

**Dear colleagues, dear members, dear friends of MSF,**

It is a real pleasure to welcome you today to the 40th General Assembly of MSF Luxembourg. This moment is always an important milestone in our associative life—a space to reflect together on our priorities in Luxembourg and within the wider movement. But this year is different. It carries a truly special meaning as it marks **40 years of MSF Luxembourg**.

Since 1986, MSF Luxembourg has written a unique story—one defined by commitment, solidarity, and unwavering determination. Throughout these years, dedicated individuals, whether working behind the scenes or in the field, have brought humanitarian action from Luxembourg and shaped the very identity of our association.

I would like to take a moment to pay tribute to our founding members—without whom none of this would have been possible: **Jean-Claude Leners, André Weis, Jean-Claude Schneider, and Paul Heyman**.

I would also like to express my heartfelt gratitude to everyone who forms the rich mosaic of MSF Luxembourg.

To the presidents who have shaped the association over the years—**Carlo Faber, Gérard Schockmel, Romain Poos, Bechara Ziadé, Jean-Claude Schmit, and Guy Berchem**.

To the members of the Board of Directors, whose entirely voluntary commitment and guidance have been invaluable.

To our team in the MSF Luxembourg office, whose dedication and engagement drives our work forward every single day.

To our colleagues in the field, working in demanding and often challenging environments.

To our volunteers here in Luxembourg, who, with remarkable generosity, carry out essential work behind the scenes.

And finally, to each and every one of you here today—thank you.

What unites us is a shared commitment to place our skills, our engagement, and our energy at the service of a single cause: MSF.

We are all different—and that is the true strength of MSF. At times, we agree; at times, we may disagree. But what always brings us together is our common purpose.

Together, we are the people of MSF—the living fabric, woven from diversity, conviction, and solidarity. And together, we are one family.

Today, with sincerity and humility, I invite you to reflect on the past year and to look ahead to the future of our association— firmly rooted in an international movement where we continue to play a significant role. This reflection will be guided by the moral report I am about to present, but above all by our exchanges throughout the day.

In 2025, our teams remained tirelessly engaged—where needs are most urgent, where suffering is most acute, and where others cannot or choose not to act. In many protracted crises, where attention fades, people are still waiting for access to care, for protection, and for dignity.

I cannot cover all the contexts where MSF works—more than 72 countries, each with its own realities. From Sudan to Palestine/Gaza, from Haiti to Bangladesh, and from Ukraine to Afghanistan, crises are lasting longer and growing more severe, while humanitarian space is shrinking at an alarming pace. Attacks on healthcare facilities and staff are increasing, and international humanitarian law is too often disregarded—putting population access to care at constant risk.

At the same time, cuts in international humanitarian funding have forced many programmes to close and led to shortages of essential medicines and supplies in several of the contexts where we work. Although MSF does not rely on institutional funding, particularly from European governments, we see every day the impact these cuts have on already vulnerable populations. More than ever, fast, independent medical action remains essential in responding to conflicts, epidemics, and nutrition crises.

In the face of all this, our determination remains unwavering. We stand alongside the most vulnerable, providing them with care with dignity and hope. But also, to speak out on behalf of those whose voices, some have tried to silence. To defend humanitarian action, to uphold international humanitarian law, and to demand firmly that health facilities and medical personnel be protected and no longer targeted.

We continue this daily fight thanks to the commitment of more than 70,000 people across the globe in 2025. Among them, **seven colleagues/ internationally mobile staff**, were deployed by our section. These colleagues—mainly in coordination and technical roles, including logistics, finance, water and sanitation (WASH), communications, legal affairs, and medical coordination—carried out nine field missions in Haiti, the Democratic Republic of Congo, India, Chad, and Brazil.

Our international action depends greatly on the essential work and the contribution being done here in Luxembourg. Our team contributes fully to this effort, through three main pillars: **fundraising**, to ensure and maintain our independence and responsiveness; **Advocacy and bearing witness**, so that outrage is never silenced and forgotten crises are brought back into the spotlight; And **operational research and epidemiology**, to continuously improve the quality of our humanitarian response and support the work of teams in the field.

**Fundraising** is the cornerstone that enables MSF Luxembourg to remain engaged and active in the face of growing humanitarian crises worldwide. In 2025, our team raised €8.56 million from 22,779 donors. 81% of these funds were allocated to our social mission, and 76% directly supported projects in our countries of intervention. MSF Luxembourg also reached a new milestone by expanding its funding channels, now accepting donations in cryptocurrency.

Behind these figures is a committed and highly dynamic team working every day to stay closely connected with our loyal donors, build partnerships with companies, strengthen relationships with

foundations, and engage with municipalities and institutions—while also reaching out to new donors to support and join our mission.

Thanks to the dedication and energy of our team, we can continue providing free, life-saving medical care to those who need it most. This sustained effort builds trust with our donors and enables MSF to respond from the very first hours of emergencies and maintain essential programmes, including in crises that receive less media attention.

In the face of neglected crises, **bearing witness and communication** remain at the core of MSF Luxembourg’s work to ensure our patients’ voices are heard. In 2025, amid exceptionally severe humanitarian crises, we have carried the responsibility to speak out for those made invisible by war and violence.

Throughout the year, our teams worked to maintain public and media attention on the humanitarian catastrophe in Gaza. Through sustained communication efforts, MSF Luxembourg significantly strengthened its media visibility. This work was based on the production of extensive content and testimonies, including interviews with staff in the field. These often powerful, always grounded accounts helped keep attention on the most critical crises. Our exclusive content was highly taken up by the media, reflecting the strong trust placed in the quality, credibility, and relevance of the information provided by our section, such as in Sudan, Haiti, the Democratic Republic of Congo, and Ukraine.

This voice also found new channels through the diversification of our communication platforms: social media, newsletters, public events, creative collaborations, and press engagement, allowing us to reach a broader and more diverse audience.

The campaigns carried out this year—including “**Red Line – Ceasefire Now,**” marked by a strong mobilisation in front of the Chamber of Deputies and the letter sent to several ministers calling for respect of international humanitarian law; the “**Stop Genocide**” march in september, which brought together more than 6,000 people, a record for Luxembourg and which we co-organised; the “**Talk about Sudan**” campaign; our mobilization with Greenpeace around **Earth Overshoot Day**; and the year-end campaign “Grace à vous”—all reflected a strong commitment to speaking out, raising awareness, and mobilizing public support.

Our testimony work also extends into **speaking out/témoigne** and engagement with decision-makers. In 2025, we strengthened our engagement with authorities through 145 exchanges with relevant institutions, including the Ministry of Foreign Affairs, the Ministry of the Interior, the Ministry of Health, Luxembourg representatives to the European Union, members of the European Parliament and the Committee on Foreign Affairs, as well as the Chamber of Deputies. In these exchanges, we consistently defended a clear position: calling for an immediate and sustained ceasefire in Gaza, as well as for the medical evacuation of the most vulnerable patients and wounded.

We also contributed to shaping the global health agenda, including discussions on non-communicable diseases at the United Nations High-Level Meeting. I would like to pay tribute to the outstanding work of our communications and advocacy teams, who carry MSF's voice in Luxembourg with rigour, courage, and humanity. In a world saturated with information, where indifference can too easily take hold, their commitment is essential to keeping collective awareness alive and reminding us that behind every figure are human lives we have a duty to protect

Beyond our presence in the media and institutional space, 2025 was also marked by strong **public engagement** on the ground in Luxembourg. MSF Luxembourg organized 18 public events, bringing together 2,263 participants. For example, at the **Festival of Migration** in March and, for the first time, at the **Science Festival** in November with our escape game.

I would also like to highlight the success of the **mapathons**, which enable people in Luxembourg to directly contribute to our operations by mapping crisis-affected areas, thereby supporting the deployment of our programmes. These data are essential for logistical planning, team safety, and the effectiveness of field operations.

The beginning of the year was also marked by an exceptional event: "**La Grande Expo de MSF**," which took place few weeks ago at the abbey of Neimënster. It represented one of the key moments of our 40th anniversary year, both through the richness of its content, the quality of exchanges between our teams, partners, and visitors, and the diversity of audiences reached. It fully represented our commitment to humanitarian realities and opened a window to the widest possible public to see these realities through the eyes of our colleagues from the field who were in the ground guiding the public. It made it possible to organize several side events, including the opening by Rony Brauman, one of the prominent thinkers of humanity, in of our times. Also, an information session for volunteers wishing to engage with MSF, and an Open Forum dedicated to introducing Operational Research.

Through the educational dimension of this exhibition, we received more than 750 students, exceeding our initial target. I would like to acknowledge the support of the Œuvre Nationale de Secours Grande-Duchesse Charlotte, without their precious support this exhibition would not have been possible. I also wish to acknowledge the extensive work carried out by our team, a real proud collective effort, over many months to bring this prominent event to life.

Finally, convinced that future generations are key to building a better world, we strengthened our educational tools, enabling us to raise awareness among 580 students across 13 different schools.

One of the key projects in 2025 was the further development of our inter-school competition, "Call to Action (R)éveil Humanitaire,". This initiative holds a special place in public engagement work, as it echoes research conducted by MSF Luxembourg's LuxOR unit on psychosocial support and care for young people with HIV/AIDS in the Democratic Republic of Congo.

This brings me to one of the most structuring pillars of our section and, without doubt, one of our most valuable contributions to the international movement: **LuxOR, MSF Luxembourg's Operational Research Unit.**

Through LuxOR, experience in the heart of crises is translated into knowledge, tools, and strategies that strengthen MSF's impact wherever we work. In 2025, this dynamic was translated into particularly practical activity. Approximately 59 studies across 25 countries were either supported or planned, with a strong focus on the Democratic Republic of Congo, Nigeria, Mozambique, South Sudan, Palestine, and Yemen. In addition, 34 studies are currently ongoing at different stages of the research cycle in 20 countries. 29 new studies were planned this year, nine of which have already started. This work supported by LuxOR resulted in 13 scientific publications. These figures reflect the central role played by LuxOR in producing knowledge that is directly useful to field programmes.

Beyond the numbers, the relevance of this research must be underlined. The topics covered in 2025 strongly reflect the medical priorities of the movement: infectious diseases, sexual and reproductive health, pediatrics, epidemic preparedness and response, vector-borne diseases, and emerging infections.

LuxOR team also provided direct operational support to projects. Nine missions benefited from field visits—from Kenya to Bangladesh, and from the DRC to Mali—and one team member, Wilma, was directly supported the Haiti mission. This proximity to the field is essential, ensuring that research remains firmly rooted in the realities faced by our patients, healthcare workers, and field teams.

Beyond research and technical support, LuxOR also plays a key role in capacity building across the movement. This year, training in epidemiology and operational research supported nearly 230 colleagues in Greece, South Africa, France, Luxembourg, and online. This transfer of knowledge is essential to ensure that our collective response remains grounded in operational realities.

In 2025, important foundations were also laid for the future. In line with MSF's operational priorities, LuxOR defined **six strategic areas for 2026–2030**: nutrition, migration, medical data in emergency settings, antimicrobial resistance, diagnostic innovation, and sexual violence and sexual and reproductive health. This medium-term vision will further strengthen the scientific contribution of MSF Luxembourg to the movement.

I would like to highlight one particularly illustrative project, which explains how LuxOR connects research, humanity, and field action: the study on **youth clubs** in Kinshasa, DRC, mentioned earlier. Designed for adolescents living with HIV: these spaces provide adapted medical care alongside essential psychosocial support in the face of stigma, isolation, and the risk of treatment interruption. Supported by LuxOR, this research documented the lived experiences of these young people, through interviews, field observations, group discussions, and the use of the photovoice method, which enables participants to express themselves through images and narratives. The findings led to concrete recommendations to strengthen and expand this model, while recognizing the crucial role of peer facilitators. The exhibition of photographs and testimonies from this study also brought a deep human dimension to the research, amplifying voices too often described by statistics.

This is precisely where LuxOR's strength lies: transforming field experience into evidence, and evidence into action. Through this unit, MSF Luxembourg provides high-level expertise to the movement—contributing directly to improving the quality of care, refining our operational strategies, and ultimately better respond to the needs of the populations we serve.

The **Human Resources** department also plays a key role within the movement. Our section has taken full responsibility for managing the project end-of-mission evaluations—an essential process that gathers feedback from international mobile staff across MSF to strengthen and improve our HR practices.

At the same time, other major initiatives remain underway, including the revision of the salary framework applied across the movement, which continues to require significant and sustained investment from our teams.

Before concluding, I would like to pay special tribute to the remarkable work carried out this year by our **Board of Directors**, whose commitment, availability, and vision have been instrumental throughout the year.

2025 was indeed a particularly demanding year for the Board, marked by both strategic and institutional priorities.

Among the key moments, I would like to highlight **the motion**, alongside Rony, we presented to the OCB gathering and International General Assembly in June 2025, advocating for the central role that operational research should play within the MSF movement. The motion was highly adopted by the OCB group, but it was not fully adopted by IGA. To me, the fact that the motion was brought to the spot of the highest governance body of MSF at international level— and that we have been able to make the voice of operational research heard by the various entities within the movement is a meaningful step forward.

**At the OCB level**, we are represented and actively involved on the OCB Board. Thanks to Veerle our representative in the OCB board on her continuous effort in the last one year to follow up on several meetings and discussion within the OCB board.

The same commitment to actively contributing to the future of MSF is our driver to strengthen ties with our international partners. At our last General Assembly, I mentioned the development of a partnership with MSF WaCA. One year on, I am pleased to share that we have not only consolidated this collaboration but also brought it to a new stage with the creation of the **new Operational Directorate (OD)**, bringing together MSF Eastern Africa, MSF Luxembourg, and MSF WaCA.

To make this a reality, MSF Luxembourg has played a proactive role in shaping the partnership, organizing the first strategic workshop in December in Luxembourg—a key milestone in bringing this collaborative initiative to life. This vision took concrete shape during second workshop held in Abidjan in February, with our partners, and which led to the **official creation of the OD Akwaba**.

Through this collective effort, a shared and ambitious vision has emerged: an Operational Directorate, that is rooted in the field, centered on people, agile, and courageous, globally relevant and capable of learning from the past without being constrained by it. A structure that works as a network avoids unnecessary bureaucracy, places communities at the heart of its action, values shared responsibility and remains flexible enough to respond to crises that we know will be different from those of today.

This development is fully aligned with the history and identity of MSF Luxembourg, reflecting our longstanding ties to West Africa, shaped by both our origins and past operations.

We will have the opportunity to come back to MSF Luxembourg's role within this Operational Directorate during one of this afternoon's sessions.

The future of this new phase is still being defined, but a clearer direction is starting to emerge. The arrival of our new General Director in March marks an important step in the next chapter of MSF Luxembourg. The Board invested significant time and effort in this recruitment process to identify the person best suited to guide the section through this new chapter.

I would like to take the opportunity to sincerely thank **Thomas** for his work and commitment to MSF Luxembourg over the years. I would also like to warmly welcome **Paul**, who has already confirmed the importance of maintaining strong and close links with MSF operations.

Allow me also to say a very special word for **Dave**, a true pillar of our section, whose steady, reliable, and invaluable presence has shaped MSF Luxembourg for decades. His retirement marks the end of an important chapter for MSF Luxembourg. We wish him a retirement as bright, free, and fulfilling as his sense of humor—often marked by a touch of American irony, but always fair and right—and which has brought life to many General Assemblies. His fantastic personality and his professionalism are already missed, but we are very pleased to welcome Xavier, who has already demonstrated his own rigor and many of the qualities needed in this role.

Our Board also remains closely connected to the realities of the movement and field contexts, notably through the participation this year of two of its members in the FADs. **Seydou** joined discussions in Mali, while **Carine** took part in the FADs in Guinea for the second consecutive year. Her visit was greatly appreciated by the teams on the ground, who also underlined the quality of her support to the associative life.

It is with great emotion that I would like to pay a final tribute to Carine and Seydou as Board members, as both are completing their mandate this year. Their unwavering commitment, the quality of their insight, their expertise, their presence, and the relevance of their contributions have deeply enriched our discussions and strengthened our collective decisions within MSF Luxembourg.

Their departure will leave a real gap. I would like to warmly thank them for all they have brought to the organization. Thank you, Carine, thank you Seydou—you will be really missed.

## Conclusion

To conclude, I would like to thank each and every one of you—members, Board members, teams, volunteers, partners, and friends of MSF Luxembourg. I thank you for your trust, your energy, and your commitment which drives our section continually to grow, to innovate, and to carry forward the values that unite us.

Together, let us continue to embody the spirit of MSF Luxembourg, to stand by our convictions, and to write—with clarity and ambition—the next chapters of our shared story.

I wish you all a very good General Assembly, rich in exchange, perspectives, and inspiration for the future we continue to build together.