

Dear colleagues and members and friends of MSF,

As well as being a great honour, it is with the greatest of pleasure that the Board and I myself welcome you today for this 39th General Assembly of MSF Luxembourg. Far from being just a ritual required by our Statutes, this is one of the vital gatherings in the course of the year that bring together everyone who supports us in whatever way, an occasion when every one of us can speak out, when the Board comes to hear what you have to say, and above all, a time of reunion and of meetings between individuals who share similar convictions and a deep commitment to MSF's mission.

Since I took up my duties last June, I have had the good luck to experience a year that has been rich in exchanges, learning processes and meaningful times. It is in a sincere and humble spirit that I wish to sum up what has occurred in the past year and, together with you, to suggest what the future holds for our Luxembourg association, which, more than ever, has a key role to play in a movement which is constantly evolving. I will do so by means of the "moral report" that I shall present to you, but also, and primarily, by means of the exchanges that we shall have together throughout today. I hope that you will make the most of this Assembly as an opportunity to share your ideas, questions and thoughts. Our exchanges will enrich our collective project and reinforce our commitment to MSF's humanitarian mission.

We pursued this humanitarian commitment unabated in 2024 wherever the needs were most urgent, wherever the human distress was the most heart-rending and wherever other agencies were unable or unwilling to take action. Wherever crises persisted, in many cases meeting with a response of indifference, and wherever thousands of lives remained in suspense.

Unfortunately, I shall not be able to mention here all the contexts in which we are represented. There are too many of them and they are too complex — more than 70 countries, each with its own different reality, sufferings and resistance. I have chosen to speak to you about a few of the most shocking examples. But let us not forget that, behind each of them, innumerable other lives are affected, that other cries go unheard.

In Gaza, the aftermath of the war is profound and devastating. Physical injuries, psychological trauma, losses, destruction and so on... all this will have a lasting impact on a population which has already suffered so much. Future generations will feel the consequences long-term. At present, living conditions are inhumane and access to care is virtually impossible: less than half of the 36 hospitals are still operating, and medical facilities are being attacked and subjected to forced evacuations. MSF has documented 41 violent incidents against its staff and facilities. Faced with this dramatic situation, MSF continues to demand an immediate and lasting ceasefire, the opening of crossing points, particularly in Rafah, and secure and unimpeded access to medical aid. Despite the order of the International Court of Justice of 26 January 2024 requiring such access, the obstacles persist. As a result, people's suffering is getting worse.

It is also getting worse in Sudan, ravaged by a devastating conflict between the Sudanese Armed Forces and the Rapid Support Forces since 15 April 2023, which is destroying the country. Thousands of people have been killed or injured. Millions are displaced. And, as so often, the civilian population is paying a high price for it. Health services have ground to a halt, malnutrition is reaching alarming levels and the restrictions imposed on humanitarian aid workers are dangerously hampering efforts to assist. However, despite all these obstacles, MSF continues to operate in the field in 10 of the 18 states in the country. We will not give up.

We shall not give up in Haiti either, where the situation is just as worrying. Since 2021, health-service organisations have come under attack and been threatened and harassed. And since last February, the violence in Port-au-Prince has assumed dizzying proportions. Access to care has become virtually impossible. Armed groups are spreading terror, including against medical personnel. These attacks are unacceptable. They constitute a flagrant violation of humanitarian principles and medical ethics. They must cease.

In parallel, we face a range of complex challenges: the escalation of conflicts around the world, our operations in high-risk zones where violence and insecurity seriously restrict access to care, and the intolerable attacks on health facilities and medical staff. Climate-related disasters are proliferating, the threat of antimicrobial resistance is intensifying, and these factors are aggravating health crises. We also have our own internal challenges to face: rethinking the future of the movement, clarifying what we aim to be, continuing to reform our governance, and maintaining a constant effort to reconsider and adjust. More than anything, the rapid evolution of the world humanitarian landscape calls for thorough reflection concerning our action, our independence and our identity.

As we seek to respond to all this, our determination remains unimpaired. We are there, alongside the most vulnerable, to offer them care, dignity, comfort and hope. But also to speak loud and clear on behalf of those whose voices some have tried to silence. To defend humanitarian action, to recall international humanitarian law, to demand that health facilities and carers be protected and no longer be the target of attacks.

We continue this daily fight thanks to the commitment of more than 70 000 people worldwide. Among them, at this point, I wish to salute our colleagues who have left on mission with MSF Luxembourg this year: Roland in Zambia and Chad, Tristan in South Sudan, Audrey and Wilma in Haiti, Naïla in Ethiopia and India. I should like to thank them for their courage, humanity and commitment.

I also want to pay heartfelt tribute to all of our staff, whether in the field or at the various headquarters, working in logistics, care, coordination, administration or research. All of them play vital roles. And I think, today, with emotion, of our colleagues who have lost their lives in recent months. All of those, whether belonging to MSF or to other organisations, who have fallen victim to unjustifiable attacks. I now invite you to observe a minute's silence in their memory.

Our international action would be nothing without the work that is done here in Luxembourg. Our team contributes fully to it by means of what it does in the three major fields defined during a joint retreat involving the management team and the Board, which guide our work: fundraising, to maintain our independence and responsiveness, raising of awareness, so that indignation never subsides and to remind people about forgotten crises, and lastly operational research and epidemiology, to constantly improve the quality of our humanitarian response and support the work of the teams in the field.

This work is, particularly, made possible thanks to upsurges of solidarity which, every day, remind us that we are not alone. This solidarity is expressed concretely here in Luxembourg: we will witness it shortly in the financial report, but I already wish to address my warmest thanks to our 23 733 donors. Thanks to them, €7 610 222 was collected in 2024, a sum which represents the renewed confidence of thousands of people in our mission and our capacity to act effectively and with humanity.

One figure is rarely mentioned, but is very telling: every euro invested in fundraising brings in more than eight. And this investment is also, and above all, an investment by our fundraising team. It is a

committed and tenacious team which listens to people and which, on a day-to-day basis, cultivates lasting relationships with each donor, from the most modest to the biggest.

Behind this dynamic action, work goes on which is often invisible, but nonetheless essential: the ongoing overhaul of our management system, namely our database, which is a valuable tool for managing relations with our donors, follows the overhaul of our website last year. Another investment lies in the hours spent replying, listening, advising. I particularly wish to thank our 130 large donors, our regular donors, those who leave us legacies, who, by leaving assets to MSF Luxembourg in their wills, extend their commitment into the future, foundations, major partners and those communes which support us and which bear witness to Luxembourg's solidarity.

It is thanks to this combination of factors that MSF can respond to emergencies within hours and maintain vital programmes, including in the case of crises that receive less media attention.

Maintaining a high profile, which is the second pillar of our section, is essential in order to keep this mission in the public eye. The communication team, in close liaison with the field and the other centres, plays a decisive part in securing a hearing for us, in getting our messages across and in defending our humanitarian mandate.

Thanks to an enhanced presence in the Luxembourg media, particularly RTL and the Wort, and to rigorous proactive work, MSF Luxembourg is now identified as being indisputably one of the leading humanitarian medical NGOs in Luxembourg. In 2024, 200 press releases were issued, 57 interviews organised and two field visits arranged in the West Bank and Ukraine. The formats are becoming diversified, the channels are changing, the social media networks receive daily input, the various sections of the public are targeted better in order to increase our impact, with messages which are clear, hard-hitting and imbued with human sympathy.

We also have the good luck to be evolving in a country at the heart of Europe which allows debate, dialogue and exchanges in relation to humanitarian issues. In 2024, we fully seized this opportunity to root our action in the local community by focusing on flagship topics: women's health, mental health, care for victims of sexual violence – a subject about which we shall speak in greater detail this afternoon – and the brutality of migration policies in Europe.

On the migration issue, MSF Luxembourg has spoken out more strongly at national and European level. We have observed situations on the ground and reported publicly on them, met Luxembourg's MEPs, organised a citizens' round table, participated in discussions with the ministries concerned and shared our reports, particularly on the effects of the new European Pact on Immigration and Asylum, the situation in Gaza and the war in Sudan. This dynamism has been amplified by our involvement in MSF's "Humanitarian Representation Team" network, directly linked to operations, which has made it possible for our section to be even more closely connected to realities on the ground and global issues.

These subjects, publicised accurately and sensitively, find a receptive ear with the public and enhance our role as a conduit for location reports and for voices and realities.

Being rooted in a local community also involves other initiatives to raise awareness which supplement and echo the communication campaigns: a conference on tuberculosis organised by the MSF Foundation for humanitarian research, representation at the Festival of Migration, exhibitions, a round table at the Cercle Cité with political representatives, an escape game, Mapathons, evenings for donors, sporting challenges, visits to schools, a visit to MSF Supply with the winners of the inter-schools competition, and so on. I cannot mention them all. But each of these initiatives creates links, encourages discussion, initiates a dialogue and brings us closer to various types of audience.

One of the audiences that has particularly caught our attention in recent years is the younger generation. MSF Luxembourg believes that it is important to take steps today to reach tomorrow's decision-makers, and that this must be a vital part of our strategy not only with the aim of ensuring that fundraising continues but also as a way of providing tomorrow's citizens with keys to understanding humanitarian aid and the work of MSF.

Thanks to consultation between the associative and executive teams and with the assistance of the MSF Foundation for Humanitarian Research, about which more will be said later, we have succeeded in preserving the post of officer responsible for the awareness-raising project. This now enables us to develop unprecedented and innovative educational tools for use at schools, growing numbers of which are inviting us to make presentations and cultivate the youngest children's curiosity, critical faculties and commitment.

Our section's commitment is measured not only in terms of visible action, campaigns or donations: it is also reflected in the depth of our thinking and our capacity to learn, adapt and continuously improve what we do on the ground. This is the spirit of another fundamental aspect of our action in Luxembourg, which goes to the heart of our identity: operational research through LuxOR, which has been developed since 2010. LuxOR, located at the interface between science, operational experience and humanitarian commitment, is not simply a production centre for data: it is a compass for our action, a centre which produces an impact and a tool of constant improvement in the service of patients.

In 2024, LuxOR supported 49 research projects in 26 countries, contributed to 9 projects (Nigeria, Ethiopia, Poland, Zimbabwe, Greece), gave 3 training courses in epidemiology and launched 4 research projects in Poland, Greece, Italy and Belgium... This work helps to improve programmes on the ground in real time, while producing evidence that is useful beyond MSF itself.

But LuxOR is not just statistics, it also stands for valuable work on research and epidemiology. The key innovations of the year included: creating a toolbox to incorporate the social sciences and qualitative methods more systematically into emergency programmes. The toolbox is based on three approaches: traditional operational research, anthropological assessment and rapid qualitative assessments. The aim is to help teams to gain a better understanding of contexts, cultural dynamics and the perceptions of patients, all of which are of essential importance in making an appropriate and respectful response.

In an increasingly complex research environment, LuxOR has also set up an Operational Research Committee (ORC) in connection with projects of the Brussels Operational Centre (OCB). The committee works in close cooperation with MSF's ethics committee and legal department to ensure that the projects carried out comply with legal and ethical criteria, which is essential for research conducted within MSF.

In parallel, LuxOR has developed and is piloting a tool called Public Health Event (PHE), which maps major health alerts for the OCB. In 2024, this tool made it possible to monitor more than 133 critical events, to coordinate 88 exploratory missions, and to respond actively to 106 of them. Cholera, measles, diphtheria, malaria, but also population movements, landslides or armed violence: the team supports the responsiveness of operations to a multitude of threats.

Nowadays this expertise is fully recognised. LuxOR coordinates the "Epi" circle, which brings together the OCB's epidemiologists to work on strategic themes: formulating standards and protocols,

supporting innovative projects, capitalising on experience, developing tools suited to the realities on the ground. LuxOR plays a central role in this process.

Lastly, our team does not confine itself to taking action: it shares what it has learned. In 2024, its members represented MSF on numerous bodies, from the World Health Organisation to UNWRA, while not forgetting the Gaza Health Initiative organised in Amsterdam by the Royal Tropical Medicine Institute of the Netherlands, and takes part in major international conferences such as the World Congress of Epidemiology in Cape Town. It also regularly addresses university bodies, helping to pass on the knowledge accumulated in the field.

Complementing activities concerned with fundraising, awareness-raising and LuxOR, other large-scale projects have been carried out by the section from time to time this year.

I wish to highlight the considerable work that has been done with regard to the policy on the safety and protection of employees at the offices of MSF Luxembourg. After in-depth preparatory research and consultation, the team has finalised an essential procedure, which is now in force. This step, which is of fundamental importance in ensuring the safety of our teams in Luxembourg, bears witness to our determination to take all necessary measures to protect those who work for our organisation.

MSF Luxembourg continues its active participation in the movement by assuming responsibility for the management of analyses of feedback on the experience of our international staff upon returning from mission (the end of assignment survey). This project, which has been taken on and carried out by MSF Luxembourg, enables us to learn from valuable feedback which enriches our work and ensures better management of our staff in the field.

In the same vein, we have decided to step up our participation in the project to analyse trends in the movement's human resources, going beyond receiving in our offices its main researcher, Abeer.

We have also maintained our leadership role within the working group on insurance, a subject that is crucial for purposes of risk management and support for our staff. Lastly, I would like to underline the involvement of our Director-General in the SPARC project (which stands for Strategic Planning, Accountability and Resources Cycle), a colossal and ambitious project intended to overhaul the allocation of resources within the movement on the basis of strategic priorities agreed at international level.

In another move resolutely geared to the international stage this year, the Board has sought to strengthen its network at various levels.

In the field, our team has directly supported the missions in Guinea and Benin in organising FADs (Field Associative Debates). Likewise in West Africa, by establishing, step by step, a partnership with MSF WaCA, which is being consolidated. This partnership was initiated by LuxOR and the associative teams, and such actions as the pASSOport or the organisation of joint associative forums are good examples. In a movement which is constantly evolving, it is vital to support and step up such cooperation, as we shall see in one of the discussions during the day.

The evolution of the movement is an aim to which everyone contributes, including you, as you did when the Board consulted you to seek replies to questions which will help the International Board to formulate a vision for the future of MSF, a working group in which, once again, MSF Luxembourg is represented, as I am a member of it.

Where the OCB is concerned, we are represented and form part of the OCB Board, and we are involved in the working dans les groups dealing with the governance of the operational centre and

issues concerned with audits and the budget. Our section is also represented in the IB Medical Standing Committee by Dr Vic Arendt.

On the subject of the International General Assembly (IGA), I shall be accompanied by Rony when I speak for the motion that you approved at our extraordinary General Assembly in December 2024. Our motion aims to overcome the divisions between operations and research so as to maximise the impact of operational research on MSF's strategic decision-making. It also reaffirms the vital role that operational research can play as a critical instrument capable of producing evidence to shed light on humanitarian dilemmas — thus becoming the heart, voice and hands of MSF in its mission to raise awareness, which is in its DNA. It reflects a collective ambition to position the existing operational research units and centres as engines of operational innovation, while remaining faithful to our profoundly humanitarian identity. Throughout the first part of the year, the Board held many meetings with the various institutional members, and the motion was largely received positively. The final result will be known at the International General Assembly, but for me, the fact that the motion is to be presented to the IGA – the supreme international governance body of MSF – and that we have been able to make the voice of operational research heard by the various different entities within the movement is a valuable step forward and already constitutes a victory.

Our team also contributes actively to the democratic functioning of the movement. Our associative coordinator is advising several associations on the application of this tool to their general assemblies, particularly MSF WaCA, MSF Belgium, OCB Gathering, MSF South Africa and the IGA. This is a practical contribution which reflects our commitment to acting on MSF's democratic values in Luxembourg as in the movement as a whole. Olivier, a volunteer for MSF Luxembourg, is liaising with SITS (Shared IT Services) and providing valuable technical support for the development of the online voting system.

At national level, the Board has continued to work on a number of crucial projects. A strategic retreat made it possible for us to clarify the arrangements for governance between the foundation and the association, thus consolidating the idea that only one MSF Luxembourg exists, consisting of the association and MSF's Foundation for Humanitarian Research, the two of them working in concert. This improvement in governance, supported by the recruitment of a scientific officer for the foundation, will make it possible to give fresh impetus to its role and to support humanitarian research even more effectively. Thomas and Keri will say more about this shortly.

Some administrative changes of vital importance have also taken place in the course of the year: the updating of our policies on combating money laundering, the revision of financial procedures and the revision of the Statutes, which you approved at our extraordinary General Assembly of 12 May 2025.

I wish once again to sincerely thank the team of people who make up the Board of MSF Luxembourg. Their unfailing commitment as they go about their work on a voluntary basis is a vital resource which we need to call upon every day in order for our organisation to progress.

Another fundamental pillar of our work is the commitment displayed by our volunteers who, year after year, lend their vital support to MSF Luxembourg. In 2024, our team of 37 volunteers once again showed its devotion to our cause in an exemplary manner, spending nearly 457 hours on their voluntary work. Whether remotely or on the spot, they have contributed significantly to our various departments, engaging in translation of documents, support for communication, fundraising and many other tasks besides. Their work, which often goes unseen, is essential to enable us to function properly, and vital to the impact of our work. Some of them, incidentally, are here today, and I should like to take the opportunity to express our gratitude.

I hope that this report has given you some idea of the unfailing commitment of MSF Luxembourg, the vigour of our action and the conviction which motivates us every day. It bears witness to a rich year, during which we have been carried forward by an admirable collective spirit and by the choices that you have made with the aim of fulfilling our task better and better.

This commitment is something that derives from all of us. For nearly 40 years, you have been there: volunteers, members, donors, partners, teams, and everyone else ... Your energy, your loyalty and your presence are the driving force behind our association. Thanks to you, MSF Luxembourg is growing, renewing itself and continuing to raise its voice within the international movement.

In 2026, we shall have the pleasure of celebrating an important anniversary together. That will be the right time to look back on everything that we have built together and to look forward, with enthusiasm, to the next stages in our shared history.

I thank you from the bottom of my heart for being here today, whether in person or remotely. Coming together for a gathering like this is very precious: I invite you to make the most of it and to put forward your ideas, ask your questions and express your convictions. It is thanks to the wealth of visions and the sense of commitment among you that we shall continue to keep our association fully alive and to proclaim the role of MSF.

Thank you everybody.

Engy Ali