

US ANNUAL REPORT 2018



People fleeing communal violence in Ituri, Democratic Republic of Congo, cross Lake Albert by boat to reach safety in Uganda. More than 60,000 refugees arrived in Sebagoro, a lakeside fishing village, between December 2017 and March 2018. © Diana Zeyneb Alhindawi



Doctors Without Borders/Médecins Sans Frontières (MSF) is an international independent medical humanitarian organization that delivers emergency aid to people affected by armed conflict, epidemics, malnutrition, natural disasters, and exclusion from health care. We ran medical projects in 72 countries in 2018.

On any given day, thousands of individuals representing dozens of nationalities are working together to provide assistance to people caught in crises around the world. We are doctors, nurses, logistics experts, administrators, epidemiologists, laboratory technicians, mental health professionals, and many others who work in accordance with MSF's guiding principles of humanitarian action and medical ethics.

MSF received the Nobel Peace Prize in 1999.

3	LETTER FROM MSF
4	DEFENDING HUMANITY: YEAR IN REVIEW
18	2018 BY THE NUMBERS
20	ACTIVITIES
22	PROJECT SUPPORT
28	STAFF RECRUITMENT
30	DONORS
66	FINANCIAL REPORT
68	BOARD OF DIRECTORS/BOARD OF ADVISORS

A patient receives care at a mobile clinic in Mexico's Guerrero state, where communities are affected by extreme violence related to the drug trade. "People tell us, 'it's good that you haven't forgotten us,'" says MSF psychologist Ivana Cervin Marin. "Because that's how they feel: forgotten." © Juan Carlos Tomasi/MSF



Dear Friends,

As we reflect on the tumultuous events of 2018, it is sometimes hard to believe what our teams managed to accomplish in the face of countless obstacles to delivering lifesaving medical humanitarian aid.

Doctors Without Borders/Médecins Sans Frontières [MSF] teams provided more than 11,218,700 outpatient consultations and treated over 758,200 inpatients around the world last year. These astonishing figures are all the more impressive in the context of the challenges we face in some of our biggest projects: from a war zone in Yemen, to the site of an Ebola outbreak in Democratic Republic of Congo (DRC), to the world's largest refugee settlement in Bangladesh.

We provided medical and mental health care to people uprooted by conflict and vulnerable to disease and despair in refugee camps. We provided holistic care to survivors of sexual violence, treating the physical damage done as well as the invisible wounds.

Both of us are taking the helm of Doctors Without Borders in the United States at a critical moment, when many people here and abroad are turning inward and turning away from suffering. At times like this, we are all the more grateful for our supporters who stand with us as we provide care to the people who most need it—including refugees, asylum seekers, and migrants.

Every day our teams treat people who are hurt by harsh migration containment and deterrence policies. We reach out to care for people trapped in dangerous places along Mexico's northern border with the US, in the island prisons of Greece, and in Libya's horrific detention centers. Increasingly, we see that migrants and asylum seekers are being treated like criminals, and that our work is directly threatened by the criminalization of humanitarian aid.

In December, we were forced to terminate search and rescue operations in the Central Mediterranean due to a sustained campaign, spearheaded by the Italian government and backed by other European states, to shut down aid organizations assisting vulnerable people. [At the time of this writing, in July 2019, we were preparing to resume operations aboard a new ship, Ocean Viking, in an attempt to save lives along the world's deadliest migration route.]

We are constantly striving to find more creative and innovative solutions to the challenges we face. In South Sudan, where the health care system has been decimated by conflict and political unrest, we pioneered a point-of-care ultrasound project that brings advanced diagnostic capabilities to resource-poor settings and helps empower local staff to better identify and treat the causes of disease. In Iraq, we run a world-class microbiology lab to tackle the growing global

threat of antibiotic resistance. As hospitals and clinics were being bombed in Syria, we used telemedicine to remotely support colleagues under siege.

On the policy side, MSF's Access Campaign is pushing to make medicines, vaccines, and diagnostics more affordable and accessible to the people who need them most. Our earlier campaign for A Fair Shot helped secure a dramatically lower price for the lifesaving pneumonia vaccine, which in turn enabled us last year to use 360,000 doses in emergency vaccination campaigns in Central African Republic, Nigeria, Niger, South Sudan, and Syria. We also celebrated the launch of fexinidazole, a new all-oral cure for sleeping sickness developed by the Drugs for Neglected Diseases initiative, an organization co-founded by MSF. We also successfully campaigned for tuberculosis (TB) to be recognized as a priority on the global health agenda; MSF is among the leading non-governmental providers of care for people living with TB, the world's deadliest infectious disease.

We are always pushing ourselves to do better for our patients. This is what drives our sense of purpose as we try to figure out what more we can do and say to help the most neglected and marginalized communities. No matter what the obstacles, we'll keep going—and we won't stop.

There certainly are enormous challenges ahead, but we hope this report provides a glimpse of what we can achieve when we work together. As an international movement, we are guided by medical ethics to provide the best care possible to every patient, and to treat every human being with dignity.

Thank you for all that you do to support our work to provide medical aid where it's needed most—whether it be near or far.



Sincerely,

Africa Stewart, MD, President, MSF-USA Board of Directors
Avril Benoît, Executive Director, MSF-USA

DEFENDING HUMANITY

In a world that seems ever-more fractured, it has never been more important to stand together for humanitarian ideals. At its core, humanitarianism is simply about being humane—treating all people as equally deserving of care, compassion, and dignity.

As a medical humanitarian organization, Doctors Without Borders/Medecins Sans Frontieres (MSF) was established to provide lifesaving care to those most in need. Today, nearly 50 years after our founding, our social mission is charged with fresh urgency.

From the Americas to Europe, to the Middle East and North Africa, we are confronting increasing nationalism and xenophobia. These forces pose an existential threat to our humanitarian values, splitting communities into “us against them” and demonizing countless “others.”

Our aid workers around the world see the devastating impact on people’s lives, as migrants and refugees are further marginalized and cut off from health care—even as their ordinary medical needs are often compounded by war and persecution, arduous journeys over hostile terrain, and physical and emotional trauma.

At the end of 2018, there were more than 70 million children, women, and men forced from home, the highest number ever recorded by the United Nations refugee agency. The vast number of displaced people do not cross oceans and continents to reach safety. Nearly two-thirds of them are internally displaced, still living in their homelands, often surviving with little to no international support or protection. Of the world’s 29 million refugees, more than 80 percent live in countries neighboring their place of origin.

As the number of displaced people continues to grow, governments and international institutions are failing to rise to the challenge. There is a lot of talk about the “global refugee crisis,” but no concrete action plan to address the urgent humanitarian needs it has produced.

LEFT: MSF staff in Beirut vaccinate a young girl during a campaign in March to stop the spread of a measles epidemic. The vaccination campaign focuses on children living in the Sabra neighborhood and Shatila camp, where large numbers of Palestinian and Syrian refugees live in poor, overcrowded conditions with limited services. Lebanon hosts more refugees per capita than any other country; one in every six people here is a refugee. MSF works across Lebanon to provide refugees and other vulnerable communities with free, high-quality medical care. © Mario Fawaz/MSF

Caring for Displaced People

MSF has more than doubled the number of medical projects responding to the needs of people on the move over the past six years. We continue this vital work in the face of hostile efforts to criminalize and demonize migrants, as well as aid organizations seeking to assist them.

While we do not run medical operations in the United States, our communications and advocacy teams have highlighted the impact of the administration's "zero tolerance" policies on the lives and health of our patients in Mexico and Central America.

Last June, MSF-USA sounded the alarm over a ruling by the US Attorney General that domestic abuse or gang violence would no longer be considered legal grounds for asylum. The decision, later blocked by the courts, threatened thousands of people attempting to seek safety from one of the most violent regions in the world.

Staff from our New York headquarters joined a nationwide rally protesting family separation policies and the increasing criminalization of migration. In December, MSF issued a strong statement warning that US restrictions were deepening the humanitarian crisis along the border. We expressed concerns that the US was seeking to keep asylum seekers waiting in Mexico, despite the extreme danger in many parts of the country. Based on the wounds we treat and the testimonies we hear along the migration route, we know that migrants and asylum seekers in Mexico are routinely targeted by criminal groups, including cartels active along the northern border with the US.

MSF is calling for governments in the region to work together to find a solution to the humanitarian crisis that ensures adequate protection and assistance to people uprooted from their homelands. Over the past year, we have scaled up our response in the region, expanding medical, psychological, and social services to assist displaced people and other vulnerable communities. In Honduras, our *servicio prioritario*, or priority service, offers comprehensive care to victims of violence, including sexual violence. And in El Salvador, we send mobile clinics to provide primary, mental, and sexual and reproductive health services in regions where insecurity prevents people from accessing medical assistance.

Those who make the heart-wrenching decision to leave their homes often encounter more danger on the road.

"We see what can be expected in people on the move: sores, dehydration, fever," says Candy Hernández, an MSF doctor working at Shelter 72 in Tenosique, a Mexican town on the border with Guatemala. "But we also see the terrible effects of the violence of the gangs ... machete wounds, beatings, abuse, and sexual violence."

Along the migration route through Mexico—from the southern border with Guatemala to the northern border with the US—we have teams working in fixed and mobile clinics, and in migrant shelters. Teams in the Mexican city of Reynosa, just across the river from McAllen, Texas, also worked in a reception center assisting people recently deported from the US. And we offered specialized mental health care for victims of torture and extreme violence at a therapeutic center in Mexico City. "We see similar situations here for people on the move as we do for people who have lived through war," said MSF psychologist Diego Falcón Manzano, who worked at the facility.

In 2018, MSF-USA completed the final season of *Forced From Home*, a three-year traveling exhibition about the global refugee crisis, designed to promote greater understanding and empathy. We took the immersive tour to cities across the country, visiting Minneapolis, Chicago, Charlotte, Atlanta, and San Antonio last year. We also launched a smaller pop-up version of the exhibit to reach a wider audience across the South and Midwest.

Forced From Home provided some much-needed global perspective on the refugee crisis, including personal stories from MSF aid workers and our patients, virtual reality videos from several of the displacement camps where we work, as well as facts and figures about people on the move. The exhibition drew attention to the reality that the overwhelming majority of refugees are in Africa and the Middle East, most of them clustered in poor countries while the world's wealthiest nations shut their gates. Visitors were asked to imagine "what would you do" if confronted with extreme dangers—a powerful reminder that refugees and asylum seekers are no different from the rest of us in wanting a safe place for ourselves and our families.

RIGHT: At the Casa del Migrante in Coatzacoalcos, Mexico, an MSF team provides medical and mental health care to hundreds of migrants and refugees who arrive daily. This city in southern Mexico is a place where travelers often take a break before continuing their journey north. Most of the health issues we treat are a result of people's arduous journeys: respiratory problems, skin infections, foot injuries, and trauma from falls. Many of them have also suffered violence, including sexual violence. © Christina Simons



"We see similar situations here for people on the move as we do for people who have lived through war."

Member states of the European Union continued their brutal containment and deterrence measures despite mounting evidence of the human costs.

In 2018 at least 2,299 people died while attempting to cross the Mediterranean Sea, the world's deadliest migration route.

European governments not only refused to take responsibility for preventing deaths at sea, they made it increasingly impossible for humanitarian organizations to carry out search and rescue operations. A sustained campaign, led by the Italian government and backed by other European states, to delegitimize and obstruct aid organizations forced MSF in December to terminate the lifesaving operations carried out by the Aquarius, the last dedicated rescue ship operating in the Central Mediterranean.

Since the start of its search and rescue program in February 2016, the Aquarius assisted nearly 30,000 people in international waters between Libya, Italy, and Malta. Together with our previous search and rescue vessels—Bourbon Argos, Dignity, Prudence, and Phoenix—MSF has rescued or assisted more than 80,000 people in the Mediterranean Sea since 2015. [At the end of July 2019, we announced the resumption of search and rescue operations in the Central Mediterranean in partnership with the organization SOS MEDITERRANEE aboard the ship Ocean Viking.]

European governments equipped, trained, and supported the Libyan coast guard to intercept people at sea and detain them in horrific conditions in Libya. MSF offered first aid at disembarkation points on numerous occasions and provided medical assistance to people arbitrarily held in Libyan detention centers. Many of our patients were extremely vulnerable people, including unaccompanied children, mothers and their newborns, and survivors of human trafficking and torture. Having witnessed extreme suffering, our teams spoke out against abuses, calling urgently for people to be released and for the detention centers to be shut down.

“Many of our patients were extremely vulnerable people, including unaccompanied children, mothers and their newborns, and survivors of human trafficking and torture.”

LEFT: MSF doctor Marco Gabaglio examines a patient onboard the Aquarius search and rescue ship operated in partnership with SOS MEDITERRANEE. This person is among 99 survivors rescued by our teams from a sinking rubber boat in the Mediterranean Sea on January 27. Dozens of people were already in the water by the time the Aquarius arrived, and an unknown number drowned. The MSF medical team resuscitated six young children and one woman, and also treated many people with severe fuel burns and over a dozen cases of hypothermia. © Laurin Schmid/SOS MEDITERRANEE

Other refugee emergencies continued to flare with limited international attention and support.

MSF remained one of the main providers of humanitarian assistance to some one million ethnic Rohingya people who crossed the border into Bangladesh after fleeing targeted violence and persecution in Myanmar. Most of them live in fragile shelters in overcrowded settlements prone to mudslides and flooding, and with poor water and sanitation services.

We conducted more than 954,000 outpatient consultations for diarrheal diseases, skin conditions, and respiratory infections, often linked directly to the lack of health care available to the Rohingya in Myanmar and the dire living conditions in Bangladesh. Teams conducted mass vaccination campaigns and worked to contain outbreaks of diphtheria, measles, and chicken pox. We also provided emergency and intensive care, pediatrics, obstetrics, sexual and reproductive health care, and treatment for victims of sexual violence and for patients with non-communicable diseases. Health promotion and outreach teams regularly visited the refugee settlements, including the Kutupalong-Balukhali mega-camp, which in 2018 became the largest refugee camp in the world.

Despite the high level of trauma experienced by the Rohingya, few have access to specialized mental health services in Bangladesh. MSF provided mental health and psychiatric services at most of our facilities to help fill this critical gap in care. Mental health services are integrated into the facilities, enabling teams to reach patients who might not seek out psychosocial care due to lack of awareness or stigma. "Every day we see the same patients," said Prodjut Roy, a mental health supervisor working with MSF in Nayapara refugee camp. "They're coming for a problem. They're coming for a follow-up. And one day they're getting better. That day is very special for us."

Teams also provided care for victims of sexual violence, creating a "place of peace" for women to discuss their experiences and support each other. Terrible living conditions in the camps in Bangladesh and limited prospects for the future have contributed to high levels of stress and domestic violence. "Many people are on edge, not just because of the recent trauma but because of the long-time trauma of witnessing horrific things [in Myanmar]," said MSF psychologist Cynthia Scott. Many patients say they have difficulty sleeping, paralyzed by the fear that someone might come into their homes, and haunted by memories of attacks by Myanmar security forces.

"Every day we see the same patients ... [until] one day they're getting better. That day is very special for us."

RIGHT: Rozia and her two-month-old son, Zubair, receive care at the MSF hospital in Goyalmara, Bangladesh. They are among the nearly one million Rohingya refugees living in camps and makeshift settlements across southern Bangladesh after being forced from home in neighboring Myanmar. Many of the children admitted to the Goyalmara hospital have infections from unsafe birthing practices and unsanitary living conditions.

© Pablo Tosco/Angular

The Consequences of Conflict

We continued to respond to the extraordinary needs in countries wracked by conflict, including Yemen, Afghanistan, Central African Republic, and South Sudan.

Since the conflict in Yemen escalated in 2015, teams have treated more than 119,000 people for injuries related to war and violence.

For years Yemen has been convulsed by conflict between the US-backed Saudi- and Emirati-led Coalition and the group known as Ansar Allah. Violence escalated throughout 2018, with fast-changing frontlines and attacks against civilians across the country. Repeated attacks on medical staff and structures during the year occasionally forced us to suspend activities in certain areas, but teams resumed work as soon as it was safe to continue. Since the conflict escalated in March 2015, more than 119,000 people were treated for injuries related to war and violence in MSF and MSF-supported facilities.

In parts of Yemen, MSF teams are the only ones providing urgently needed medical care. For example, MSF opened a new surgical hospital in Mocha in August in response to intense fighting around the port city of Hodeidah. This hospital was the sole facility with an operating theater serving local communities over a 450-kilometer stretch from Hodeidah to Aden. Teams treated patients with war wounds, as well as pregnant women with complications requiring urgent surgery. Between August and December 2018, teams treated more than 150 people wounded by landmines, improvised explosive devices, and unexploded ordnance; one-third of them were children who had been playing in fields.

On June 11, an MSF cholera treatment center in the Yemeni city of Abs was hit by the Saudi- and Emirati-led coalition. Though no staff or patients were injured or killed, the facility was destroyed and MSF was forced to temporarily freeze medical activities in Abs. This attack occurred less than two years after Abs hospital was bombed, resulting in 19 deaths and 24 injuries—the sixth time an MSF facility has been hit by the warring parties since 2015.

LEFT: *The MSF field hospital in Mocha, Yemen, is the only facility in the region performing emergency surgery for the local community caught between the front lines of conflict. The hospital opened in August, following the start of a major military offensive launched by the Saudi- and Emirati-led coalition forces on the port city of Hodeidah. Many of our patients are children, wounded by land mines, improvised explosive devices, and unexploded ordnance. Teams also treat pregnant women with complicated deliveries that require urgent surgery. © Guillaume Binet/MYOP*

MSF remained among the leading health care providers in war-ravaged South Sudan, where some two million people have been internally displaced and another two million forced to flee across borders.

Over the course of the year, several of our health facilities were attacked and looted, but teams continued to provide medical care wherever possible. A peace deal in September 2018 reduced the level of violence, yet fighting persisted between armed groups in various parts of the country and many displaced people remained cautious about returning home.

In Old Fangak, a remote, swampy zone in the north of South Sudan that has become a sanctuary for many displaced people, we run the only secondary health care facility in the region. Our teams also travel by boat into surrounding areas to run mobile clinics and organize hospital referrals, and maintain community health posts in isolated locations around Lankien and Pieri.

Our 160-bed hospital is the only provider of secondary health services for more than 100,000 people uprooted by conflict who are now living inside a “Protection of Civilians [PoC]” site guarded by soldiers from the UN Mission in South Sudan, including surgery and specialist care for newborns and complicated deliveries. In the Malakal PoC site, which hosts about 29,000 people, we run a 40-bed facility offering emergency care, treatment for tuberculosis (TB), kala azar [visceral leishmaniasis], and HIV, as well as mental health services. Our teams there documented an alarming rise in the number of suicide attempts in 2018, evidence of the consequences of long-term displacement, unemployment, and limited prospects for the future.

Despite the many challenges, we are constantly working to bring quality medical care to even the most austere settings. Last year we piloted a new program to train South Sudanese staff to use point-of-care ultrasound (POCUS) to dramatically improve diagnostic capabilities. Older ultrasound machines were large, expensive, and complex, meaning only experts like radiologists, cardiologists, and obstetricians were trained to use them. But newer models are highly portable, affordable devices that can be connected to tablets to display images. The simplification of medical algorithms means that general clinicians at all levels can learn basic ultrasound skills.

We rolled out the POCUS project in several locations, including Aweil hospital, situated in a remote area and serving some 1.5 million people who would otherwise have very little access to health care. The impact is already clear.

“One of our maternity patients was admitted with shortness of breath,” said Dr. Adi Nadimpalli, a physician and former MSF-USA Board vice president who led the project’s implementation. “We needed to send her ultrasound to telemedicine, where a cardiologist diagnosed her with mitral stenosis.” Mitral stenosis has a mortality rate of 50 to 60 percent, and that rate increases with each pregnancy. After discussion with MSF obstetric and anesthesiology referents in Paris, it was determined that the patient should have a Caesarean section and a tubal ligation for permanent contraception. However, not being able to have more children is a difficult decision in South Sudan, where large families are the norm. “Because of the ultrasound, we could confidently discuss with the patient, her husband, and her father the need for surgery and contraception—explaining that she may not survive another pregnancy,” said Nadimpalli. “In this instance, the use of ultrasound was truly lifesaving.”

Based on the experiences and lessons learned in South Sudan, MSF hopes to rapidly expand the technology and training to other projects around the world.

RIGHT: A mother brings her child in for vaccination at an MSF mobile clinic near the town of Yambio in South Sudan. The mobile team regularly visits a number of locations in and around the villages in this area to provide medical and mental health services for the community, including former child soldiers. Yambio, located near the border with Democratic Republic of Congo, has been the site of major armed clashes and widespread displacement in previous years, and still hosts large numbers of people forced from home by conflict. © Philippe Carr/MSF



Tackling Emergencies

“We are talking about a population that has endured many years of conflict. On top of that, they are now faced with the deadliest Ebola outbreak the country has ever seen.”

Perhaps no place captures the breadth of our work like Democratic Republic of Congo (DRC), where our teams responded to multiple, often overlapping, emergencies over the course of the year.

We ran 54 medical projects in 17 provinces, with services ranging from basic health care to nutrition, pediatrics, treatment for victims of sexual violence, and care for people living with HIV/AIDS. We responded to nine measles outbreaks and two successive outbreaks of Ebola.

The latest outbreak of Ebola was declared on August 1 in North Kivu province, an area in eastern DRC, which has been plagued by conflict for more than 25 years. We maintain a number of long-term projects in the region—including providing emergency and intensive care, surgery, nutrition, maternal and pediatric health care, community-based health care, and mass vaccination in hard-to-reach areas—and teams launch emergency responses to violence-related trauma and displacement. We were therefore well-placed to respond immediately to the Ebola outbreak, investigating the first alert and promptly setting up an Ebola treatment center in Mangina, the small town where the outbreak was declared. We then opened a second treatment center in Butembo, a city of one million people that became a hotspot later in the year. We progressively increased the level of care provided, and were able to offer the first-ever potential therapeutic treatments, under an emergency WHO protocol. MSF vaccinated frontline health workers and helped local health centers to prevent and control infections.

However, by the end of the year it was clear that the Ebola epidemic was not under control. As the number of new confirmed Ebola cases continued to grow, violence and political unrest further restricted the community's access to health care and hindered efforts to contain the epidemic. “We are talking about a population that has endured many years of conflict. On top of that, they are now faced with the deadliest Ebola outbreak the country has ever seen,” said Laurence Saily, MSF emergency coordinator in Beni. In an atmosphere where rumors and misinformation are widespread, people can be hesitant to accept unfamiliar infection prevention and control practices, such as safe burials or decontamination activities.

“With Ebola, treatment centers alone are not enough. Connecting with the communities and building mutual trust is key to get the outbreak under control,” said Roberto Wright, MSF anthropologist in Katwa. “We need to increase our efforts to engage the population as active participants in the fight against the outbreak. This includes listening to their broader needs.”

This is what we try to do everywhere we work: listen to what our patients are telling us, respond to their most urgent medical needs, and advocate for them to receive greater attention and support. We will continue to respond to the ongoing emergencies, and prepare for the ones to come.

LEFT: A health worker puts on personal protective equipment before entering the red zone of an MSF-supported Ebola Treatment Center in Bunia, Ituri province, Democratic Republic of Congo (DRC). MSF teams are at the forefront of the response to this latest Ebola epidemic declared on August 1, 2018, in North Kivu province. In addition to caring for patients with Ebola or suspected cases of the disease, teams carry out infection prevention and control measures and vaccinate frontline health workers and others at high risk. © John Wessels

Nurse Fatouma Admaou speaks with mothers whose children are receiving care at Niger's Magaria district hospital, where MSF runs one of the world's largest pediatric intensive care units. Even with 435 beds, the unit is often full, especially during the seasonal peak of malaria and malnutrition. In 2018, the emergency needs were particularly acute for young children. MSF's hospital in Magaria is the only health facility available in a region of some one million people, around 20 percent of whom are under five years old. © Laurence Hoenig/MSF

2018 by the Numbers

11,218,676
Outpatient consultations

758,245
Patients admitted

2,396,171
Malaria cases treated

1,479,787
People vaccinated against **measles** in response to an outbreak

404,701
Mental health consultations for individuals

309,454
Births assisted, including Caesarean sections

207,100
Malnourished children treated in inpatient and outpatient feeding programs

176,225
People with **HIV-AIDS** on antiretroviral treatment at the end of 2018

104,744
Major surgical interventions

63,722
People treated for **cholera**

33,854
People vaccinated against **meningitis** in response to an outbreak

24,935
Victims of **sexual violence** provided with medical care

19,388
People started on treatment for **tuberculosis**

14,419
People on treatment for **hepatitis C**

3,184
Migrants and refugees rescued and assisted at sea

Activities

In 2018, Doctors Without Borders/Médecins Sans Frontières (MSF) ran medical humanitarian projects in 72 countries. MSF-USA supported work in 53 of these countries.



■ Received MSF-USA funding
■ Received funding from other MSF Offices

Largest Country Programs in 2018

Based on 2018 expenditures from all MSF offices

DEMOCRATIC REPUBLIC OF CONGO	\$129,800,000
SOUTH SUDAN	\$98,400,000
YEMEN	\$67,300,000
CENTRAL AFRICAN REPUBLIC	\$60,500,000
SYRIA	\$55,500,000
IRAQ	\$53,700,000
NIGERIA	\$53,000,000
BANGLADESH	\$47,100,000
AFGHANISTAN	\$37,800,000
NIGER	\$37,300,000

Staff Numbers in 2018

Largest country programs based on the number of MSF staff

SOUTH SUDAN	3,682
DEMOCRATIC REPUBLIC OF CONGO	2,848
CENTRAL AFRICAN REPUBLIC	2,829
AFGHANISTAN	2,514
BANGLADESH	2,380

Outpatient Consultations in 2018

Largest country programs according to number of outpatient consultations (not including specialist consultations)

DEMOCRATIC REPUBLIC OF CONGO	1,826,267	SYRIA	569,260
SOUTH SUDAN	1,157,922	YEMEN	535,634
BANGLADESH	954,297	ETHIOPIA	500,760
CENTRAL AFRICAN REPUBLIC	852,604	SUDAN	467,387
NIGER	589,121	AFGHANISTAN	411,735

Project Support

In 2018, MSF provided medical aid through 446 projects in 72 countries. MSF-USA provided financial support for projects in 53 of these countries and for other international programs and entities. The great majority of funds that MSF collects are unrestricted to a particular project, which is essential to our ability to respond to emergencies.

Support for the country projects and programs listed here was made possible in part by generous contributions from individuals, foundations, and corporations in the United States. The dollar amounts reflect the total MSF-USA funding directed to medical activities in each country. These amounts contribute toward the total project costs presented in MSF's International Activity Report. Detailed project descriptions are available at msf.org/international-activity-report-2018.

Africa

BURKINA FASO \$800,000

Emergency care, health services for displaced people and rural communities, response to dengue epidemic

BURUNDI \$4,994,444

Specialized care for victims of trauma and burns, malaria prevention and treatment, response to cholera outbreak

CAMEROON \$2,600,000

Medical and mental health care for displaced people and victims of violence, pediatric care, response to cholera outbreak

CENTRAL AFRICAN REPUBLIC \$21,055,556

Medical care for local communities and people displaced by violence; maternal and pediatric services; trauma surgery; treatment for malaria, HIV, and TB; vaccination

CHAD \$3,199,872

Treatment for malnutrition, prevention and treatment for malaria, response to measles outbreak, maternal and pediatric care

GLOSSARY

DR-TB: drug-resistant tuberculosis

HIV: human immunodeficiency virus

MDR-TB: multidrug-resistant tuberculosis

NCDs: noncommunicable diseases

[e.g.: cardiovascular diseases, cancers, respiratory diseases, diabetes]

TB: tuberculosis

XDR-TB: extensively drug-resistant tuberculosis

DEMOCRATIC REPUBLIC OF CONGO

\$35,694,018

Emergency response activities—including medical and psychological care for victims of violence and displacement, responses to multiple outbreaks of measles and cholera and two outbreaks of Ebola; medical services ranging from basic health care to nutrition, pediatrics, treatment for victims of sexual violence, and care for people with HIV

ESWATINI \$3,200,000

Prevention, testing, and treatment for people with HIV, including screening and treatment for TB, cervical cancer, and other diseases

ETHIOPIA \$6,100,000

Emergency interventions to assist people displaced by violence, medical and mental health care for refugees and migrants, surgical care, maternal and pediatric care, treatment for malnutrition, snakebite, and kala azar

GUINEA \$2,983,523

Testing, treatment, and follow-up services for people with HIV; pediatric care with a focus on prevention and early treatment to reduce child mortality; vaccination

IVORY COAST \$3,000,000

Maternal and neonatal care; vaccination to protect newborns against hepatitis B

KENYA \$14,644,444

Responses to multiple emergencies and public health challenges including disease outbreaks, urban violence, and treatment for people with HIV and TB; maternal and neonatal care; treatment for victims of sexual violence; comprehensive medical care for refugees

LIBERIA \$6,000,000

Specialized pediatric care, including emergency and essential surgery; mental health and epilepsy care

MALAWI \$4,777,778

Treatment and advanced care for people with HIV; comprehensive cervical cancer program; health care services for women engaged in sex work

MALI \$8,000,000

Maternal, neonatal, and pediatric care; emergency and essential surgery; medical and psychological care for victims of violence; treatment for malaria and malnutrition; treatment for cervical and breast cancer

MOZAMBIQUE \$4,055,556

HIV care, including treatment for patients with Kaposi's sarcoma; treatment for people with DR-TB; sexual and reproductive health care

NIGER \$10,000,000

Medical care for victims of violence and displacement, pediatric care, prevention and treatment for malnutrition and malaria, emergency response to disease outbreaks, vaccination

NIGERIA \$17,920,000

Medical care for victims of violence and displacement; emergency response to disease outbreaks, including Lassa fever and multiple cholera outbreaks; maternal, neonatal, and pediatric care; surgery and comprehensive care for noma; treatment of children for lead poisoning

SIERRA LEONE \$1,011,111

Maternal and pediatric care, provision of essential medicines, training and capacity building for health workers

SOMALIA \$3,000,000

Maternal and pediatric care, nutritional support, medical care for displaced people, cataract surgery

SOUTH AFRICA \$6,333,333

Treatment for people living with HIV and DR-TB; care for victims of sexual and gender-based violence

SOUTH SUDAN \$28,276,135

Medical and mental health care for displaced people and victims of violence, including sexual violence; maternal, neonatal, and pediatric care; treatment for malaria; treatment for HIV, TB, and kala azar; vaccination

SUDAN \$3,452,053

Medical care for displaced people and local communities, sexual and reproductive health care, treatment for kala azar, response to outbreaks of malaria and measles, vaccination

TANZANIA \$4,500,000

Medical and mental health care for refugees—including mother and child care, nutritional support, and treatment for victims of sexual and gender-based violence

UGANDA \$5,000,000

Treatment and support for people living with HIV, sexual and reproductive health care for adolescents, and medical care for refugees



CLOCKWISE FROM TOP LEFT: In Beira, Mozambique, an MSF midwife counsels a girl about contraceptives. © Sanna Gustafsson/MSF; An MSF measles vaccination team crosses a river to reach a remote health center in Wamba, Democratic Republic of Congo. © Narcisse Mukembe Muzabula/MSF; MSF clinical officer Leya Haileyesus checks the pulse of a snakebite patient in Abdurafi, Ethiopia. © Gabriele François Casini/MSF; A doctor checks on a child patient in northern Nigeria's Monguno camp for displaced people. © Maro Verli/MSF; Dr. Nicolas Peyraud checks on a baby in the intensive care unit of Magaria hospital, Niger. © Laurence Hoenig/MSF; Haroun is recovering from his stab wounds thanks to surgical care and physiotherapy at MSF's SICA hospital in Bangui, Central African Republic. © Elise Mertens/MSF. CENTER: Susana Foley stands with her son Timothy, who is being treated for schizophrenia through an innovative mental health care program in Monrovia, Liberia. © Melissa Pracht/MSF

Americas

COLOMBIA \$400,000

Medical and mental health care for displaced people and victims of violence; treatment for victims of sexual violence and termination of pregnancy on request

EL SALVADOR \$1,350,000

Medical and mental health care for communities affected by violence, including sexual violence, and for migrants, displaced people, and returned Salvadorans

HAITI \$15,427,997

Specialist medical services including treatment for victims of sexual violence, advanced surgery, trauma and burn care; mother and child care; water and sanitation activities to prevent cholera

HONDURAS \$1,200,000

Medical and mental health care for victims of violence, including sexual violence, and for internally displaced people; mother and child care

MEXICO \$1,560,000

Medical and mental health care for migrants, refugees, and local communities affected by violence, including sexual violence

VENEZUELA \$1,111,111

Medical and mental health services for victims of urban and sexual violence; care for migrants and refugees along the Brazilian border; malaria treatment and prevention



THIS PAGE, CLOCKWISE FROM TOP: Along the Colombian border, MSF provides medical and mental health services for Venezuelan migrants and refugees and for Colombians returning from Venezuela. © Esteban Montañó/MSF; After fleeing Honduras to escape a life of constant violence, this family was denied asylum at the US border. They receive medical care from MSF at the Senda de Vida migrant shelter in Reynosa, Mexico. © Arlette Blanco/MSF; Maxim Alexson looks forward to receiving specialized care for his burn injuries at MSF's Drouillard hospital in Port-au-Prince, Haiti. © Spencer Platt/Getty Images; At Nueva Capital hospital, on the outskirts of Tegucigalpa, Honduras, MSF provides care for displaced people and members of the local community. © Christina Simons /MSF

Asia & Pacific

AFGHANISTAN \$6,722,222

Medical services for people affected by conflict or lack of access to care, including emergency, pediatric, and maternal health care; treatment for malnutrition; diagnosis and treatment for DR-TB

BANGLADESH \$9,527,778

Medical services for Rohingya refugees including emergency and intensive care, pediatrics, obstetrics, sexual and reproductive health care, treatment for victims of sexual violence, and mental health care; response to outbreaks of diphtheria, measles, and chicken pox; vaccination; water and sanitation activities; medical and mental health care for people living in Dhaka's Kamrangirchar slum

CAMBODIA \$1,000,000

Diagnosis and treatment for hepatitis C and malaria

INDIA \$11,111

Medical care for vulnerable communities, including care for DR-TB, HIV, hepatitis C, and kala azar; mental health care; sexual violence care; prevention and treatment of malnutrition

INDONESIA \$55,556

Health care services for adolescents; emergency response to natural disasters, including primary health care, mental health support, and water and sanitation activities

MYANMAR \$2,900,000

Comprehensive care for people with HIV, including patients on treatment for co-infections such as hepatitis C and TB; mobile clinics serving remote communities; mental health care for Kaman and Rohingya Muslims detained in camps

PAKISTAN \$4,000,000

Mother and child care; treatment for malnutrition; prevention and comprehensive treatment for cutaneous leishmaniasis; diagnosis and treatment for hepatitis C

PAPUA NEW GUINEA \$2,000,000

Comprehensive TB care, including screening, diagnosis, treatment, initiation, and follow-up

PHILIPPINES \$1,000,000

Sexual and reproductive health care for people living in Manila slums, including screening and treatment for cervical cancer; medical care and vaccinations for internally displaced people

THAILAND \$400,000

Mental health care for people affected by conflict, with a focus on the most vulnerable communities



THIS PAGE, CLOCKWISE FROM TOP: Jamala is among some 30,000 families sheltering in Herat, Afghanistan, after being uprooted from their homes by drought and conflict in the region. She comes to MSF's winter clinic for an antenatal consultation. © Ahmadullah Safi/MSF; Tin Lay prepares for TB treatment at MSF's Insein clinic, in Yangon, Myanmar. The clinic provides comprehensive treatment for people with HIV, TB, and hepatitis C. © Alessandro Penso/MAPS; MSF midwife Dina Afiryanti reaches out to the community in an area of Banten province, Indonesia, that was badly affected by the Sunda Strait tsunami in December. © Muhamad Suryandi/MSF; MSF trains Rohingya women to work with outreach teams in the refugee camps in Cox's Bazar, Bangladesh, to help victims of sexual violence. © Sara Creta/MSF

Europe and the Caucasus

GREECE \$3,166,667

Medical care for refugees and migrants, including primary health care, vaccination, sexual and reproductive health services, treatment for chronic diseases, and mental health support

ITALY \$1,033,333

Medical and mental health care for migrants and refugees, including specialized care for victims of torture

KYRGYZSTAN \$1,400,000

Screening and treatment for DR-TB; treatment for NCDs; mother and child care

RUSSIAN FEDERATION \$500,000

New project initiated to assess shorter treatment regimens for patients with MDR- and XDR-TB

UKRAINE \$1,600,000

Mobile clinics providing primary health care and psychological support to people affected by conflict; treatment for hepatitis C and DR-TB

UZBEKISTAN \$1,000,000

Comprehensive care for people with TB and clinical research into more effective treatments; integrated HIV care

THIS PAGE FROM TOP: A refugee family takes shelter in a flimsy tent as a storm sweeps through the olive grove next to Moria camp, on the Greek island of Lesbos. MSF has declared a mental health emergency in this island prison. © Anna Pantelia/MSF; Mariia, 79, visits MSF's mobile clinic in Opytne, a village on the front lines of the conflict in eastern Ukraine. © Kenny Karpov; Teams aboard the Aquarius ship carry out two sea rescues on the Central Mediterranean on August 10. Many of the survivors are extremely weak from being detained in horrific conditions in Libya and then going out to sea on rickety boats. © Guglielmo Mangiapane/SOS MEDITERRANEE



Middle East and North Africa

IRAQ \$14,377,778

Medical services for displaced people and communities most affected by violence, including basic health care, treatment for NCDs, maternity and pediatric care, emergency care, surgery, and mental health support

JORDAN \$10,500,000

Medical and mental health care for Syrian refugees and vulnerable host communities; treatment for NCDs; reconstructive surgery for victims of violence in the Middle East

LEBANON \$4,500,000

Medical and mental health care for Syrian refugees and vulnerable host communities; treatment for NCDs; sexual and reproductive health care; maternity services; specialist services including pediatric intensive care and treatment for thalassemia

LIBYA \$4,000,000

Medical and mental health services for migrants and refugees arbitrarily held in detention centers, including care for acute respiratory tract infections, TB, diarrheal diseases, skin diseases, and trauma

PALESTINIAN TERRITORIES \$166,667

Specialist surgical and post-operative care for patients with complex gunshot injuries; mental health care

SYRIA \$11,880,133

Medical and mental health care for people displaced by conflict, victims of violence, and other vulnerable groups; range of services including primary care, vaccination, surgery, physiotherapy, sexual and reproductive health care, maternal and pediatric care, and treatment for NCDs; distance support for local health facilities

YEMEN \$27,170,604

Emergency medical and surgical care, including for victims of war and violence; maternal and pediatric care; treatment for cholera and diphtheria; treatment for malnutrition; donations and other support for local hospitals and health centers

THIS PAGE, LEFT TO RIGHT: This 12-year-old boy is recovering from emergency abdominal surgery at an MSF-supported hospital in Hassakeh, Syria. He was severely injured, along with four brothers and cousins, when an explosive device detonated in a patch of farmland in Deir ez-Zor governorate, which is littered with land mines and booby traps. © Louise Annaud/MSF; Rasha, age 11, sits outside her tent in a camp for displaced people in northern Iraq with Raz Babakr, an MSF psychologist. Originally from Mosul, Rasha fled with her family amid fierce fighting between the Islamic State (IS) group and Iraqi forces. © Sacha Myers/MSF



Other Program Support

ACCESS CAMPAIGN \$1,409,533

Advocacy for the development of and increased access to effective drugs, vaccines, and diagnostic tests

DRUGS FOR NEGLECTED DISEASES INITIATIVE \$1,132,286

Research and development to produce new treatments for neglected diseases, including the introduction of fexinidazole to treat sleeping sickness

EPICENTRE \$1,570,941

Epidemiological studies and clinical research in humanitarian settings, including on Ebola, malnutrition, meningitis, antimicrobial resistance, HIV and TB, as well as surveillance and training activities

MSF INTERNATIONAL OFFICE \$5,686,603

Coordination of common projects on behalf of MSF's 21 sections worldwide and support for advocacy and engagement with the United Nations and other international bodies

WORKING GROUP ON REPRODUCTIVE HEALTH AND SEXUAL VIOLENCE CARE \$449,894

Activities to improve access to sexual and reproductive health services, including contraceptive and safe abortion care

MSF ACADEMY FOR HEALTHCARE \$55,555

Training and professional development for local medical and paramedical practitioners in low-resource settings, with a pilot project in Sierra Leone

TOTAL: \$340,863,592

Staff Recruitment

MSF-USA is consistently one of the largest providers of international staff to our global operations, managing the departures of 375 US-based personnel in 2018.

The Field Human Resources department mobilized quickly to send staff to Democratic Republic of Congo in response to the Ebola outbreak in North Kivu, drawing from a robust group of US-based professionals who had previously responded to the Ebola epidemic in West Africa from 2014 to 2016. We also sent many people on assignment to Bangladesh in support of our ongoing response to the Rohingya refugee crisis. As in previous years, our projects in South Sudan and Nigeria drew the most US-based staff members. Many also went to work in Liberia, where MSF provides pediatric surgery and mental health services. Altogether, US-based staff worked in 45 countries in 2018.

The US remains an important source of the highly trained professionals MSF needs in our projects around the world, and therefore requires robust recruitment efforts across the country. We focused on finding medical specialists, including pediatric surgeons and anesthesiologists and intensive care specialists who were able to meet urgent needs in countries like Liberia and Lebanon. Over the course of the year we held 52 outreach events, which were attended by more than 3,000 individuals in total.

To meet MSF's specific needs for additional French and Arabic speakers, our outreach team connected with diaspora communities across the US and held events for the West African and Haitian communities in New York, and for the Arab-American community in Detroit. We continued to expand digital outreach in 2018, including successful Facebook Live recruitment events aimed at French speakers, midwives, and people with important technical logistics skills. Digital outreach will continue to grow in 2019 as we use Instagram and YouTube as recruitment platforms, in addition to LinkedIn and Twitter.

While working with MSF can be an incredibly tough job, we find that our shared mission draws many international staff members to return year after year. Some go on to build a career at MSF. Maintaining this depth and breadth of experience within the organization is essential for us to continue providing effective medical humanitarian assistance in complex environments around the world.

We are committed to supporting the professional development of our field staff, both for their personal growth and to improve the quality of our medical care. To this end, MSF's mentoring and coaching program scaled up its activities to reach a total

of 56 mentoring relationships since its launch in 2016. The number of trained mentors also increased substantially. These mentors provide personalized, on-the-job guidance to newer staff members through one-to-one relationships during their assignments.

In 2018 the program also sent out the first team and individual coaches, serving both our medical projects and headquarters offices. The field management training curriculum underwent revisions to ensure that it remains current, relevant, and in line with the goals of our operations. The revised version of the training is expected to be made available to our staff by mid-2019.

In November, MSF-USA launched a secure online platform that makes it easier for current and former staff, volunteers, and association members to report any incidents of harassment and abuse in the countries where we operate. Reports can even be filed anonymously. Our leadership is unequivocally committed to fighting abuse and to strengthening efforts to prevent and address it. This includes enhancing grievance channels at all levels of the organization and supporting victims and complainants. We also reaffirmed our commitment to promote diversity, equity, and inclusion.

In 2018, MSF-USA's Field Human Resources department launched an ambitious new project to develop a human resources analytics tool. This project aims to help us better share information across the organization about recruitment practices and priorities, strengthen human resources planning and decision-making, and leverage data to understand the needs in our projects, both now and in the future.

The needs of our patients and the circumstances in which we work are in constant flux, often demanding new skills and expertise to maintain the high quality of our medical services. As such, we are increasing our ability to recruit specialist professionals to join our medical mission, while ensuring that we continue to recruit a wide range of personnel able to fill more traditional roles in our projects.

I would like to express my gratitude to all our international staff and to our Field Human Resources team here in the US for their hard work and commitment.

— **Alexander Buchmann**, Director of Field Human Resources, MSF-USA

LEFT: Supply officer Urshula Edwards helps direct MSF plane landings and takeoffs at the airstrip next to the Doro refugee camp in Maban, South Sudan. MSF has been working in Maban since 2011, providing health care to host communities and refugees in Doro camp and at Bunj state hospital. In the first half of 2018, MSF carried out 84,869 outpatient consultations, assisted 1,317 deliveries, and treated 4,971 patients for malaria. © Sarah Murphy/MSF

Interested in Joining MSF?

MSF is always looking for motivated and skilled medical and non-medical professionals for our humanitarian projects around the world. For more information, please visit doctorswithoutborders.org.

Donors

MSF is extremely grateful for the financial support it receives from individuals, foundations, and corporations. Your generosity allows MSF to respond to emergencies based on humanitarian needs and to operate independent of political, economic, or religious interests.

MSF acknowledges our donors who have made multiyear commitments.

Multiyear commitments help provide MSF with a predictable revenue stream that better serves our ability to respond rapidly to emergencies and ensure the continued operation of our programs. By the close of 2018, MSF-USA had received more than 270 multiyear commitments toward this effort, totaling more than \$60 million.

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MSF midwife Nina Egger talks with patients Nur and Amina at a clinic in the Hakimpara refugee camp, one of several sprawling settlements in southern Bangladesh where thousands of Rohingya people have taken shelter after being forced to flee Myanmar. MSF is one of the main providers of humanitarian assistance to the Rohingya, a stateless people who suffer from persistent discrimination in Myanmar and in other countries where they have sought refuge.
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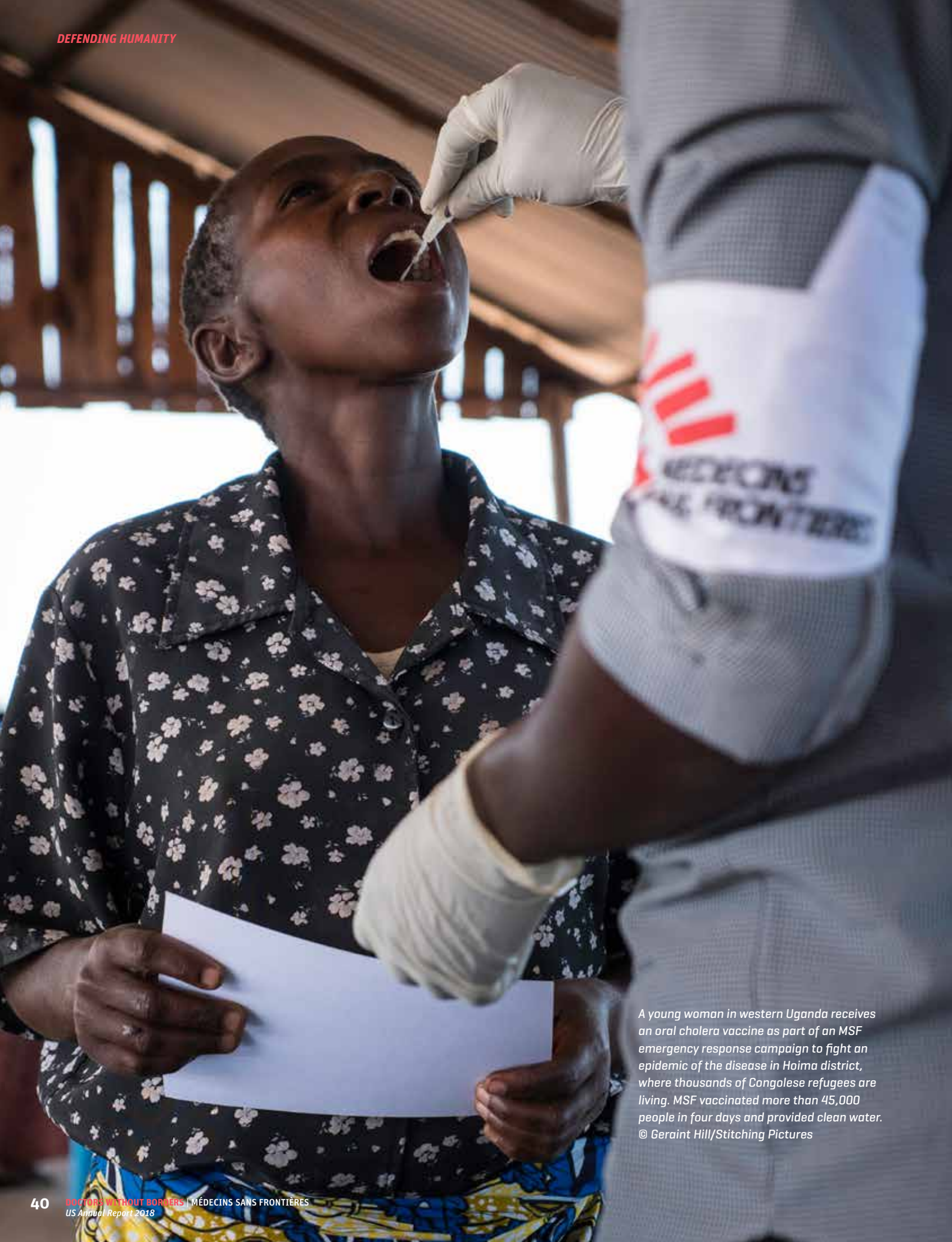
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A young woman in western Uganda receives an oral cholera vaccine as part of an MSF emergency response campaign to fight an epidemic of the disease in Hoima district, where thousands of Congolese refugees are living. MSF vaccinated more than 45,000 people in four days and provided clean water. © Geraint Hill/Stitching Pictures

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Children living in La 72, a migrant shelter in the Mexican town of Tenosique near the Guatemalan border, receive medical and mental health care from MSF. Thousands of people from Central America cross into Mexico each year, the vast majority fleeing extreme violence and poverty in their countries of origin. MSF is calling on governments in the region to provide a humanitarian response to the humanitarian crisis. © Juan Carlos Tomasi

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MSF's outreach team heads for the health center in Mbangi in northern Democratic Republic of Congo. We aim to ensure that every child in this health zone has access to malaria treatment within five kilometers of their home. Every day a team of nurses and health promoters goes out on the road to support local health structures and inform people about the dangers of malaria. © Carl Theunis/MSF



Financial Report

Our ability to provide medical aid where it's needed most is sustained by the hundreds of thousands of individual donors who support MSF-USA. We are deeply grateful to all those who helped make this work possible during a challenging year.

In 2018, MSF-USA exceeded the generous support we received in 2017 by 6.2 percent. MSF drew increased interest and engagement through its sustained response to the global displacement crisis, including in Lebanon, Uganda, Bangladesh, and Mexico; swift action to meet the needs arising from fresh emergencies, such as the Ebola epidemic in

Democratic Republic of Congo and a series of natural disasters in Indonesia; and major operations to help people caught in conflict zones, including in South Sudan, Yemen, Syria, and Afghanistan.

We maintained support for MSF programs totaling more than \$375 million in order to meet the enormous needs for emergency medical care around the globe. MSF-USA's largest expenditures went to programs in Democratic Republic of Congo [\$129.8 million], South Sudan [\$98.4 million], Yemen [\$67.3 million], Central African Republic [\$60.5 million], and Syria [\$55.5 million].

Statement of Activities and Changes in Net Assets

The following summary was extracted from MSF-USA's audited financial statements.

Revenues	2018	2017
PUBLIC SUPPORT		
Total Public Support	394,924,183	372,041,946
OTHER REVENUE		
Investment Income, Net	(1,599,157)	6,638,534
Actuarial Gain (loss) on Annuities	(771,667)	(713,197)
Other Revenue	(542,299)	969,261
Grants from Affiliates:		
MSF Network Grants	5,455,159	4,242,052
Seconded Field Staff Grants	9,943,530	10,493,006
Total Other Revenue	12,485,566	21,629,656
Total Revenue Excluding Gifts In-Kind	407,409,750	393,671,602
Gifts In-Kind	1,201,051	801,743
Total Revenue and Gifts In-Kind	408,610,800	394,473,345

Expenses	2018	2017
PROGRAM SERVICES (Total)	375,180,865	375,690,776
SUPPORTING SERVICES (Total)	51,604,335	44,650,030
Total Expenses Excluding Gifts In-Kind	426,785,202	420,340,806
Gifts In-Kind	1,201,051	801,743
Lease Exit Loss	3,403,804	
Total Expenses, Gifts In-Kind, and Loss	431,390,057	421,142,549

Net Assets	2018	2017
Net Assets, beginning of year	260,559,209	287,228,413
Change in Net Assets	(22,779,257)	(26,669,204)
Net Assets, at year end	237,779,952	260,559,209

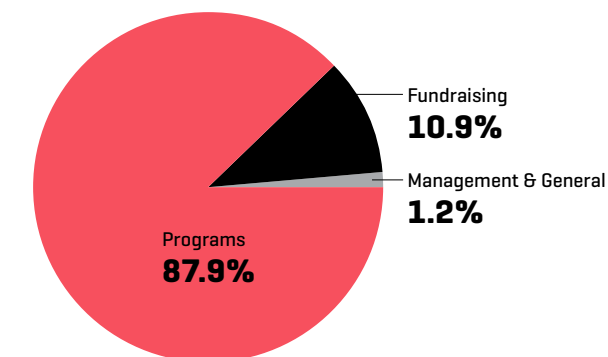
Statement of Financial Position

Assets	2018	2017
Cash & Equivalents and Short-Term Investments	126,677,660	203,768,376
Receivables	60,463,853	54,064,717
Other Assets	111,691,068	91,392,931
Total Assets	298,832,581	349,226,024

Liabilities and Net Assets	2018	2017
Grants Payable	23,445,787	52,899,212
Other Payables	9,655,044	8,459,378
Other Liabilities	27,951,798	27,308,225
Total Liabilities	61,052,629	88,666,815
Net Assets without Donor Restrictions	210,870,352	239,302,984
Net Assets with Donor Restrictions	26,909,600	21,256,225
Total Net Assets	237,779,952	260,559,209
Total Liabilities and Net Assets	298,832,581	349,226,024

2018 Expenses

Excluding In-Kind Expenses



MSF-USA is recognized as tax-exempt under section 501 (c) (3) of the Internal Revenue Code. A copy of the most recent annual report filed by MSF-USA with the New York State Attorney General may be obtained, upon request, by contacting MSF-USA at 40 Rector Street, 16th Floor, New York, NY 10006, or the Attorney General's Charities Bureau at 120 Broadway, New York, NY 10271. A list of all of the MSF offices that received funds from MSF-USA is also available upon request. A full presentation of MSF-USA's audited financial statements is available at: doctorswithoutborders.org/financial-statements-2018

Board of Directors

Dr. Africa Stewart, President

Africa Stewart graduated with honors from Johns Hopkins University in 1995 with a BA in psychology and mathematical science. She then attended Drexel University Medical School in Philadelphia. In 1999 she completed an MBA with a concentration in strategic planning from the University of Pittsburgh's Katz School of Business. She then returned to Philadelphia to finish her medical training at Drexel. In 2000 she received her MD and started her residency in obstetrics and gynecology at Hahnemann University Hospital. Her career with MSF began in Sudan in June 2011. Africa has completed five surgical field assignments with MSF and served as a guide for the organization's Forced From Home exhibition about the global refugee crisis. She was elected to the board of directors in 2017. She continues to support women's health care locally and abroad with an emphasis on education and prevention.

Kassia Echavarri-Queen, Vice-President

Kassia Echavarri-Queen began her field work with MSF in 2006 as a supply manager in Sierra Leone, having previously worked in marketing and strategy for technology companies, startups, and the Fritz Institute, which focuses on disaster response and recovery. In the years that followed, Kassia worked extensively in the field with MSF as program coordinator and head of mission in Guatemala, Kenya, South Sudan, Sri Lanka, and Syria. Her two most recent assignments were an Ebola response program in Liberia and a project in Nepal following the earthquake there in April 2015. All told, Kassia has over 14 years of international program management experience. Now living in her native San Francisco, Kassia holds a BA in international relations from Alliant University and an MA in international economics and management from SDA Bocconi.

John Wetherington, Treasurer

John Wetherington has served in the nonprofit sector for nearly 20 years as a CFO, COO, and Acting CEO in the education and health care sectors. He is currently the CFO for an organization providing services to the intellectually and developmentally disabled and homeless populations. Prior to working for nonprofit organizations, he served in administrative, consulting, and international business development roles in the equity investment and banking industries. John serves on multiple nonprofit boards and has led and participated in service activities in Asia and Africa. He holds the credentials of Certified Public Accountant in his home state of Colorado and is a Chartered Global Management Accountant. John graduated with BA/BS degrees from the

University of Colorado-Boulder, and has an MBA from the University of Denver and a Doctor of Business Administration degree from the University of Phoenix. He lives in Denver.

Sheronda Rochelle, Esq., Secretary

Sheronda Rochelle Blackburn is a native New Yorker and senior attorney with Microsoft Corporation. Prior to her current role, Sheronda spent almost 12 years at JPMorgan Chase, where she was executive director and assistant general counsel leading the technology legal team supporting the company's asset and wealth management division. Before that, she was counsel at CA Technologies, serving as the primary lawyer for their small to medium business products group and their global procurement organization. Sheronda has previously served on the boards of the Metropolitan Black Bar Association and the Global Community Charter School in Harlem (an International Baccalaureate school), where she was also a founding trustee. Sheronda holds a BA from Bryant University and a JD from Brooklyn Law School.

Patricia Carrick, FNP

Pat Carrick is a nationally certified family nurse practitioner. For the past 30 years she has worked, first in acute care hospital nursing and home-based hospice services, and then in community health centers providing primary care for medically under-served populations. Since 2007 Pat has completed five humanitarian aid assignments with MSF in Malawi, South Sudan, and Sierra Leone—including inpatient and outpatient malnutrition and infectious disease projects. She also has experience in the post-Ebola development sector in Sierra Leone. She has served on a number of community, state, and regional boards over the years. She was elected to the MSF-USA board of directors in June 2017. Pat holds bachelor's and master's degrees in nursing from Montana State University.

André Heller

With a background in the visual arts, and later an MSc in conflict studies from the London School of Economics, André first started working with MSF in 2006. André dedicated around 12 years to working with MSF in medical field projects and at headquarters. He was MSF's head of mission in a broad range of countries—including South Sudan, Yemen, Haiti, Syria, and Central African Republic—and worked in various capacities in many others. André was head of programs for MSF UK, where he managed the growth of an academic partnership program to integrate higher learning into the career track of MSF's rising leadership and published a number of articles on topics relat-

ed to the management of humanitarian crises and politics. He also worked as MSF's liaison to the UK government and civil society, and has extensive experience representing MSF in the media. Since leaving MSF UK in early 2018, André worked briefly in a London-based tech startup prior to co-founding a new company based in Jackson Wyoming.

Adrienne Hurst, LCSW

Adrienne Hurst is a licensed clinical social worker with experience in patient-centered health program management and infectious diseases. Her first assignment with MSF was in 2006 in Georgia in a drug-resistant TB project. She also served as project coordinator in Uganda and conducted an assessment in Kenya. Adrienne oversaw the quality implementation of large international health programs funded by the US government, Clinton Foundation, and Centers for Disease Control. She is currently providing technical assistance in communities across rural America to address the opioid epidemic. Adrienne was elected to the MSF-USA board of directors in May 2019 and holds bachelor's and master's degrees from New York University.

Dr. Rasha Khoury

Rasha Khoury is a Palestinian physician and public health activist born and raised in East Jerusalem. She moved to the US for medical training, graduated from Yale School of Medicine in 2008, and completed her residency training in obstetrics and gynecology at the University of California, San Francisco. She then pursued a fellowship in family planning and global women's health at Brigham and Women's Hospital. Rasha received her MPH from the Harvard School of Public Health in 2013. She joined MSF in 2014, fulfilling a lifelong dream, and has since completed six surgical assignments in Sierra Leone, Lebanon, Ivory Coast, Iraq, and, for more than a year, in Afghanistan. Rasha currently works clinically in high-risk obstetrics in the Bronx, NY, with a research focus on reducing severe maternal morbidity and mortality.

Dr. John Lawrence

John Lawrence, a native of Illinois, has previously served as president and vice president of the board. John attended Dartmouth College and Dartmouth Medical School, then completed a family practice internship and worked as a general medical officer in Tuba City, Arizona, on the Navajo reservation. He then returned to residency and completed training in general surgery at the University of Rochester, in Rochester, NY, and pediatric surgery at St. Christopher's Hospital in Philadelphia. For the past 20 years, he has been a practicing



pediatric surgeon, primarily in academic settings, and he is currently a staff pediatric surgeon at Maimonides Medical Center in Brooklyn, NY. Owing in part to a longstanding interest in global health, John has completed 10 surgical assignments with MSF since 2009 and is currently working toward an MPH degree through the Bloomberg School of Public Health at Johns Hopkins University. John has served MSF as a surgeon in the Central African Republic, Ivory Coast, Haiti, Syria, Democratic Republic of Congo, and Liberia.

Brigg Reilley

Brigg Reilley works with a tribal health board that provides support for the US Indian Health Service national HIV and hepatitis C virus (HCV) program. He has been working in American Indian/Alaska Native health since 2006. Prior to the Indian Health Service, he worked for MSF for 10 years in several emergency and non-emergency project settings, and served on the MSF Board of Directors from 2008-2011. He obtained an MPH from Tulane University in 1996 and a BA in philosophy from the College of William & Mary in 1990.

Philip Sacks

Philip Sacks received an AB from Brown University and an MMA from the University of Rhode Island. He is a licensed master mariner specialized in large sailing vessels and oceanographic research vessels. He spent 33 years working as a sailing ship captain, professor of nautical science, and senior administrator at SEA Education Association in Woods Hole, MA. He is also a project management specialist. He has

worked coordinating science missions for the Woods Hole Oceanographic Institution and the US Antarctic Program. As a consultant, he has managed the construction of research vessels and remote research stations worldwide. Since 2006, Sacks has completed 10 humanitarian aid assignments with MSF as a logistician and logistics coordinator in a wide range of contexts based in Thailand, South Sudan, Nigeria, Sri Lanka, Democratic Republic of Congo, Chad, and Haiti. Sacks was elected to the board of directors of MSF-USA in June 2016.

Dr. Craig Spencer

Craig Spencer, MD, MPH, is the director of global health in emergency medicine and an assistant professor of medicine and population and family health at the Columbia University Medical Center. He divides his time between providing clinical care in New York and working internationally in public health and humanitarian response. He has worked in Africa and Southeast Asia as a field epidemiologist on numerous projects examining access to medical care and human rights, including measuring mortality and maternal health in Burundi, access to legal documentation in Indonesia, child separation in emergencies in Democratic Republic of Congo and South Sudan, and coordinating MSF's national epidemiological response in Guinea during the Ebola outbreak. In addition to his international public health work, Craig has provided medical care in the Caribbean, Central America, West and East Africa, and, most recently, onboard an MSF medical search and rescue boat in the Mediterranean.

LEFT: *The head of the operating room of MSF's SICA hospital in Bangui, Central African Republic, analyzes the x-ray of a patient wounded by a bullet. MSF continues to provide lifesaving care despite renewed conflict and insecurity across much of the country. We run medical projects serving local communities and displaced people in Bangui and across eight provinces, providing primary and emergency care, maternal and pediatric services, trauma surgery, and treatment for malaria, HIV, and tuberculosis.*

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Dr. Mego Terzian, President, MSF France

Mego Terzian is the president of MSF in France. Born in Lebanon, he earned his medical degree in pediatrics from Yerevan State Medical University in Armenia in 1999. While still in medical school, he worked as a translator for MSF in Nagorno-Karabakh, and from 1999 to 2002, he worked as a doctor for MSF projects in Sierra Leone, Afghanistan, Iran, and Democratic Republic of Congo. In 2003, he became an emergency coordinator for MSF projects in Liberia, Ivory Coast, Niger, Pakistan, Central African Republic, Jordan, and other countries. From 2007 until being elected president of MSF France, he served first as deputy and then as director of MSF's emergency programming at MSF France.

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*ABOVE: A group of surgeons work together at MSF's field hospital in Mocha, Yemen.
FRONT COVER: Nasser, age 14, was tending sheep in a field in southwestern Yemen when he stepped on a land mine. He is learning to walk with crutches for the first time with the help of Farouk, a physiotherapist at MSF's surgical hospital in Mocha. © Agnes Varraine-Leca*

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