

Income

Manchester Global Foundation received a total income of £89,812.74 from donations. However, in the upcoming year, the foundation has focused on consultancy and capacity building activities, anticipating increased income to support the expansion of philanthropic work.

Expenditure

The total expenditure was £126,434.66. The expenses included stipends to the voluntary management team, professional and public liability and indemnity insurance and computing and IT software, training and Capacity Building etc. The total income in the NatWest bank account at the end of the financial year was £49,195.33.

Reserves policy

The trustees aim to maintain reserves in unrestricted funds of £2,500.00. The trustees consider that this level will provide sufficient funds to cover risks, contingencies or unforeseen events (However, these have a low likelihood of happening but if they did, they would have some impact on the operations of MGF).

Internal control and risk

The trustees have an overall responsibility of ensuring that Manchester Global Foundation has a comprehensive system of financial reporting and risk controls to provide reasonable assurances that:

- Proper financial records are maintained, and that financial information is reliable and up to date.
- The accounts were prepared in accordance with the relevant laws and regulations.

The financial activities are recorded and kept on a secure portal <https://onedrive.live.com>, and the trustees receive quarterly updates on the financial position of the organisation.

Insurance Broker: Access Insurance (<http://www.accessinsurance.co.uk>)

Bank: **NATIONAL WESTMINSTER - CENTRAL MANCHESTER**

Charity Number: **1168411**