

Alkhidmat Foundation Pakistan: A Study of Islamic Humanitarianism, Multi-Sectoral Service Delivery, and Global Impact

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Abstract

This research article analyzes the operational framework and profound societal impact of Alkhidmat Foundation Pakistan (AKFP), one of Pakistan's most significant non-governmental, non-political, and non-profit humanitarian organizations. Anchored in the Islamic ethic of Rahmah (mercy and universal compassion), AKFP is committed to serving humanity, especially vulnerable individuals and orphans, without discrimination (1). Utilizing a qualitative, descriptive case study methodology centered on document analysis, this paper investigates AKFP's structure, which aligns its efforts with the United Nations Sustainable Development Goals (SDGs). The organization's comprehensive and holistic approach is delivered through eight major service areas: Disaster Management, Health Services, Orphan Care, Education, Bano Qabil (IT training), WASH (Water, Sanitation, and Hygiene), Alkhidmat Islamic Microfinance (Mawakhat), and Community Services. During the year of 2024, AKFP impacted 22.54 million lives with a total expenditure of PKR 23.46 billion. Furthermore, its commitment extends globally, highlighted by massive international relief operations, including the PKR 6.6 billion for Gaza Relief effort, and receipt of a state award from the President of Türkiye for its 2023 earthquake response. The findings confirm that AKFP's success lies in its integration of deeply held Islamic principles—such as Qarz-e-Hasana (interest-free loans) and volunteerism framed as Ibadah (worship) with professional and scalable service delivery.

1. Introduction

1.1 Context: The Humanitarian Sector in Pakistan

Pakistan faces perennial challenges stemming from socioeconomic difficulties, climate vulnerability, and frequent natural disasters such as catastrophic floods and earthquakes(2). These recurring crises exacerbate issues like poverty, food insecurity, and gaps in education and healthcare. The natural and manmade situations demand

the extensive working of the non-governmental organizations (NGOs). The local context supports the presence of faith-based organizations (FBOs) for bridging service delivery gaps due to their cultural legitimacy, community trust, and ability to mobilize resources rapidly at the grassroots level(3). One of the latest disasters in the form of floods during the year of 2022, impacted 33 million people and severely damaged infrastructure across 110 districts, underscoring the critical need for robust relief actors(4).

1.2 Introduction to Alkhidmat Foundation Pakistan (AKFP)

Alkhidmat Foundation Pakistan (AKFP) is a non-political, non-governmental, and non-profit organization formally established in 1992. AKFP's vision is "Service to Humanity with Integrity," and its mission is to serve vulnerable populations, particularly orphans, without discrimination, striving to create a compassionate society where everyone can live with dignity(5). AKFP's philosophy is deeply rooted and inspired by the Islamic Values and profoundly aligns with the UN Sustainable Development Goals (SDGs), addressing No Poverty (SDG 1), Zero Hunger (SDG 2), Good Health And Well-Being (SDG 3), And Clean Water And Sanitation (SDG 6)(6).

AKFP boasts a vast human resource network, mobilizing 69,706 volunteers who are essential for rapid response and deep community integration. In 2024, AKFP's total expenditure reached PKR 23.46 billion, impacting 22.54 million lives across Pakistan and internationally. This article provides a comprehensive overview of AKFP's service model, global outreach, and the core Islamic values that shape its operational efficacy(7).

2. Research Methodology

2.1 Research Design and Data Sources

This study employs a qualitative, descriptive research design utilizing a document analysis methodology(8). The data is primarily sourced from AKFP's publicly available organizational documents, including its Annual Report 2024, official web pages, program descriptions, financial metrics, and secondary literature focusing on FBOs and disaster management(9). The analysis maps service areas, extracts operational definitions, and links them to the organization's stated value-systems(1).

2.2 Conceptual Framework: Islamic Social Welfare

AKFP's strategy operates within an integrated Islamic Social Welfare paradigm. This framework is built upon three foundational principles:

1. **Rahmah (Mercy/Compassion):** This motivates all organizational activities, compelling assistance with dignity irrespective of the beneficiary's background.

2. **'Adl (Justice/Equity):** This ensures fair and non-discriminatory resource allocation across all communities and sectors.

3. **Maslaha(Public Interest):** This guides the selection and design of sustainable, high-impact interventions that serve the greater communal good.

This model ensures both cultural resonance and robust donor support through Islamic charitable channels (*Zakat* and *Sadaqah*), facilitating large-scale mobilization(10).

3. Core Domains and Service Areas of AKFP

AKFP organizes its humanitarian and developmental work into eight major service areas:

3.1 Disaster Management (DM)

AKFP serves as a frontline responder to natural disasters, leveraging a dedicated network of trained teams and 41 strategically positioned Response Centers on the disaster routes. In 2024, the DM program served 1,102,019 beneficiaries with an expenditure of PKR 4,746 million. Activities include providing swift rescue, delivering essential aid (like 59,074 ration packages and 5,656 temporary shelters), and long-term reconstruction (182 reconstruction projects). AKFP also emphasizes Capacity Building for Disaster Preparedness, conducting 83 training workshops to upskill volunteers, particularly focusing on rescue and relief operations during the high-risk monsoon season. Following the devastating 2022 floods, AKFP launched the PKR 5 billion "Alkhidmat Tameer-e-Watan Program" for rehabilitation, reconstructing flood-damaged houses, schools, and Masajid(7). The department is very well aligned and works in close collaboration with the public sector rescue services and disaster management authorities.

3.2 Health Services

Healthcare is AKFP's largest sectoral output by beneficiary count, reaching 10,428,673 individuals with an expenditure of PKR 9,556 million in 2024. The organization runs an extensive, nationwide network dedicated to providing affordable yet quality healthcare:

- 56 Hospitals and 48 Medical Centers.
- 300 Ambulances ensuring timely emergency response.

- 65 Pharmacies and 136 Diagnostic Centers, Stat Labs & Collection Centers.
- 15 Mobile Health Units (MHUs) and 1,351 Medical Camps to reach remote and underserved communities. Key specialized initiatives include the “Safe Mother Safe Family (SMSF)” project, providing maternity care and postnatal support, which served 80,542 registered pregnant women from October 2022 to June 2025. The foundation aims to serve humanity with integrity, in accordance with the principals of Islam, as highlighted by its vision(7).

Alkhidmat health services are closely associated with multiple academic institutes, health care organizations and relevant agencies.

3.3 Orphan Care Program (OCP)

The OCP provides holistic care to 31,985 orphan children (PKR 3,424 million expenditure in 2024), one of the most vulnerable segments of society(7). The program operates two main models:

1. **Orphan Family Support Program (OFSP):** Supports 29,926 orphans who are cared for in their homes through monthly financial assistance.
2. **Aghosh Homes:** Provides full residential life support, including high-nutrition food, clothing, accommodation, education, and healthcare, to 2,059 orphans in 22 operational Aghosh Homes across Pakistan and one in Gaziantep, Turkiye. Long-term support, including Annual Talent Tribute events, aims to nurture confidence and resilience(11).

3.4 Education Program

Addressing the crisis of over 26 million out-of-school children in Pakistan, AKFP’s education program served 20,615 beneficiaries (PKR 412 million expenditure). Initiatives include:

- **64 Alkhidmat Schools** for quality formal education.
- **86 Child Protection Centers (CPCs)** providing non-formal education, healthcare, and counseling to street and working children.
- **Alkhidmat Academic Scholarship (AAS) Program** provides merit-based financial assistance for higher education.

- **99 Skill Development Centers** to empower youth with employable skills(7).

3.5 Bano Qabil Pakistan (Free IT Training)

Launched as AKFP's flagship initiative, Bano Qabil focuses on empowering youth with digital skills for employment and financial independence. This program served 50,800 students in 2024 (PKR 92 million expenditure). Operating 60 IT centers across 51 cities, Bano Qabil offers 28 courses, helping thousands of graduates achieve economic stability. The program is explicitly geared toward preparing a self-reliant, tech-savvy generation for Pakistan's digital future(7).

3.6 WASH Program (Water, Sanitation, and Hygiene)

The WASH program focuses on mitigating waterborne diseases by ensuring access to clean drinking water and promoting effective hygiene practices. The program reached 6,913,750 beneficiaries (PKR 736 million expenditure)(7). Key infrastructural provisions include:

- 277 Water Filtration Plants providing safe drinking water daily.
- 16,726 Community Hand Pumps providing a reliable source near homes, significantly benefiting women and children.
- 3,025 Water Wells, 2,932 Submersible Water Pumps, and 646 Solar Submersible Water Pumps.
- 225 Gravity Flow Water Schemes.

3.7 Alkhidmat Islamic Microfinance (AKIM) / Mawakhat

Rooted in Islamic principles, AKIM empowers individuals through the provision of interest-free loans (Qarz-e-Hasana) to support small-scale trading, agriculture, and other livelihood ventures, promoting ethical financial inclusion and poverty alleviation(12). This model has proven highly sustainable, achieving a 94% recovery rate. The overall loan portfolio (2012–2024) reached PKR 704 million, benefiting 17,424 individuals, with 3,374 individuals supported in 2024 alone (PKR 72 million expenditure)(7).

3.8 Community Services

This broad program addresses food insecurity and social welfare, serving 3,995,451 beneficiaries (PKR 4,423 million expenditure)(7). The services are wide-ranging and aim to promote inclusivity :

- Qurbani meat packs (310,245 distributed).
- Ramadan food packages (123,852 distributed) and Iftar arrangements.
- Winter packages (39,824 distributed) and clothes distribution.
- Wheelchair distribution (7,573 distributed) to empower disabled persons.
- Welfare initiatives for 9,158 prisoners.
- Promoting interfaith harmony by distributing 6,363 gifts for Diwali and Christmas.

4. Islamic Value-Based Working

AKFP's operational ethos is explicitly derived from Islamic teachings, providing a unique framework for moral motivation, volunteer commitment, and community trust(10).

4.1 The Core Ethic of Rahmah and Non-Discrimination

The spiritual and operational foundation of AKFP is Rahmah (mercy and universal compassion), which compels the organization to assist others with dignity. Serving humanity is viewed not merely as a mission but as "a reflection of our faith, compassion, and collective responsibility to uplift the most vulnerable"(3). The vision emphasizes service without any discrimination based on gender, religion, caste, or race. AKFP promotes this ethos by distributing special gifts during Diwali and Christmas, ensuring that marginalized communities from diverse backgrounds feel included in the festive spirit(13).

4.2 Service as Ibada (Worship) and Core Values

Volunteerism is framed as a spiritual act, or *Ibadah*, motivating thousands of selfless individuals to dedicate their time and energy without seeking personal favor. The organization adheres to intrinsic values that guide its work, including:

- **Husan-e-Akhlaq** (Good Manners).
- **Raza-e-Ilahi** (Pleasure of Allah).
- **Jazba-e-Khidmat** (Passion for Service).
- **Pabandi-e-Waqt** (Punctuality).

In its health services, the application of these values is formalized through the Islamic Values in Health Care, which emphasizes Ethical Islamic Governance, Shariah Compliance, and Patient Centered Care, including the concept of Holistic Health with the integration of

Spiritual Care and Compassion (*Rahmah*). AKFP actively promotes a spiritual environment, particularly during Ramadan, by arranging Taraweeh prayers and Dars-e-Quran for staff and visitors(14).

4.3 Financial Ethics: Qarz-e-Hasana

The Mawakhat/AKIM program is a tangible demonstration of Islamic financial ethics, offering interest-free loans (Qarz-e-Hasana). This model directly aligns with the principle of ethical financial inclusion and poverty alleviation, contrasting with conventional microfinance models(12). The success of this model is empirically supported by its high recovery rate of around 94%.

5. Global Relief Operations: Gaza and Türkiye

AKFP's commitment to humanitarian service extends internationally, positioning it as a proactive and highly responsive global relief player(1).

5.1 Humanitarian Aid for Gaza

Following the humanitarian crisis that began on October 7, 2023, AKFP launched one of the largest humanitarian aid operations from Pakistan to support displaced and oppressed Palestinian families. The total aid delivered, as of the reporting period, reached to a volume of 3,864 tons, valued at PKR 6.6 billion(7).

- **Logistics:** The aid was dispatched through 21 air cargo shipments, 4 consignments via ships, and 50 relief trucks through Cairo and Jordan.
- **Support:** The aid included shelter support (25,341 tents/tarpaulins), medical support (441 tons of medicines, 25,677 hygiene kits), and extensive food and nutrition support (e.g., 283,398 hot meals, 326,586 canned foods).
- **Education Support:** AKFP extended full support to 300 medical and dental students from Palestine through scholarships, accommodation, and academic assistance, enabling them to complete their degrees in Pakistan.
- **AKFP Women's Contribution:** Alkhidmat Women volunteers played a vital role, organizing awareness and fundraising campaigns, and specifically preparing thousands of hygiene kits for women in Gaza.

5.2 Türkiye Earthquake Relief

Although the provided sources do not detail the 2023 Türkiye earthquake relief efforts extensively in terms of statistics, the organization's significant involvement is confirmed.

The President of Türkiye, Recep Tayyip Erdoğan, conferred a state award on Alkhidmat in recognition of its valuable search, rescue, and relief efforts in the earthquake-affected regions(7). Furthermore, AKFP maintains a presence in the country through the operation of one of its Aghosh Home in Gaziantep, Türkiye. AKFP also coordinated with Turkish NGOs in the rehabilitation process following aggression in Palestine(7).

6. Discussion

6.1 Scaling Humanitarian Impact and Sustainability

AKFP's massive operational scale reaching 22.54 million beneficiaries and managing extensive infrastructure including 56 hospitals, 41 disaster centers, and thousands of water projects—validates its role as a national-scale, multi-sectoral development agency(7). The strategy successfully blends immediate relief (Disaster Management, Health) with long-term sustainable development projects (Health, Bano Qabil, Mawakhat, Education)(5). The alignment with the 17 SDGs provides a structured international framework for measuring its holistic impact across social, economic, and environmental domains (e.g., SDG 1: No Poverty via Mawakhat; SDG 4: Quality Education via Bano Qabil and Academic Scholarships; SDG 6: Clean Water via WASH)(6).

6.2 Efficacy of the Value-Driven Model

The high efficacy of the Mawakhat interest-free microfinance model, demonstrated by its 94% recovery rate, serves as a powerful case study for effective, non-interest-based poverty alleviation. This success suggests that anchoring financial aid in ethical, faith-based principles (Qarz-e-Hasana) can enhance recipient commitment and foster sustainable livelihood creation(2, 12). The reliance on a vast, spiritually motivated volunteer base (69,706 volunteers) contributes significantly to operational continuity and reduces overhead costs, offering a crucial internal sustainability advantage. However, this complexity requires robust professional management, monitoring, and evaluation systems to ensure that professional standards are maintained, particularly in highly technical areas like health and education(15).

6.3 Collaborations with Global & Local Organizations

Alkhidmat Foundation Pakistan engages in various collaborations with international and national bodies to enhance its humanitarian and social welfare services(1). These partnerships are crucial in extending its reach, especially during disaster response and large-scale development projects(7).

Collaborations with Global Organizations

Alkhidmat Foundation engages with global partners, including direct consultations and partnerships with international aid organizations and diaspora-based charities.

Alkhidmat has notably engaged with the World Health Organization (WHO) in the context of humanitarian crises. A significant example is the focus on the healthcare situation after flood 2022 & 2025.

Alkhidmat also partners with several international organizations, often charity organizations established by the Pakistani diaspora abroad, to raise funds and coordinate global relief efforts(7).

- **Aghosh International Foundation (Turkey):** Registered in Turkey, this partner focuses on educational assistance and overall development, ensuring vulnerable individuals receive the help they need to learn and grow.⁸
- **Aghosh US, Aghosh UK, AlkhidmatGermany and Alkhidmat Europe:** These are registered international charities that partner with Alkhidmat Foundation Pakistan to alleviate poverty in Pakistan and Azad Jammu & Kashmir (AJK) by channeling donor support for various programs, including orphan care, health, and clean water initiatives.
- **Other International Partners:** Alkhidmat Foundation Pakistan also partnered with more than 50 international organizations and agencies for developmental projects implementation in Pakistan. Alkhidmat's collaboration also includes social awareness and capacity building of locals(7).

Collaborations with National Organizations

Alkhidmat Foundation Pakistan (AKFP) explicitly commits to serving humanity by developing partnerships with NGOs, other concerned public & private organizations. This focus on collective action and stronger partnerships is deemed vital to ensuring a better

life for those in need. The scale of these local collaborations is significant, particularly in disaster management, where AKFP utilized PKR 15 billion in aid during the 2022 floods by working through partnerships with more than 100 local organizations. In addition, AKFP actively collaborated 80 small, regional NGOs to encourage their involvement in disaster management. The organization also engages with government entities; for instance, the Government of Punjab entrusted Alkhidmat with the task of repairing and refunctioning several dysfunctional water filtration plants, and AKFP collaborates with the National Disaster Management Authority (NDMA) and the Flood Forecasting Division (FFD) for early warning systems and disaster preparedness. Within the health sector, the Alkhidmat Health Foundation has formalized partnerships with prominent national institutions, including the World Health Organization (WHO), Riphah International University, the Pakistan Islamic Medical Association (PIMA), the Punjab Healthcare Commission, and the College of Physicians & Surgeons Pakistan (CPSP). Overall, AKFP records more than 250 MOUs & Collaborations within its Volunteers Management program(7).

6.4Volunteers-Workers-Volunteers (VWV) Sandwich Model

The Alkhidmat Foundation Pakistan employs a distinctive Volunteers-Workers-Volunteers (VWV) operational model, often likened to a "sandwich" structure, which combines voluntary leadership, professional paid staff, and a vast grassroots volunteer network to maximize efficiency and reach(1). The model's upper layer consists of a committed, unpaid, volunteer leadership and management team. This group, reportedly comprising around 1,900 officials (including one thousand in the leadership structure) who work entirely voluntarily, without receiving any honorarium or salary, is responsible for setting the strategic direction, governance, and oversight of the entire organization. Sandwiched between the two volunteer layers is the core operational body of full-time paid workers—a professional staff which is reported to be over 7,000 or around 10,000 strong, who manage the day-to-day execution of projects across Alkhidmat's 150+ offices. This paid tier ensures administrative continuity, technical expertise, and sustained operational capacity for projects like hospitals, schools, and microfinance. The bottom layer, and the foundation's greatest strength, is the expansive network of over 70,000 registered volunteers across the country who serve as the ultimate implementers, mobilizing rapidly during disasters,

coordinating relief distribution, and executing community service programs year-round(16). This VWV model ensures that governance remains independent and principle-driven by volunteers, while professional workers guarantee reliable execution, and a massive volunteer force provides the grassroots reach and mass mobilization capability essential for humanitarian work(7).

6.5 Operational Challenges and Future Directions

AKFP's multi-sectoral approach (eight domains) poses significant operational challenges related to logistics, volunteer coordination, and ensuring consistent quality across diverse initiatives. While the sources document measurable outputs (e.g., number of scholarships, homes reconstructed, water pumps installed), greater emphasis on evaluating the long-term benefits and sustained outcomes is an area for further research. For instance, tracing how Bano Qabil graduates maintain employment or how Mawakhat loans translate into durable family income increases would strengthen the evidence of true benefit realization. Furthermore, managing cross-border logistics and higher accountability demands associated with massive international relief efforts like the Gaza operation requires sophisticated governance mechanisms. AKFP's willingness to engage in global crisis zones, as recognized by the state award from Türkiye, highlights its expanding capacity but necessitates careful alignment of immediate relief with post-conflict recovery and development strategies(1).

7. Conclusion

Alkhidmat Foundation Pakistan (AKFP) stands as a prominent and highly effective faith-based humanitarian organization, successfully navigating the complexities of both national development and international crisis response(15). Its model, predicated on Islamic values such as Rahmah and Qarz-e-Hasana, provides a stable ethical and mobilization framework for its wide-ranging operations. AKFP successfully manages eight distinct service areas, Disaster Management, Health Services, Orphan Care, Education, Bano Qabil, WASH, Islamic Microfinance, and Community Services, demonstrating institutional capability for multi-sectoral impact. Its swift and substantial response to global humanitarian crises, notably the PKR 6.6 billion Gaza relief effort and recognition for its Türkiye earthquake response, underscores its growing international footprint and reliability(1). While AKFP demonstrates significant output and scale, future research should focus on primary qualitative evaluation and quantitative tracing of long-

term outcomes to further validate the sustainability and benefit realization of its unique, value-driven projects, such as the Mawakhat interest-free loan program(7). AKFP serves as a critical example for how faith-based organizations can integrate ethical compassion with professional service delivery to become vital forces for social change and development in vulnerable contexts(17).

Limitations

The study relies predominantly on publicly available organizational reports and secondary academic/media commentary. As such, it is limited by the lack of primary interview data with staff or beneficiaries, and the availability of granular, longitudinal performance data necessary for comprehensive quantitative evaluation of long-term outcomes (e.g., sustained livelihood improvements or educational attainment metrics).

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1. Alkhidmat organized medical examinations for orphan children across Khyber Pakhtunkhwa (KPK).



2. Through Alkhidmat's Safe Mother, Safe Family Project, maternal health and family well-being are being prioritized nationwide.



3. Alkhidmat organized a gynecology medical camp in the rural areas of South Punjab to support women's health.



4. Alkhidmat's Mobile Health Units provide free medical examinations and medicines to millions in remote regions of Pakistan.



5. Alkhidmat's state-of-the-art ambulances are always ready to respond to emergencies nationwide.



6. Chairman Alkhidmat Health delivered a presentation on "Islamic Values in Healthcare: A Working Model in Pakistan" at RS Zainoel Abidin Hospital, Banda Aceh, Indonesia.



7. Alkhidmat's state-of-the-art Diagnostic Center in Karachi is serving patients with advanced healthcare facilities.



8. Gaza medical students celebrated their graduation ceremony at the University of Lahore.



9. A landmark partnership established between Alkhidmat Foundation and the World Health Organization (WHO).