

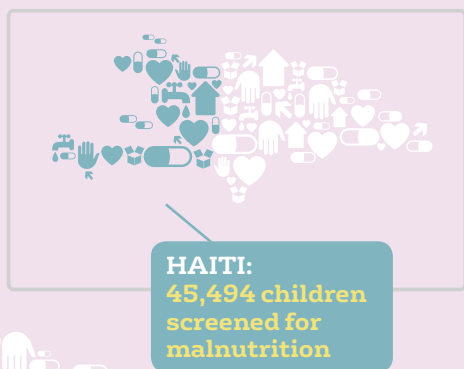


# Annual Review 2012

MEDICAL EXPERTS ON THE FRONTLINE

## 2012: Reach and impact

In 2012 our **4,202 staff** worked to save lives in **18 countries**, providing access to health care for **12.5 million** people. **98%** of our staff are based in the field. Only **4%** of them are expats on UK contracts.



CHAD:  
Reached 17,000  
people with  
health and  
nutritional care

SUDAN:  
280,022 new  
outpatient  
consultations

SYRIA:  
Sensitive and  
detailed groundwork  
to enable us to save  
Syrian lives in 2013

CENTRAL AFRICAN  
REPUBLIC:  
Reached 70,000 people

LIBERIA:  
Reached  
590,000  
people

SOUTH SUDAN:  
Specialist and  
secondary health care  
for 54,000 people at  
Nimule hospital

DEMOCRATIC  
REPUBLIC OF CONGO:  
Enabled 2,332 women  
to choose a family  
planning method for  
the first time

KENYA:  
80,249 new  
outpatient  
consultations

ZIMBABWE:  
Completed project  
providing 135,532  
people with emergency  
health care





**AFGHANISTAN:**  
Supported 54 health facilities serving 1 million people in Kunduz province

**PAKISTAN:**  
Enabled 9,700 women to choose a family planning method for the first time

**NEPAL:**  
Natural disaster response training for 350 health workers

**MYANMAR:**  
1,472 volunteer health workers served 850,000 people

**YEMEN:**  
Got to work in Hodeidah where one in three children is malnourished

**SOMALIA:**  
Skilled support for 5,854 births

**ETHIOPIA:**  
Access to health care for 760,845 people

**PHILIPPINES:**  
Health care for 50,000 people following Typhoon Bopha

Merlin is an international health charity. 2012 was our 20<sup>th</sup> year of saving lives by responding to need in the world's toughest places.

Merlin is a force for health.

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[www.merlin.org.uk](http://www.merlin.org.uk)

# A year of strengthened partnerships



## Message from Carolyn Miller, Chief Executive

**Looking back on Merlin's 20<sup>th</sup> year, my personal highlight has been the strengthening of our many global and local partnerships.**

Their impact is most visible whenever I visit a programme. To meet truly inspiring midwives at busy Somaliland clinics was not only humbling, but it also embodied how Merlin works together with others to make a real difference.

Our midwives work closely with the Ministry of Health, giving them ownership of their management and achievements. And as they work with communities, local people come to see the benefit of seeking health care when it's needed. The glue that holds it all together is the support we give to this work, which has resulted in significant health care advances in Somaliland, a forgotten part of Africa that is surrounded by instability.

Another great partnership came into being in the Democratic Republic Congo in November 2012, where the army and rebels clashed – forcing thousands from their homes. UNICEF funded Merlin and other operational partners to set up an innovative mobile response. Working together swiftly, our teams tracked down groups of internally displaced people and provided them with health care wherever they gathered to shelter and rest.

I was particularly shocked and saddened by the crisis in Syria, and the sheer scale of the tragedy became increasingly clear as the year went on. Merlin worked hard as we prepared to play a significant role in the international response during 2013, developing new partnerships that will help us reach the people who need us.

One of our key successes has been to help countries provide sustainable, lasting health care. In Liberia we have been equipping the Ministry of Health to take control of its own health system, and during 2012 it took over a number of county health services.

To fulfil our ambitious plans, we have been targeting major global strategic partnerships that will give Merlin both a wider operational base and more resources. I am very much looking forward to seeing the opportunities they bring.

My heartfelt thanks go out to every supporter who has helped make our lifesaving work possible in 2012, and to every member of staff whose tremendous dedication and determination has driven us forward.

## Message from Lord Jay, Merlin's Chair

**In 2012 we worked in 18 countries and provided access to health care for 12.5 million of the world's most vulnerable people. But we are determined to do more and save more lives in the future.**

A core element of Merlin's plan for 2012-15 is to enter into strategic partnerships to help us expand our reach, providing medical support and assistance to people and countries we have never been able to work with before.

Partnerships have always been essential to our ability to deliver lasting health care in some of the world's toughest places. And while the majority are operational, flexible and local, it is vital that Merlin works with other organisations to identify and create opportunities to improve our access to people in need of health care on a global scale. I am so proud of all we have achieved in 20 years, and I firmly believe that the right partnership is the key to ensuring our long term future, ensuring the expertise we have developed has the biggest possible worldwide impact.

With this in mind, Merlin approached Save the Children to explore the possibility of creating a world-class humanitarian health force that combines the expertise of both organisations. Save the Children welcomed this opportunity to extend its ambitious humanitarian and health programmes and significantly expand and deepen its frontline health capabilities for children and their families.

Our greatest asset is our people, who work tirelessly in remote, challenging places to deliver life-saving health care for people who need it most. I would like to thank each and every extraordinary member of staff who has made us what we are: the UK's leading international health charity on the cusp of securing access to millions more people for years to come. Through all future developments, we will strive to retain the culture and values our people have shaped, and which make Merlin the highly effective life-saving organisation it is today.

*Michael Jay*



## **On 16<sup>th</sup> July 2013 Merlin announced that it is joining Save the Children.**

*Working with Save the Children presents a unique opportunity to combine our network of frontline health workers with Save the Children's life-saving work in over 120 countries, reaching more children and their families.*

*Lord Jay stepped down from his role and a new Board of Trustees was formed for the transitional phase, which we expect to last around 18 months. Carolyn Miller CBE also decided the time was right to move on following eight years at the helm. David Alexander has joined as Merlin's CEO, to lead us through this period of transition that will result in a world-class humanitarian health force.*

*Merlin would like to thank both Carolyn and Lord Jay for their extraordinary leadership and commitment. For more information about Merlin's new Board of Trustees and the members of our Senior Team visit [www.merlin.org.uk/merlins-people](http://www.merlin.org.uk/merlins-people).*



# Opening up access to health care

© Ben Langdon/Merlin



*November: In remote Turkana, Kenya, mobile health clinics take medical care hundreds of miles into the desert.*

**Every person has the right to a healthy life. That's why Merlin does whatever it takes to bring life-saving health care to the world's toughest places.**

In 2012 we overcame harsh terrain, cultural barriers and volatile conflicts to bring health care to millions of people who have no other hope of medical attention.

## Ethiopia

### Reaching nomadic communities

In Ethiopia, we work with people who follow their herds over vast distances in search of water and better grazing. This makes accessing regular, reliable health care difficult.

In 2012, our network of mobile clinics and 150 health posts allowed us to take health care to 760,845 people in the remotest places.

Kume Abdulaki has been a Merlin-supported government worker for three years. Based at Halochoma health post, she's an hour away from the nearest water source – a stream that dries up after the rainy season.

Every day, Kume travels 1½ hours by foot across hard-to-reach areas, where homes can't be accessed by road. Bringing health care to nomadic people every day is tough, but she enjoys it:

**"I grew up in this community and want to support it. People come to the health post when they are in the area but then they leave. They go where the water is."**

In 2012 we provided  
**12.5 million**  
people with access to  
primary health care

**3.9 million**  
people used  
Merlin supported  
outpatient services  
for the first time

Reaching people as they travel is often the only way they can finish treatments. These include therapeutic feeding or antibiotic courses for respiratory diseases like pneumonia, one of the biggest killers of children in sub-Saharan Africa. Kume visits ill people daily when needed, and others at least every two to three days.

Merlin showed Kume how to screen children and babies for malnutrition, as well as to treat and manage the condition. She is also familiar with common illnesses that affect mothers and their children.

We provided supplies like the nutrient-rich peanut paste, Plumpy'Nut®, which helps bring malnourished children up to a healthy weight. If children are so sick they need to go to a health clinic, we provide both the support and transport they need.

## Central African Republic

**Reaching 70,000 people in 2012**

In the Central African Republic (CAR), 140km from the capital Bangui, Merlin's health centre is the sole source of free care for both local people and 7,000 refugees from the Democratic Republic of Congo.

CAR suffers from one of the lowest life expectancies and highest child mortality rates in the world. Years of misrule and conflict have left the health system shattered.

"This is a forgotten crisis. People see it as hopeless, but we believe we can make a real difference to health care here," says Dr Aurelien Pekezou Tchoffo, Country Health Director.

Kevin Dokomobouyan, a 37-year-old Congolese refugee, has a lot to thank Merlin for. In April, his intestines were decayed by complications from typhoid fever. He didn't know that not washing his hands after going to the toilet, then handling food, could cost him his life.

Kevin needed a five-hour operation, which was performed the day after he came to the clinic. His wife Fedwa's life was also saved at the clinic, when she experienced complications during labour.

**"Without Merlin, our children would be orphans."**

**Kevin is examined by Merlin nurse, Simeon.**



**Kume back at base.**



© Jenny Matthews

## Myanmar

**Providing a volunteer lifeline**

In Myanmar, we brought free community health care to nearly 100 more villages. Our network of over 1,000 volunteer health workers now support 850,000 people in more than 1,100 villages. Distant, ill-equipped and understaffed health facilities mean that, for many, a local volunteer is their only source of free medical advice and treatment.

The volunteers hold education sessions to help prevent common illnesses. They are trained to diagnose and treat diseases such as diarrhoea, respiratory infections and malaria — as well as to identify possible cases of tuberculosis.

Aung Myin Oo, 26, supports a family of seven with farming and other manual work. But in 2012 he became ill. "I started to cough continuously," he said. "I was too weak and tired to work. When my tuberculosis was confirmed, I felt shocked. But our village volunteer health worker, U Tin Myint, encouraged me not to be so worried and explained the treatment I would have. He supported me until my treatment course was completed.

**"After two months I had recovered. I could eat as normal and my breathlessness left me. I and my family are so thankful to U Tin Myint, and to Merlin."**



# Supporting mothers and their children

© Jenny Matthews



*August: In the Central African Republic at the Merlin-supported Centre de Sante Haussa, birth attendant Christine Yakoundou examines Chimene, who is seven months pregnant.*

**In much of the world pregnancy is tinged with fear. For mother and baby to survive a birth is anything but guaranteed.**

In 2012, mothers in developing countries were 25 times more likely to die from pregnancy-related causes than those in developed countries. We're changing this by offering women the information and tools they need to plan their families, and by giving them the skilled support they need – before, during and after pregnancy.

In 2012 a staggering 80 million pregnancies were unplanned. By showing mothers how to take control over their fertility, Merlin helps them stay healthy and better manage their scarce resources for the benefit of their families.

We aim to reach 1,500,000 women with family planning methods by 2015.

## Pakistan

**“We shall tell all the women we know”**

Before women can get medical care in many parts of Pakistan, they need permission from their mother-in-laws and husbands. Women often get married at a young age, and are expected to have large families, particularly sons, to demonstrate the strength of their family.

These cultural and religious influences make it difficult to help women understand why and how they should plan their families. Yet in 2012, Merlin helped 9,700 choose to start family planning – many for the first time.

In 2012 we supported  
**43,500**  
women  
to start using  
family planning.

We provided the skilled support for more than  
**100,000**  
babies to be delivered safely.



One was Mehbooba. She is 35 years old and belongs to a conservative family in Bashigram, Swat Valley. She had six children over the course of 12 years, meaning she was continuously pregnant or breastfeeding for over a decade. Multiple pregnancies, combined with the physical stress of looking after a large family with limited resources, made Mehbooba very weak and anaemic.

She heard about family planning through a friend and explained to her husband that she didn't want to be pregnant again. She initially chose a contraceptive injection, but because she had to pay for it to be re-administered every three months at private clinics, it put more strain on her family's income.

In March she came to the Merlin-supported Madyan health facility. Staff told her about longer-term methods and explained she could have a cost-free implant.

At first Mehbooba was scared that there would be complications, but Merlin staff put her at ease and explained that it was very quick and low risk. She chose to have the procedure and left the clinic happy and reassured.

When Mehbooba returned to the clinic for her follow-up appointment a week later, she brought five other women with her. They all chose long-term family planning methods and they all wanted to spread the word. Mehmooba said, "We shall tell all the women we know about what we have experienced." In 2012 alone Mehbooba referred 16 women to Madyan clinic, which is the only source of free health care for 30,000 women of childbearing age.

## Democratic Republic of Congo

### Overcoming cultural resistance

In the Democratic Republic of Congo (DRC), 2,332 women chose family planning methods for the first time with our support. Following initial resistance from religious and community leaders, by the end of the year we were holding family planning sensitisation sessions in churches.

**"In our Merlin programmes in DRC, Pakistan and the Philippines we were excited to see increasing uptake of modern family planning methods over the year. In these countries alone we reached over 14,000 new acceptors with a modern family planning method."**

Luna Mehraïn, Reproductive Health Manager.



## Somalia

### Tackling mother and infant mortality

Somalia is one of the most dangerous places in the world to become pregnant. For every 100 babies born, a mother dies in childbirth. Two in every ten children die before the age of five. Merlin is striving to change that.

Fatumo Omaer is a nurse at Quarap clinic in Somaliland. She says that Merlin has made a big difference to the facility by providing supplies, drugs and top up salaries to staff. We also provide rations to expectant mothers to encourage them to come to the facility. It's thanks to our renovation work that Fatumo is now able to conduct safe deliveries for free. She estimates that the facility provides an average of 16 antenatal consultations and two deliveries each day

Fatumo says: "The work here is life-saving. Ensuring that a mother has good nutrition and can access services with no payment mean that she will be safe."



# Taking control of disease

© Ben Gurr/The Times

In 2012 we vaccinated more than **151,000 babies** against measles.

We vaccinated more than **152,000 babies** against the common childhood illnesses diphtheria, whooping cough and tetanus.

**Diseases that are simple to prevent or treat should never be killers.**

But in many parts of the world, hundreds of thousands die from infections like malaria, cholera and tuberculosis.

From carrying out vaccination campaigns to distributing insecticide-treated bed nets, and by developing treatment courses that work with and complement community life, Merlin saved thousands of lives in 2012.

## Kenya

### Fighting HIV, tuberculosis and malaria

In Kisii, Kenya, Merlin is working to prevent and treat tuberculosis, HIV and malaria among 17,645 people. Here, half of all children live with HIV, while across Kenya malaria kills 34,000 children under five every year. Thanks to Merlin, neither Alice Achieng nor her son Okampo are part of these statistics.

When Alice was pregnant with Okampo she learned she was HIV positive. "I felt bitter and I thought about harming myself," she says.

**"I thought that was the end of my life. Then at the hospital Merlin told me that even if people are HIV+ they can live for 30 years. I attended the antenatal clinic regularly and I took my drugs."**

Six months into her pregnancy, Alice became sick with malaria. "I was worried because malaria can cause a still birth,



but Merlin helped me with drugs and I recovered.

"I did not take malaria seriously before, but now I have told so many people that malaria is real and you should sleep under a net. My neighbours have changed their behaviour because they saw how sick and weak I was.

"Merlin has given me nets so everyone in my family sleeps under them at night. A malaria net costs 750 shillings but very few can afford that. For a day's work people might get paid 150 shillings (£1.10) but that is all the money they have to buy food for their family."

Happily, when Okampo was born, he was HIV-. Treatment like hers prevents 99% of pregnant women with HIV from passing it on to their babies.

"Some people say that if they find out they are HIV+ they are going to hang themselves. I mobilise other mamas and I tell them not to hide in their homes. It is better to go and know earlier, not to wait until the time you are very sick. I tell them, 'I am HIV+ and I have baby Okampo and he's negative so whether you are pregnant or not, get tested'."

## Democratic Republic of Congo

### Stopping diarrhoea in its tracks

Worldwide, diarrhoea is the second biggest cause of death for children under five, largely through dehydration and loss of essential salts. In 2012 Merlin helped thousands of children by treating the causes of diarrhoea and providing simple, life-saving rehydration treatment.

Two who benefited were three-year-old twins Yvonne and Yvette. In November, fierce fighting broke out around their home in Goma. Their mother, Mamine, fled with them to Lac Vert camp, where they sheltered in ramshackle tents along with 4,000 other families.

Yvonne and Yvette both had thin, bloody diarrhoea so Mamine brought them to our clinic. "They have the same problem," said Merlin's Dr Doddy. "They have intestinal parasites. So the first step is to get rid of those, and I'm also treating them for dehydration.

"It's a real problem here. Children eat whatever they can get in the camps, which is often unsafe.

"If diarrhoea like this continues, a child can become severely dehydrated and need intensive treatment." Looking at the twins with a smile, he added, "Luckily we caught this pair in time, and they should be just fine."



## Haiti

### Preventing the spread of cholera

There was a major cholera outbreak after the 2010 earthquake in Haiti. After a lull early in 2012 the epidemic rekindled, and the Merlin-supported Basboen Cholera Treatment Centre treated more than 750 new cases.

Cholera spreads fast and can kill within hours. Every patient treated at the Basboen centre survived, and the number of cholera cases reported in 2012 was considerably lower than in 2011. This was in part thanks to our health promoters, who educated people in ways to prevent the spread of the disease.

Haiti had never experienced an outbreak of cholera before 2010 and the health system was ill equipped to cope. By the end of 2012, we had trained a roster of 5 doctors and 18 nurses at the treatment centre. They all know how to tackle the epidemic and are prepared for any future surge in cases.



# Better nutrition for all

© Héloïse Vilain

*In April, we began screening and treating children in Chad for malnutrition*

This year we screened  
**600,000** children  
for malnutrition

**94,000** of  
them were treated  
for the condition

**Good nutrition is essential for health, but when you're faced by drought or conflict then feeding yourself and your family becomes almost impossible.**

We continue to treat malnutrition wherever we find it, but we work hard to prevent it too. Merlin health workers show communities how to stay healthy using locally available food sources, and they teach new mothers how to make sure their babies get the nutrition they need.

## Pakistan

**"Merlin's help is God sent"**

In early 2012, fighting in Northern Pakistan drove a huge influx of Internally Displaced Persons (IDPs) into Jalojai camp, 35 km southeast of Peshawar. The camp population more than doubled from about 30,000 to 83,000 — with a further 120,000 people settling outside its boundaries.

Merlin was — and still is — the only NGO providing round-the-clock health services inside and outside the camp. Many of the people were ill or malnourished when they reached the camp and we swiftly expanded our operations, setting up new facilities to meet the increased needs.

One of the young children we helped is Mussarat. Her father, Ghani, is a labourer but doesn't earn enough to support his family. When our health promotion team visited their home outside the camp,



*Mussarat was brought  
back from the brink  
of starvation.*



Mussarat was extremely underweight and suffering from a fever. Although seven months old, she weighed just 8lbs - only 1lb more than the average newborn baby in the UK.

We enrolled Mussarat on a therapeutic feeding programme, giving her nutrient rich peanut paste, Plumpy'Nut®. By the end of the year, she was well again. Her father, who had been close to despair, said, "Merlin's help is God sent."

To ensure Mussarat stays healthy, we continue to provide her family with food supplies, as well as advising Mussarat's mother on breastfeeding and ways of adding locally available food to her diet.

**"Mussarat went from hopeless to hopeful and full of life" – Ms. Salma Khatoon, Merlin's Nutritionist in Pakistan.**

## MUAC band

**MUAC bands are a cheap and simple way of testing for malnutrition. They're called MUAC bands because they measure 'Middle Upper Arm Circumference'. Using them we can instantly see whether a child is likely to be severely or acutely malnourished.**

## Sudan

### Treating malnutrition in South Darfur

The Sudan conflict has raged for nearly half a century. Just under ten years ago, a wave of violence between rebels and government forces in Darfur pushed thousands of people from their homes into Kalma camp.

Tribal conflict and fighting still flares up in South Darfur and the camp continues to grow. More than 100,000 internally displaced people now live there and security is unpredictable.

In the farming season, whenever it is safe enough, some people return to their villages to grow sorghum and peanuts. But they can't produce enough food. In 2012 Merlin treated 12,191 children and 829 pregnant women for malnutrition in South Darfur. We are currently the camp's main health care provider, offering nutrition and comprehensive primary health services every day.

## East Africa

### "The health post is so important"

In East Africa, the 'hunger season' strikes every year — but 2011 was particularly harsh. Severe drought caused many animals to die and crops to fail.

The rains in 2012 were better, but herds hadn't fully recovered and cows struggled to produce milk. Merlin will stay on for as long as it takes. We continued helping people to recover, treating 73,704 children under five for malnutrition through a network of hundreds of health posts and clinics.

In remote Ethiopia Bederaya regularly walked six hours to her nearest health post to collect oil, and corn and soy blend. She gained weight and started producing more milk so she could feed her 6-month-old daughter Meheubab much better.

**"The health post is so important to us," she says. "I hope it will be here in the future. The sesame seed oil is very important in my life."**



# Building stronger health systems



© Ethan Barron/Merlin

*Merlin Project Manager Sam Mokuwa and a health worker check the drug supplies at Nyankupo clinic, Liberia.*

**In every country we work in, we make it a priority to share our experience and expertise with governments, ministries of health and community leaders.**

In this way, we strengthen entire health systems so they can save lives and keep people healthy for decades to come.

## Liberia

### Revitalising a health system

Merlin got to work in Liberia in 1997, providing emergency medical care to a population in crisis. Since the end of the civil war in 2003, Merlin has responded to the changing needs of the population, moving from crisis to transition and development. Our shared vision with the Liberian Ministry of Health is that all people will receive quality health care from a sustainable health system.

From rebuilding and renovating buildings to providing logistical support and training, we're revitalising health care across the country. We also embarked on a project to install solar lighting in health facilities across the country. In 2012, we reached more than 590,000 people.

In Grand Bassa our focus is on maternal and child health. Not only are traditional healers now referring women in labour to health facilities – a 188% increase in 2012 – but 23% more births are now attended by skilled health workers. As a result, hundreds more mothers and babies were delivered with the right care and support in 2012 alone.



© Hannah Mornement/Merlin

*Merlin helped MacAuley realise his ambition of saving lives in Liberia.*



We also began to pass control of Buchanan hospital and other county health facilities back to the Ministry of Health. As the Liberian administration took greater responsibility for services in Grand Bassa, we worked with them to monitor and supervise the process, fostering as smooth a transition as possible.

MacAulay has dreamed of working for Merlin since he was a child, when he used to see Merlin's vehicles during the war that raged from 1999 to 2003. Today, he is head anaesthetist at the hospital in Buchanan. He was trained by Merlin and is now moving on to work for the Ministry of Health. He says:

**"Merlin paid our school fees and gave us per diem (expenses) while we were there. Now I'm a nurse anaesthetist. I've taken a step up."**

## Afghanistan

### Rebuilding health care from the ground up

After the fall of the Taliban regime in 2001, the health system in Afghanistan had crumbled. Many facilities had been destroyed and there was a severe lack of trained and skilled health workers. Since then, Merlin has been working in the north east of the country to strengthen health care in all areas, from the ground up.

In Kunduz province in 2012, Merlin supported 54 health facilities and 416 health posts, serving around one million people. As well as core services like maternal health, treating malnutrition and ensuring regular drug supplies, we increasingly focused on reaching marginalised groups with disability and mental health services. We also opened nine new laboratories, enabling our health facilities to offer a wider range of services, including testing for malaria.

Local communities are involved in shaping their own health care through committees called 'Health Shuras'. Shura member Abdul Baser, who represents Kunduz district hospital, said:

**"For many children here in Kunduz, what Merlin has done will form the foundation of good health throughout their lifetimes."**

To encourage local organisations, the government limits the number of provinces we can work in, so we have used our expertise to mentor organisations such as Care for Afghan Families, which in recent years has taken sole responsibility for the health care of an entire province.

***A splenectomy underway at Imam Sahib Hospital, Afghanistan.***



## Nepal

### Conducting research – and acting on it

More than ten years of conflict have decimated the health workforce in Nepal. In great swathes of the country there simply aren't enough doctors and nurses to keep people healthy. In 2011, Nepal was placed on the World Health Organisation's Human Resources for Health 'critical list', so we commissioned a study to examine and identify the specific needs of its health workforce.

We found that, while the population had grown by 45% in the last 20 years, there were only 4% more health workers. Existing ones lacked motivation and were grouped together in places that had little to do with the needs of the population as a whole.

In 2012, we began to act on these findings and took them to policymakers with the power to make change. We worked with everyone from the national government to 30 civil society organisations to drive forward plans for recruiting, training and supporting thousands of health workers.

**"A strengthened health workforce plays a central role in achieving the health Millennium Development Goals and creates the platform to address the health challenges of the future."**

– Merlin's 2012 report, 'Health workers at the heart of the MDGs?'

# Response, Recovery & Resilience

**“Time is of the essence when you are dealing with a population who are weakened by hunger, disease and fear.” -**

Arthur Sarazin, Merlin's Provincial Director for North Kivu, DRC

All our work is geared to supporting three goals: response, recovery and resilience. They are the key to improving the health of people across the world, and together, they embody who we are and what we're about. Wherever you look, you'll find these three strands running through our work.





# Response

## When an emergency strikes, we have to act fast.

Merlin deploys life-saving health care as soon as it's needed – mobilising immediately to create new health facilities, set up emergency surgeries or lead accelerated vaccination campaigns.

And while the news headlines weren't dominated by natural disasters like they have been in recent years, away from the media spotlight major emergencies have threatened the lives of millions. Merlin was there.

In the **Philippines**, Typhoon Bopha — the largest tropical storm ever to hit the south of the country — struck on 4 December to claim over 1,000 lives and leave 100,000 homeless. It was the most deadly storm to strike globally in 2012, and Merlin reacted immediately. By the end of the year we were providing crucial health care to 50,000 people, from treating injuries to keeping babies safe with vaccinations.

Meanwhile, malnutrition in **Yemen** increased at an alarming rate and we got to work in December. In Hodeidah, one child in three is malnourished. Across the country 6.4 million people are without health care. We're working fast to change that, and we intend to reach half a million people in 2013, focusing on the most vulnerable – women and children.

We also started work on our response to the escalating humanitarian crisis in **Syria**. The bloodshed has been appalling and the conflict had claimed 70,000 lives by the end of the year. For humanitarians it is arguably the most complex, politicised and volatile international emergency we've faced for decades. But the sensitive and detailed groundwork we did in 2012 will enable us to save many Syrian lives in 2013.

**November:** A woman waits with her baby to be examined by a nurse. She is at a mobile clinic Merlin set up in just 14 hours in a temporary settlement for IDPs who had fled ongoing fighting between M23 and Congolese Government soldiers in Nzulu, **Democratic Republic of Congo**. M23 claimed control of Goma, in the east of the country, forcing thousands of people already displaced by years of fighting to flee again.





## Recovery

**Merlin doesn't just respond to emergencies as they strike. We're there to support communities for the long term as they rebuild and plan for the future. It's about staying on, not moving on.**

After decades of civil war, **South Sudan** became the world's newest country when it gained independence from Sudan in 2011. But it faces huge challenges to provide health care for its people. 90% of the population live on less than \$1 a day. More than one in ten children die before their fifth birthday.

Yet, thanks to the relative stability that independence has brought much of the country, Merlin is helping South Sudan recover. We're working with the South Sudanese Ministry of Health at Nimule hospital, supporting nearly 290,000 people in the south of the country (and in neighbouring Uganda) with specialist and secondary health care. It treats 4,500 people every month.

There's an HIV/AIDS prevention and treatment programme, and one of the few African Sleeping Sickness programmes in the country. It's thought around 30,000 people in sub-Saharan Africa are infected with this parasitic disease, and it's fatal if untreated.

Rose Loria knows at first hand the benefits of reliable, long-term health care. She is 22 years old and pregnant. Tragically, she suffered a miscarriage during her first pregnancy and came to Nimule hospital for help. Rose says:

**"Merlin treated me, stopped my bleeding. Merlin was the only place where I could get the right treatment."**

She was also diagnosed and treated for Malaria.

In recent years, **Pakistan's** Swat Valley has suffered from major natural and social upheavals. The floods of 2010 left houses hanging over the edges of newly created cliffs, and the remains of hospitals and buildings continue to litter the Swat riverbed.

Rebuilding Merlin's 19 facilities in the aftermath of the floods required a huge community effort. In 2012 we worked to restore long-term health care by holding regular meetings with community elders, members of community health committees and Lady Health Workers — who are there to help women understand the health services available to them, such as nutritional advice and family planning.

In these ways, after the most severe phase of the emergency had passed, the community took a leading role in shaping the right services for its needs.



# Resilience

**No one knows when the next major emergency is round the corner.**

**That's why a core part of our work is to ensure the communities and authorities we work with are prepared. We're here to help countries understand the risks they face, and to support them as they prepare and plan their emergency responses.**

Low rainfall, poor harvests and rising food prices mean that 3.6 million of **Chad's** population — about a third — live in hunger or fear of starvation.

In 2012, Merlin became the sole NGO tackling malnutrition in remote parts of the Hadjer Lamis region. During our first eight months we worked closely with the Ministry of Health to train 250 health workers and reach more than 17,000 malnourished people.

We restored them to a healthy weight, but that's not all. Because food insecurity is a perennial problem in Chad, we helped communities be more resilient against the inevitable challenges of staying healthy in the future. We educated mothers about the importance of good hygiene, showed them how to preserve nutritious, locally available food, and helped them plan their families.

We also gave mothers and children psychosocial support, providing local toys and therapeutic games to ensure that the bond between them — which can break down through bad health — was maintained. And it's not just about putting smiles on people's faces. Happy, active children are more likely to have a healthy appetite and seek food from their mothers, while mothers who feel a strong bond with their babies find it easier to breastfeed them.

After we treated her two-year old for malnutrition, Zainaba told us,

**"We've learnt lots of new things about hygiene and how to stay healthy by leaving enough time between having children. Here, I've learnt how to play with my child. Now, I'm going to spend a little time playing with him every day."**



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## Nepal

### Preparing for natural disasters

Earthquakes, droughts and floods have pummelled Nepal at regular intervals throughout recent history. It's thought that an earthquake comparable to one that struck in 1934 would now kill 100,000 people and leave more than half a million homeless. The effects of climate change threaten Nepal more than all but five countries in the world.

The risks are clear, and Merlin works with the World Health Organisation, Oxfam GB, Handicap International and local Nepalese partners to prepare for the next time disaster strikes.

In 2012 we used our 20 years of emergency response experience to help the Ministry of Health and population plan a coherent, co-ordinated and organised response in Kathmandu Valley. We stockpiled essential drugs and supplies in strategic locations. We set up rapid response teams in all districts, and we gave 350 health workers the training they'll need to handle the kinds of injuries and trauma an earthquake will bring.

We also renovated and prepared two Kathmandu valley hospitals, making sure equipment is robust and secure, glass is laminated and pipes have the flexibility they'll need if the entire building starts to shake.

Finally, we readied communities to be 'first responders', providing First Aid and search and rescue training in some of the most threatened areas.



# A Force for Fundraising

## Recognition for a remarkable supporter

### Kate Neville and Capital Group

Kate Neville has been part of our story since we began work back in 1993, and has been a major force for our fundraising. As well as supporting us personally, she has championed our life-saving programmes at Capital Group, where she works.

Thanks to Kate, Capital Group has donated over £500,000 to our work and has also raised tens of thousands of pounds from staff and associates. As a result, she won a richly deserved gong for her outstanding contribution at the Business Charity Awards.

Kate says: "In October I had the chance to see Merlin's work first hand in Nepal. If I were to sum up Merlin's work in one word it would be 'legacy'.

**"Health infrastructure is improved while local health professionals are given help, support and training to be the best they can. Literally millions of people are alive and in better health because of Merlin. I am delighted that Capital Group has shared my passion to support them."**

## Relationships are at the heart of all our fundraising.

We work with people who share our belief that everyone has the right to good health care, and we help turn their passion into a force for raising funds. In 2012 our supporters donated a total of £3.2 million, with people generously choosing to leave us more money in their wills than ever before.

## Streets ahead

### Raising money by text message

This innovative appeal saw street fundraisers dressed in Merlin doctors' scrubs handing out dummy medicine vials to members of the public, giving them a tangible sense of what their donations would pay for. This creative campaign raised lots of those life-saving pounds – with over 23,000 people texting in their donations.

## Big Yellow Storage

### Donating space for medical supplies

In 2012 Big Yellow Storage supported Merlin by donating space to store life-saving medical equipment and supplies, proving there's more to helping us save lives than raising money.

"Big Yellow is proud to be able to support Merlin with its charity work helping disaster victims worldwide." - Alison Tanner, Deputy Store manager, Big Yellow Self Storage

## On your bike

### Fundraisers in the saddle

Dr Steve Fabes, our intrepid round-the-world cyclist, began his year in the shadow of smouldering, smoking Puyehue volcano in Chile – and ended it 17,000km later on the Caribbean coast of Costa Rica.

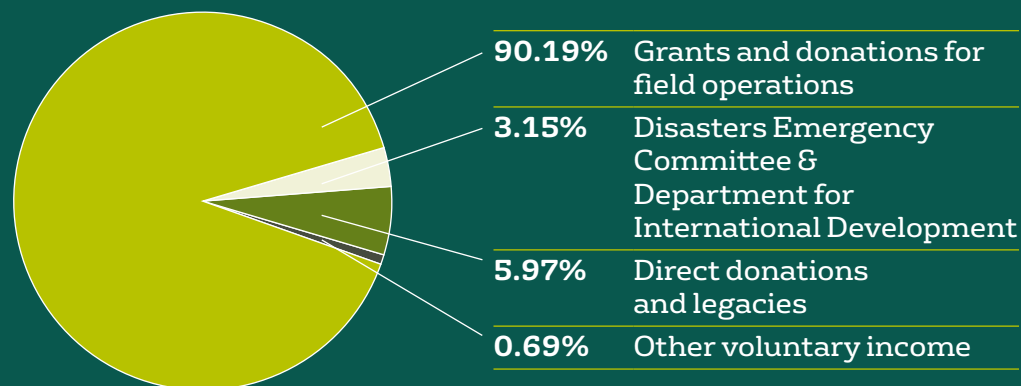
Closer to home, Jess Breesem, Connie Krarup and Chessie Ruffell, all 17, pedalled 300 miles, beach to beach, from Gwynedd, South Wales to the Norfolk coast, raising £6,500 in the process.



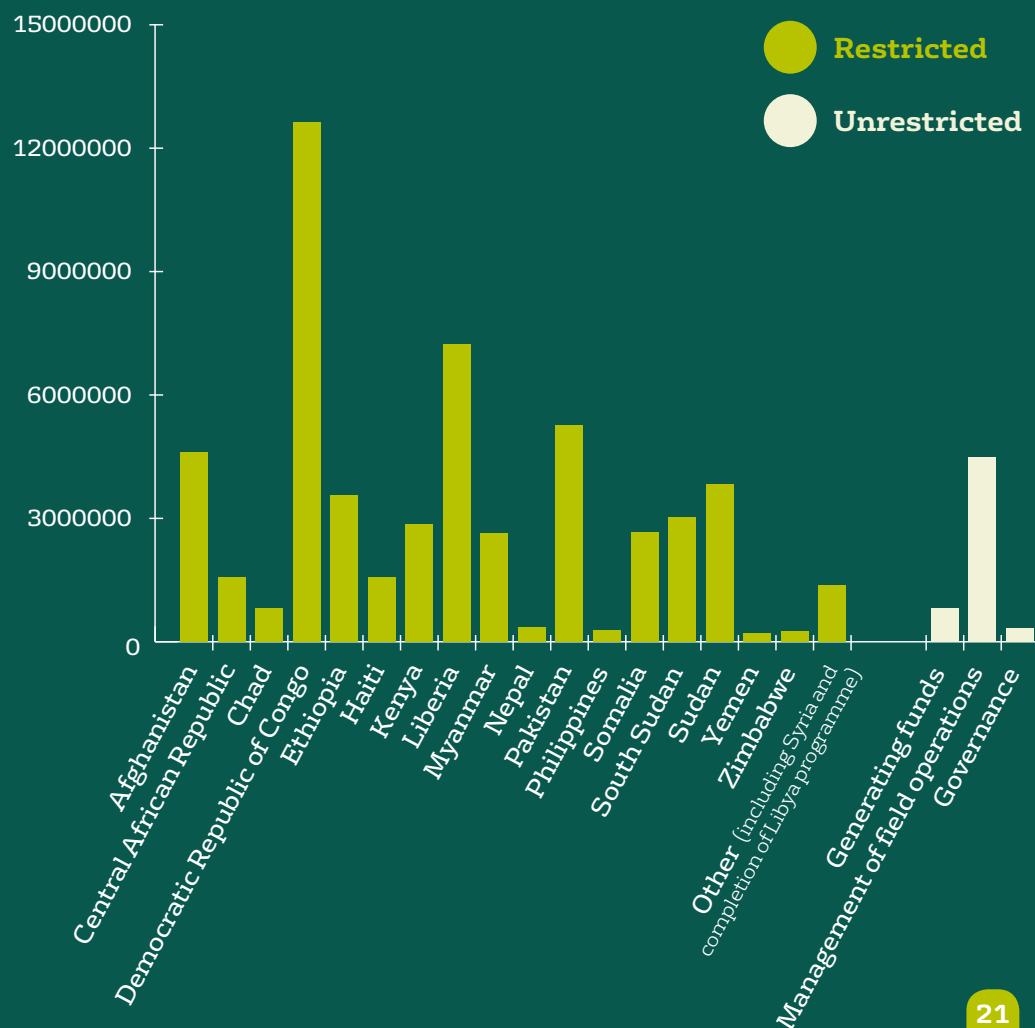


# Sources of income

In 2012 our total income was £60.9 million.



## Where it was spent



Three down and three to go in Steve's quest to 'cycle the 6' continents and raise £50,000.





# Putting patients at the heart of decision-making



**“We believe that donors and supporters deserve to have every confidence in the quality of the work they support, and that externally verified standards are a big part of helping to achieve this.”**

Richard Cobb, Merlin Evidence and Impact Adviser

## Gathering life-saving evidence

**How we collect data matters hugely to the quality of the health care we provide.**

In 2012 we further developed and rolled out our Health Information System (HIS), which is a platform for the collection and analysis of data from our field programmes across the world.

HIS ensures that, whenever we treat someone or give them vital health education, we can tell people about it with confidence. It means that when we evaluate how we're doing, we're measuring the same key things everywhere. And it helps us learn from each experience we have, so that we'll design programmes that reach many more people, even more effectively in the future.

We always strive to innovate, and as a result gaps in knowledge can exist between what we know works best on paper and what you need to do to treat people and save lives in the real world – where conflict, terrain or a lack of infrastructure can provide tough obstacles.

Using HIS helps us bridge those gaps by tracking our implementation of the best new treatments in a way that ensures we can do the same in other places. In 2012 we used HIS to monitor how we'd worked with the Ministry of Health to make post-abortion care safer and more accessible to women in Swat Valley, Pakistan, so that we could do the same elsewhere in the country.

## Demonstrating accountability

**In 2012 Merlin became a certified member of the Humanitarian Accountability Partnership (HAP).**

This international quality mark is awarded for commitment to putting patients, participants and communities at the heart of decision-making.

HAP recognises that Merlin ensures these people have all the information they require and invites them to help design our work to best meet *their* needs. Certification means that we actively listen to their feedback on our performance and, if necessary, handle formal complaints in a professional way.

HAP certification is verified by an external audit and is currently the only standard measuring the quality of relationships between humanitarian providers and the people they serve.

As one of just 16 HAP certified organisations, we're in a great position to take a leading role in ensuring that international standards and regulation reflect the need to put the people we support first.

# Proud of our work for others

**We're incredibly proud of what we achieved in 2012.**

And we only reached as far as we did thanks to the people who supported us – and the organisations we worked with. That's what makes it so special when they recognise our work.

Here is a sample of what people said about Merlin in 2012:

“ECHO's external partner review ranked Merlin amongst its top partners in Ethiopia. Merlin's health and nutrition programmes were identified as particularly effective, providing a genuinely life-saving essential service.”

**Disasters Emergency Committee – East Africa Crisis Appeal Report, January 2012.**

“The project's interventions led to improved knowledge and changed attitudes on the prevention and control of malaria. This was achieved as a result of Merlin's close collaboration with other stakeholders.”

**USAID evaluation report**

“In the southernmost town of South Sudan, the world's newest country, a hospital backed by the charity Merlin provides healthcare that gives patients real hope of survival.”

**From coverage by Emily Dugan in the Independent on Sunday's 2011/12 Christmas Appeal, one of around 200 pieces of media coverage that featured us in 2012.**

“Like many of its counterparts, Merlin delivers relief and recovery programmes in countries where extreme poverty, natural or man-made disasters have destroyed health services. At the same time, Merlin can be distinguished for one simple reason – it stays to help re-build health infrastructures, and it stays for as long as this takes.”

**The Global Journal, who placed Merlin in its top 25 NGOs in the world based on criteria including innovation, impact and value for money.**

“The updated website makes increased use of video, photographs and infographics that allow the charity to tell engaging stories of its beneficiaries and effectively showcase its work across the globe...”

The improved website has also brought an increase in monthly online donations of more than 50 per cent.”

**Third Sector explains why Merlin won their award for best new or re-launched website in 2012.**



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# A big thank you



To all the supporters who helped us bring health care to people in the world's toughest places, including:

## Donors and partners

ABC International Bank plc

Afghan Connection

The Ajahma Charitable Trust

Alan Cadbury Trust

The Albert Van den Bergh  
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The Queen Anne's Gate Foundation  
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**And to our generous donors who wish to remain anonymous.**

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Chris van Tulleken  
Xand van Tulleken

**Donors listed here made contributions to our work between 2010 and 2012.**



# Looking to the future

In July 2013, following a process of due diligence, Merlin announced it is joining Save the Children. By combining Merlin's unique network of frontline health workers with Save the Children's life-saving work in over 120 countries, we'll reach more children and families affected by disaster or conflict.

The next 18 months will be a period of transition, during which Merlin will work with Save the Children to join up our programme and head office functions. Together we will create a world class humanitarian health force with the reach to save more lives across the world.

**Throughout 2013 we will continue to deliver and develop our lifesaving health services in the world's toughest places while seeking an appropriate strategic partnership that enables us to reach more people, save more lives and secure Merlin's long-term future. We will also celebrate a significant milestone in our history: in 2013, Merlin will be 20 years old.**

At the same time, we will continue to do what we have always done and what we do best: saving lives worldwide in some of the toughest places.

The humanitarian crisis in Syria is at the top of our agenda. In 2013 we'll be using every ounce of our experience responding to emergencies around the world to ensure we are part of international efforts to bring desperately needed health care to the Syrian people.

We'll be expanding rapidly in Mali and Yemen, where we'll bring nutritional support and basic health care to 87,000 and 130,000 more people respectively.

And as the way health care is provided in South Sudan moves from response to recovery, we're in pole position to lead health pools in a number of counties. That means we'll be working closely with the Ministry of Health to ensure hundreds of thousands more people benefit from our expertise at every level of their health system.

Merlin has been chosen by the UK Department for International Development (DFID) to lead on providing surgery in humanitarian emergencies worldwide. Over the first nine months of 2013 we plan to recruit and equip a surgical team that can be deployed globally in the event of an emergency. Within 48 hours of arrival on the ground, they will be able to set up two operating theatres with the capacity to carry out 10 surgical procedures a day.

Finally, we'll continue to find better ways to support our country programmes. Following a tender process in 2012, our first Pharmaceutical Preferred Supplier Agreement will begin saving us time and money every time we buy drugs and other medical supplies internationally.



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## 2012

### Senior Management Team

**Chief Executive**  
Carolyn Miller

**Director of Health and Policy**  
Linda Doull

**Director of Human Resources**  
Bryony Glenn

**Director of Corporate  
Development and Resource**  
Phil Hughes

**Director of Finance**  
Christopher Maynard

**International Director**  
Charles Nelson

**Director of Marketing  
and Communications**  
Imogen Ward

### Trustees

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Lord Michael Jay

**Vice-Chair**  
Keith Bradford

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Alexis Chapman

Zia Choudhury

Prof David Heymann

Andrew Nebel

Lloyd Shepherd



Dr Chris Besse treats a child on Merlin's first mission to Bosnia in 1993.

© David Stewart-Smith

"It was twenty years ago that three of us decided to harness the extraordinary generosity, goodwill and health expertise in the UK to help the suffering - wherever they were in the world. We wanted to restore dignity, reduce pain and give the voiceless a small ray of hope to climb over the seemingly insurmountable health barriers to which they were confronted.

"We started in a bedroom with a laptop. Today we have an office and a lot more laptops. But Merlin has not changed. Our donors have done us proud. Our mission, our mandate and our humanitarian principles have not changed. They remain the cornerstone to all our activities.

"Now more than ever, the world needs Merlin. Yes, a Merlin that continues to improve, one that learns how to do things more cost-effectively, more efficiently and more decisively.

"The first twenty years has been incredible. The next twenty will be harder and longer, but we are now much better equipped to face the challenges ahead. We have experience and expertise. This much is clear from our achievements in 2012."

Dr Christopher Besse, Merlin founding member.



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Registered charity number: 1135111

Design and print: [www.graphicimpressions.co.uk](http://www.graphicimpressions.co.uk)