

# 2023

ps.org

*igniting  
hope  
multiplying  
impact*



Mercy Ships Canada  
Annual Report



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**IMAGE (COVER):**  
Amadou, the first patient to receive surgery on the *Global Mercy*, and his mother, Mariatou, board the ship.

**IMAGE (OPPOSITE PAGE):**  
Khadiatou, maxillofacial patient, before surgery. Read her story on page 14!

Our Two-Ship Fleet | The World's Largest Civilian Hospital Ships



- The Global Mercy™**
- 6 operating theaters
  - 102 acute care beds
  - 7 ICU/isolation beds
  - 90 self-care beds
  - 6.1m draft
  - 174m length
  - 28.6m breadth
  - 37,000 gross tonnage



- The Africa Mercy®**
- 5 operating theaters
  - 80 patient beds including recovery, intensive care, and low dependency wards
  - 6.0m draft
  - 152m length
  - 23.7m breadth
  - 16,572 gross tonnage



*Mission*

Mercy Ships follows the 2,000-year-old model of Jesus, bringing hope and healing to the world's forgotten poor.



*Impact*

Each year, 16.9 million people around the world die due to lack of access to surgical care. Mercy Ships deploys hospital ships to provide free surgeries. Since 1990, Mercy Ships has conducted 44 field services in 14 African countries, most of which are ranked by the United Nations Development Index as the least developed in the world. In addition to surgical care, Mercy Ships creates lasting impact by providing surgical and anesthetic care as well as education and training across the surgical ecosystem.



*Vision*

Mercy Ships uses hospital ships to transform individuals and serve nations.



*Values*

- Love God
- Love and serve others
- Be people of integrity
- Strive for excellence in all we say and do

IMAGE:

The Global Mercy and the Africa Mercy sail side-by-side for the first time on their way to Senegal and South Africa, respectively.

The combined effort of donors, partners, and volunteers helps to improve patient access to healthcare in Africa because timely and affordable surgery is essential to people of all ages. Surgical care touches every aspect of the health system. Together, we address the underlying causes of surgical care delay: a lack of essential workforce and equipment, infrastructure deficits, and poverty.

In the 2023 Mercy Ships Canada Annual Report "Igniting Hope, Multiplying Impact, you will find highlights regarding:

- Direct Surgical Services & Medical Equipment,
- Health Care Support Services & Infrastructure,
- Education, Training and Advocacy.

Canadian volunteer crew members are a primary way Mercy Ships Canada contributes to providing direct medical services to Mercy Ships. In total, 62 Canadian volunteer crew and their family members served in 2023. The dollar value of Canadians who volunteered their professional services was \$1,098,507.

In 2023, Mercy Ships International was involved in education, training, and advocacy initiatives in eight African countries. Mercy Ships Canada continued to facilitate the secondment of staff members to the Mercy Ships international programs team.

Mercy Ships continues to build upon our commitment to leaving a lasting impact on the health of people and communities in sub-Saharan Africa, using its state-of-the-art hospital ships and in close collaboration with local partners and stakeholders. In the spirit of our core values to strive for excellence across all areas of operations, we are committed to upholding the highest standards. In the pages ahead, learn more about our Environmental, Social, and Governance (ESG) initiatives and the details of Mercy Ships' programmatic work.

I wish to acknowledge the significant contribution of Mercy Ships Canada volunteers, Board members, and staff. Your roles, whether it's volunteering on the ship, serving on the Board, or working in various capacities, are crucial to our mission. I am grateful for the passion, expertise, and skill you bring to fulfilling Mercy Ships' mission to bring hope and healing following Jesus's 2000-year-old model. It was an honour to serve you in 2023, and I look forward to the year ahead.

Yours sincerely,

Darryl Anderson  
Executive Director

*Letter from the Executive Director*



## Letter from the Chair of the Board



On behalf of the Board of Mercy Ships Canada, I express our deepest gratitude for the collective effort of our volunteers, donors, partners, and suppliers. Their unwavering enthusiasm for our mission to bring hope and healing to underserved areas of Africa is truly commendable. Their continued commitment is a tangible representation of the 2000-year-old model of Jesus. We offer a profound thank you for all their invaluable contributions.

The 2023 Annual Report will not only showcase the achievements of Mercy Ships but also the significant impact these have had. The organization launched two field services in two ports, serving patients from three nations. The year started with the return of the *Global Mercy* to Dakar for her first surgical field service, where she welcomed patients from both Senegal and The Gambia. After a five-month field service in Senegal, the hospital ship sailed to Sierra Leone, leaving a trail of hope and healing in its wake. These achievements inspire us to continue our mission with even greater determination and commitment.

The *Africa Mercy* spent this year undergoing extensive refit in South Africa, preparing to bring life-changing care to Madagascar in 2024. In Guinea, continued training and mentoring and the ongoing construction of an expanded dental training facility have made safe surgical care more accessible to many.

Highlights of specific Mercy Ships Canada's social impact initiatives in 2023 via the Joint Programs Agreement with Mercy Ships International included:

- X-ray and OPG (Orthopantomogram) Project,
- Digital X-ray Detectors and Transport Stretchers,
- Dental Hospitainer Project.

In closing, I want to express my heartfelt gratitude to the staff of Mercy Ships Canada, the existing board members, and the three new directors who joined us in 2023, Mylène Kosseim, Martin Krafft and Linda Slocombe. Your ongoing commitment and dedication are the backbone of our organization, and we deeply appreciate the value you bring to our mission. Your contributions are not just recognized, but deeply valued and appreciated.

Yours sincerely,

*Alain-Michel Sékula*

Alain-Michel Sékula, MBA, CMC, Colonel (Honoraire) FAC-CAF  
Board Chair, Mercy Ships Canada

Friends,

What an immense blessing 2023 has been for us here at Mercy Ships! As I think of the last year, I'm reminded of the countless moments that have touched our hearts and fueled our mission — children who can now walk without pain, families that have reunited because of lifesaving surgery, and communities that have been strengthened through access to healthcare and education. These moments are testimonies to what hope and healing can do.

Stories like these span our 45-year history. Since our beginning in 1978, Mercy Ships has had the honor of following the 2,000-year-old model of Jesus by bringing hope and healing to those in need. Throughout these years, we have remained true to living out our core values of loving and serving others with integrity and excellence. This year, as we mark our 45th year in service, we look back with immense gratitude at all that has been accomplished.

More than 2.8 million lives have been impacted through free surgeries and medical care. More than 42,000 medical and non-medical volunteers from around the world have contributed their expertise and skills to change lives. Thousands of healthcare professionals in developing nations have received vital training and mentorship, creating a sustainable, long-lasting impact. And finally, more than 56 countries have been served, leaving a wave of compassion and healing. But our journey is just beginning!

I am so thankful to share the many accomplishments that you helped make a reality in 2023 and hope as you read through testimonies of compassion, you know how vital you are to our mission.

As we celebrate our 45th anniversary, let us look back with thankfulness at what God has done in us and through us — and let us look ahead with renewed determination. Together, we can create a legacy that will endure for generations.

Thank you for being a part of this incredible journey. Together, we have achieved so much, and together, we can achieve so much more.

Following the model of Jesus,

*Don Stephens*

Don Stephens

## Letter from the Founder



Discover more about  
Mercy Ships' 45th  
anniversary here!

## 2023 in Review: *Igniting Hope; Multiplying Impact*

For Mercy Ships, 2023 was a year of renewed hope and impact reverberating through decades. In just one year, we launched two field services in two different ports, serving patients from three different nations.

We started off the year by returning the *Global Mercy* to Dakar to begin her first surgical field service, where she welcomed patients from both Senegal and The Gambia. A moment years in the making took place as 4-year-old Amadou climbed the gangway in search of healing – the first patient to ever receive surgery on board the purpose-built new vessel.

Weeks later, Amadou walked down the same gangway – this time with straightened legs, a joyful smile, and confidence for the future.

For crew on board and our Mercy Ships community around the world, Amadou's journey was a celebration full of praise to the God who made it possible. It marked not only one life transformed, but the first of many to come on the *Global Mercy*.

After a five-month field service in Senegal, where 736 patients received healing and approximately 600 healthcare professionals were trained across Senegal and The Gambia, the *Global Mercy* sailed to Sierra Leone. Her arrival in Freetown was a true homecoming, marking the sixth Mercy Ships field service over the course of 30 years to this partner nation.

Meanwhile, hope continues to build as even more impact awaits. The *Africa Mercy* spent this year undergoing extensive refit in South Africa, preparing to bring life-changing care to Madagascar in 2024. In Guinea, continued training and mentoring, as well as the ongoing construction of an expanded dental training facility, have made safe surgical care more accessible to many.

Thank you for being part of a truly monumental year, filled with both new beginnings and treasured reunions.

See the monumental impact just one year can make in our 2023 Year in Review video!



IMAGE:

Amadou, the first patient on board the *Global Mercy*, during his final discharge.



08

COUNTRIES WITH ACTIVE PROGRAMS

1,382

VOLUNTEER CREW FROM 71 COUNTRIES

661

NATIONAL CREW FROM SENEGAL, THE GAMBIA, AND SIERRA LEONE

3,136

SURGICAL PATIENTS

4,804

SURGICAL PROCEDURES

56

DENTISTS TRAINED

11,436

DENTAL PROCEDURES

1,522

HEALTHCARE PROFESSIONALS TRAINED

105,123

HOURS OF HEALTHCARE EDUCATION AND TRAINING



## Bringing Transformation Home | David Kpakiwa

The critical need for surgical care in David Kpakiwa's home country of Sierra Leone has always felt tangible.

"When I was a kid, my mum got sick and she needed surgery... but in our community, they could not provide that."

David began working long hours on the farm to support his family at the age of eight. Although his mother was finally able to get the help she needed, David never forgot the experience: "The memories are there. They're fresh."

David's family is not unique. With fewer than three surgeons for every 100,000 people, estimates of the unmet surgical need in Sierra Leone reach as high as 91%.

That's why, years later, as David prepared the way for the *Global Mercy* to arrive in Freetown, his job felt personal.

David first joined Mercy Ships as a volunteer in the housekeeping department in 2020. After learning that the *Global Mercy* would be traveling to Sierra Leone, he asked to join the Country Engagement Team as operations liaison. As part of the team paving the way for the ship to come to Sierra Leone, David's journey home had now begun.

"I honestly cannot express how much happier I am that I could actually serve my country. I look back and say, 'Oh, God has been faithful.'" Most of all, he's excited to see lives transformed, for many more patients just like his mother.

*"I honestly cannot express how much happier I am that I could actually serve my country. I look back and say, 'Oh, God has been faithful.'"*

## Meet the Volunteer Surgeon Behind the *Global Mercy's* First Surgery



Around 100 years ago, Rachel Buckingham's grandmother became a doctor at a time when some universities in the U.K. still barred women from qualifying as physicians. A century later, her granddaughter Rachel was the lead orthopedic surgeon who performed the first-ever surgery on the *Global Mercy*.

While mother-of-three Dr. Buckingham performed her surgeries, she also trained a Moroccan orthopedic surgeon alongside her, who is committed to staying in Senegal to treat the Senegalese people.

"Senegal has not got a [known] pediatric orthopedic surgeon. I am hopeful he will be their first," shared Dr. Buckingham.

Just as her grandmother did before her, Dr. Buckingham's determination and courage are seeing her change the lives of those in the most urgent need.

IMAGE: Dr. Buckingham mentoring Dr. Mohamed Salsabil Sabounji.



## Finding His Place and Purpose On Board

Volunteer David Sandberg spent a year working on fishing boats in his home country of Sweden, so he was accustomed to the maritime life. But stepping on board the *Global Mercy* was like entering a different world: "It's another life at sea here."

On board, David found a life rich with friendship, songs, prayer, and praise. "People of all different personalities, people of all different outlooks on life," he said. "That's what I think makes Mercy Ships great." Through the community, he's also found a greater purpose in his daily work as a mariner.

"When you do the job, think about what this will accomplish," he said. "Even if you work as a deckie, maybe don't get seen a lot ... you will save lives."



IMAGE (OPPOSITE PAGE):  
Satou, plastics patient,  
with Debz Kefford, ward  
nurse, on the dock.

## One Port, Two Nations

In February 2023, the *Global Mercy* sailed into the Port of Dakar to begin her very first surgical field service. Arriving in Africa and welcoming patients on board meant the realization of years of hoping, praying, and trusting in God's plans for this vessel. Finally, this purpose-built hospital ship was fulfilling her lifesaving mission.

During the five-month field service in Dakar, Mercy Ships served two nations – Senegal and The Gambia – through one port, leading to many unforgettable life transformations.

As the *Global Mercy* departed after the close of a successful field service in June 2023, it was a bittersweet goodbye. Senegal has been a tremendous partner to Mercy Ships through these years. It was in this partner nation that we christened the *Global Mercy* and hosted the Africa Celebration in 2022. It was also the site of the agreement of the Dakar Declaration, a commitment of African nations to strengthening access to surgical, obstetric, and anesthetic care in the coming years.

We celebrate not only our enduring partnership with Senegal, but also the collaborative spirit of the government to enable Mercy Ships to serve The Gambia this year.

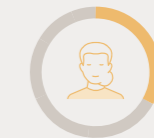
*“It [surgery] is life-changing. It has a ripple effect in the individual’s life, in the community, and in the family’s life.”*

— Dr. Ahmadou Lamin Samateh,  
Minister of Health of The Gambia

See the story behind our field service in Senegal and The Gambia here.



1,564  
TOTAL SURGICAL PROCEDURES



519  
MAXILLOFACIAL



294  
OPHTHALMIC



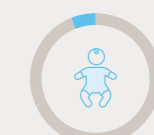
260  
ORTHOPEDIC



238  
GENERAL



160  
RECONSTRUCTIVE PLASTIC



93  
PEDIATRIC SPECIALIZED GENERAL

NOTE:  
A patient often has multiple procedures as part of a single surgery and may also have multiple surgeries.



## Two Hours of Surgery, A Lifetime of Transformation

Malang was 2 years old when his legs started curving outward.

"I was very sad when I saw Malang walking like that. Sometimes his friends would run and leave him behind, and he'd cry," said his father, Sadio.

However, a glimmer of hope appeared when Sadio learned Malang could receive help on board the *Global Mercy*.

Surgery was the first step of many in Malang's transformation journey as intensive rehabilitation stretched before him. Yet Sadio's support remained unwavering. They celebrated together when Malang's casts were finally removed, and he stood tall. Malang's journey toward a limitless future had begun!

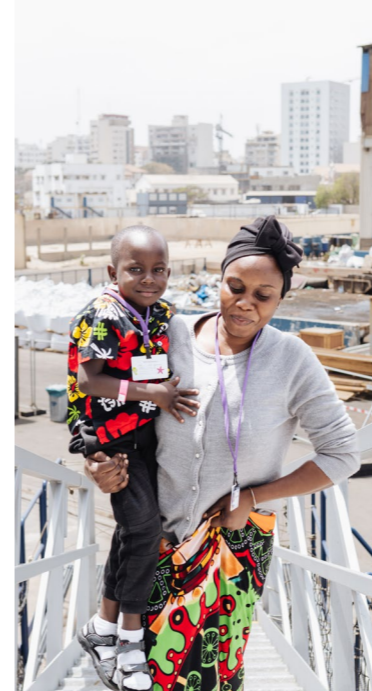


## Starting to Recognize Herself

"It's been almost eight years... I don't remember how my face looked without it," said 35-year-old Khadidiatou about the pear-sized tumor on her jaw. As a wife and mother of seven, the growing tumor began affecting her ability to care for her family and she withdrew into herself.

But after surgery on the *Global Mercy*, Khadidiatou's subdued personality began to change and blossom.

"I can start to recognize myself. I compared my photo from before and compared it to the one after...they are not the same," she said, celebrating her restored beauty.



## Saikou, the First Patient from The Gambia

In 2023, 79 patients from The Gambia walked up the gangway of the *Global Mercy*. It all started with healing the knocked knees of 4-year-old Saikou, whose mother Jainaba brought him on a 14-hour journey to the ship. Although he plays soccer and is an energetic little boy, Jainaba explained, "Pain is coming from inside. He is disturbed about it, and he is worrying about it."

"My son is going to have surgery. I am grateful for that," celebrated Jainaba as they arrived for what would be a successful orthopedic operation for her son.

## The Long-Awaited Journey to Healing



Samba's journey to hope and healing was a long one — but for this 56-year-old, it was worth the wait.

His cleft lip had brought Samba unwanted attention his whole life, so he had learned to live in the shadows. But since his healing on board the *Global Mercy*, he shared that neighbors and friends have begun to rally around him in a way he'd never experienced. "It changed a lot—I've changed. I don't look like the man I used to be," he celebrated after returning home to his farm in rural Senegal.

"There is undoubtedly a change in his eyes," marveled Dr. David Chong, the volunteer surgeon from Australia who performed Samba's cleft lip surgery. "It's just the soul coming from his eyes as he realizes who he is — maybe not even who he is, but who people can see him to be now."



"Working on the ship really feels like, to a much greater degree, medicine as it's supposed to be. You can see more directly the impact on patients, and on their families, and on their communities."

— Dr. Mark Shrimme,  
Mercy Ships International  
Chief Medical Officer



Watch Samba's story here!





658

UNIQUE ETA PARTICIPANTS



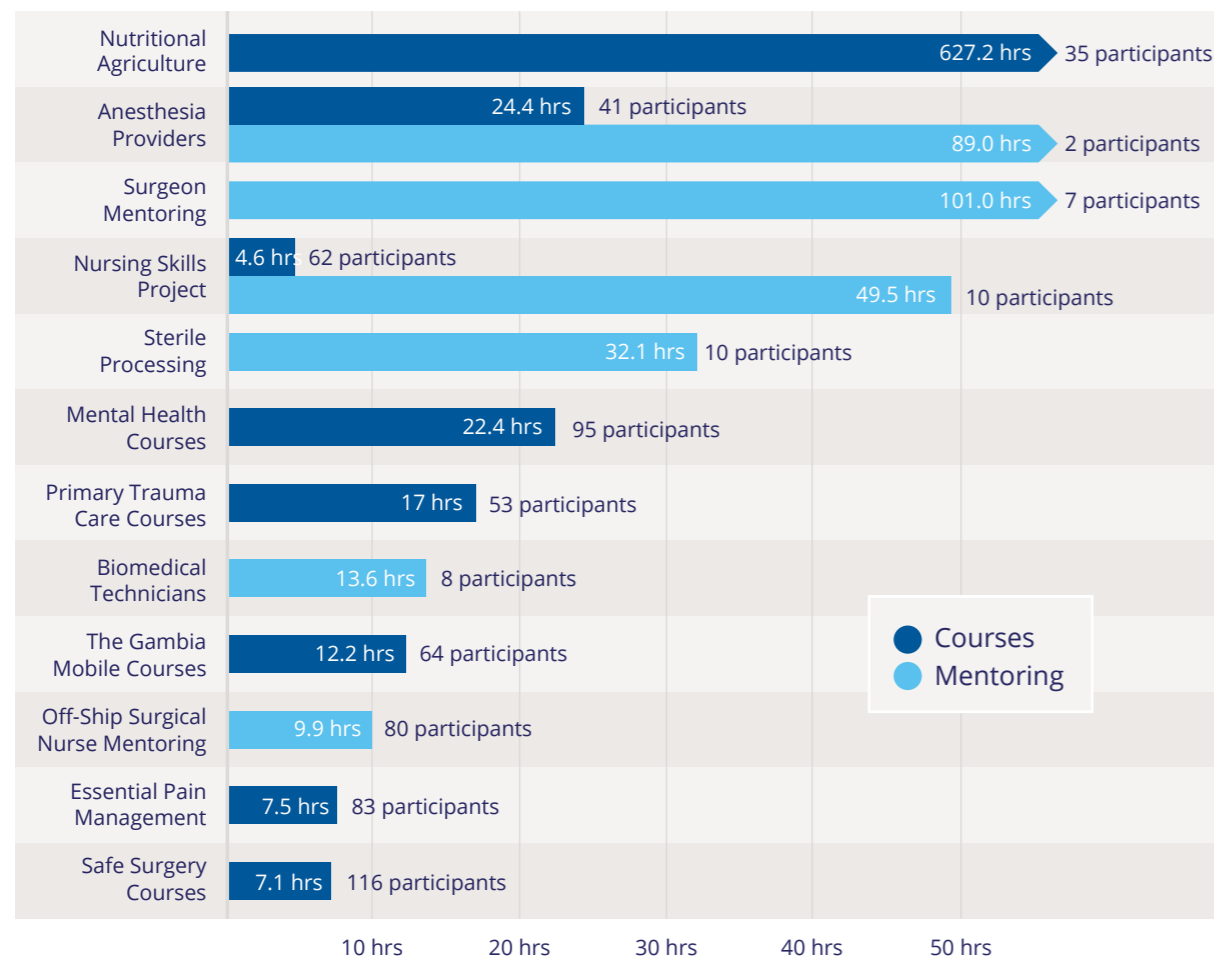
31,087

TOTAL PARTICIPANT HOURS

## Bringing Education, Training, and Advocacy to Senegal and The Gambia

We are grateful for the ways God worked through Education, Training, and Advocacy (ETA) programs in 2023. Valuable training programs took place in Senegal and The Gambia, leading to more than 600 healthcare professionals strengthening skills and learning new ones. This focus on long-term education and individual growth ensures a lasting impact and sustainable development for surgical systems in Senegal and The Gambia.

### Average Participant Hours per Project



## Training that Saves Lives: Dr. Camara's Story



As a young boy, Dr. Abraham Camara was puzzled when neighbors came to seek medical help from his father, a high school teacher.

"He was the only person who had gone to university, and he worked for the government... so they thought he would know a lot about healthcare," explained Dr. Camara.

His father embraced the responsibility, offering help and guidance. Watching his father in action planted a dream to go into medicine: "I wanted to change lives and help, just like my father."

For the past 12 years, Dr. Camara has been working toward becoming a specialized surgeon. But first, he needed more training.

He connected with the Pan-African Academy of Christian Surgeons (PAACS), an organization Mercy Ships partners with to provide an opportunity for PAACS residents to experience specialized residency rotations on board the hospital ships.

Through this partnership, Dr. Camara boarded the *Global Mercy* to train with South African reconstructive plastics surgeon Dr. Tertius Venter in the operating room over the course of six weeks. Scrubbing in alongside Dr. Venter was an opportunity to learn from an expert in the field and expand his understanding of quality patient care.

He departed the ship confident about the future impact he can make as a surgeon, armed with skills honed through years of training — and the compassion he first learned from his father.

IMAGE: Dr. Abraham Camara (right), operates alongside reconstructive plastic surgeons, Dr. Tertius Venter (center) and Dr. Guido Köhler (left).



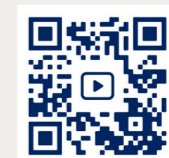
"Building strong relationships with surgical providers in Senegal, we were able to support providers previously trained as trainers to be the lead facilitators on several courses."

— Erin Muires, Senior Director for Education, Training, and Advocacy



"There is so much we can accomplish together as we build towards a future of safe and affordable surgery for all. Creating meaningful partnerships...can go a long way to addressing the immediate needs of the people."

— Dr. Serigne Gueye Diop, Ministre Conseiller à la Présidence de la République du Sénégal



Watch Dr. Diop's full video here!



Sierra Leone

## A Special Homecoming in Sweet Salone

Thanks to an invitation from the government of Sierra Leone, Mercy Ships arrived in the Port of Freetown in August 2023 to begin a 10-month field service. This marked the sixth Mercy Ships visit to Sierra Leone over the course of 30 years – and the very first visit for the *Global Mercy*.

As we close 2023 at the halfway point of the field service, we are on our way to accomplishing our overall goal of providing more than 2,000 safe, free surgeries in Sierra Leone. In 2023, Mercy Ships' volunteer crew welcomed 712 patients on board for a total of 1,132 surgical procedures. Hope and healing came to life in the wards as patients recovered from long-awaited surgeries. This year, surgical specialties included maxillofacial and ENT, reconstructive plastics, ophthalmic, pediatric specialized general, and general. In 2024, we are excited to complete this field service in Sierra Leone and make surgical care accessible to many more.

Every single surgery that takes place on board is more than just a number. It represents a new beginning in someone's life – and means restored hope and freedom for their families and communities.

*"It's a privilege for us to be able to host the president and the ministers of cabinet that we had today ... it signifies a partnership between us, in Mercy Ships and the people in the nation of Sierra Leone. It's wonderful to be together on this mission."*

– Joff Williams  
Global Mercy Managing Director

Watch the *Global Mercy's* exciting welcome to Sierra Leone!



### SO FAR IN SIERRA LEONE



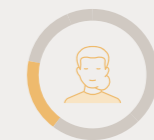
1,132  
TOTAL SURGICAL PROCEDURES



353  
OPHTHALMIC



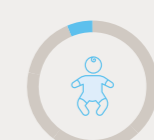
213  
GENERAL



298  
MAXILLOFACIAL



212  
RECONSTRUCTIVE PLASTICS



56  
PEDIATRIC SPECIALIZED GENERAL

**NOTE:**

A patient often has multiple procedures as part of a single surgery and may also have multiple surgeries.

**IMAGE (OPPOSITE PAGE):**

Harry Kargbo, a Country Engagement Team member from Sierra Leone, celebrates on the dock as the *Global Mercy* arrives in Freetown.



*“The formidable challenges we face are matched only by our resolute determination to overcome them. The docking of the Global Mercy will mark a transformative milestone on this journey, a before and an after, but our voyage will continue from there.”*

— Dr. Mustapha S. Kabba,  
Deputy Chief Medical Officer  
for Clinical Services, Ministry  
of Health and Sanitation

Scan to hear  
more from  
Dr. Kabba!



## “God With Us”: Emmanuel’s Story

Emmanuel, the first patient to come on board the *Global Mercy* in Sierra Leone, walked up the gangway hopeful that surgery would remove his tumor and forever change his life. With his 43rd birthday taking place days earlier, Emmanuel celebrated his “double portion of blessings.”

After four years of struggle, the surgery to remove Emmanuel’s tumor took just 48 minutes. He had kept the surgery a surprise – but one look at himself afterwards left him calling his family to share the good news!

IMAGES:  
Emmanuel before and after surgery.



## New Hope for Naserry

Naserry was a joyful child, even after her arm was severely burned in a farming accident. Her aunt Salamatu has high hopes for her niece, who dreams of becoming a lawyer one day, but school has been tough—not academically, but socially. Other kids tease her for her disability, although Salamatu contends that Naserry can do more with one hand than they can with two.

After finally receiving healing, one can only imagine how much Naserry will be able to light up a room!

IMAGE:  
Naserry in rehab after her surgery.



IMAGE: Martha Kailondo, ETA participant, during a simulation in an operating room on the *Global Mercy*.

## Expanding Sierra Leone’s Surgical Capacity through Education, Training, and Advocacy

In addition to providing surgical care on board, Mercy Ships was committed to helping strengthen Sierra Leone’s surgical and anesthetic systems. In 2023, 54 healthcare professionals received in-depth training and mentoring across areas like nurse anesthesia and peri-operative nursing. We welcomed all the surgical and anesthesia residents in Sierra Leone on board for training alongside our hospital teams. Mercy Ships worked in collaboration with the leadership of Sierra Leone, as well as partners like Connaught Hospital in Freetown, the Pan-African Academy of Christian Surgeons, and the West African College of Surgeons, to make these education opportunities possible.

An ongoing partnership with Connaught Hospital in Freetown opened the doors to 43 local healthcare professionals receiving hands-on training on board throughout the field service.

Mercy Ships is sponsoring 5 Sierra Leonean dental students to study at a partner dental school, Université Gamal Abdel Nasser de Conakry in Guinea, in order to bring dental care and education back home.



*“I’m excited that we will be able to be a part of training Sierra Leoneans and enabling them to provide surgery for their people. This is what multiplying impact looks like.”*

— Dr. Sandra Lako,  
Mercy Ships  
Sierra Leone Country Director



## Education, Training, and Advocacy

In 2023, we adapted our programmatic strategy to focus our work on developing relationships with key partners in Africa, formalizing educational opportunities onboard our vessels, and designing projects to measure outcome and impact. Mercy Ships has long been committed to training and education, so this foundation was already in place, but this year we deepened our focus on long-term surgical education in our African partner nations.

This includes establishing lasting partnerships with universities in host nations to offer joint programs, such as the Guinean students currently earning specialized dental degrees in Morocco. It also entails working toward providing 6-month to 1-year fellowships focused on specialized surgical training in areas not available in the host country. In Sierra Leone, these residencies are underway, with professionals already participating in anesthesia and nursing residencies.

Mercy Ships' direct advocacy activities include peer reviewed scientific publications about the work that we do and having a presence at international meetings such as the G4 Alliance, the UN General Assembly and the World Health Assembly. The overarching goal is to activate and further develop surgical and anesthesia education, and strengthen surgical ecosystems and health policy. We also support the rollout and adoption of the Dakar Declaration by the African Union, as spearheaded by signatory countries.

*“Using the ship as the catalyst, we are going to grow our investments in land-based, long-term projects and are looking forward to seeing how Mercy Ships can partner to see each country’s vision for surgical care realized.”*

– Erin Muyres,  
Senior Director of Education, Training, and Advocacy

Hear from Mercy Ships ICMO Dr. Shrima about the new programmatic strategy.



**IMAGE:**  
Students from Université Gamal Abdel Nasser de Conakry are currently gaining their dental specializations at a partnering institution, Mohamed VI University, in Morocco.

## Impact and Partnership Across Africa

Mercy Ships' programs, partnerships, and projects across Africa this year led to lives transformed and lasting impact. While our hospital ships were actively serving Senegal, The Gambia, and Sierra Leone through the course of the year, the work didn't stop there. With approximately 9 in 10 people lacking access to safe, timely, and affordable surgical care in sub-Saharan Africa, we aim to make a difference for as many as we can through our country engagement model. In 2023, this included...

### Senegal

With the *Global Mercy* ending her field service in Dakar in June, 657 Senegalese patients received surgery and 518 healthcare participants were trained in 2023.

### The Gambia

A total of 79 patients from The Gambia received surgery through the Port of Dakar, as well as 140 healthcare professionals receiving training.

### Guinea

Partnerships with Université Gamal Abdel Nasser de Conakry in Guinea flourished in 2023, allowing us to invest in programs such as dental education, anesthesia provider training, biomedical engineering training, and more.

### Sierra Leone

In August, the *Global Mercy* arrived in Freetown for a 10-month field service, beginning with 1,132 surgical procedures in the latter half of the year.

### Liberia

Anesthesia machine donations and anesthesia training for 354 participants will lead to safer surgical practices in Liberia, while follow-up nutritional agriculture training for 24 Food for Life participants promotes healthier futures for their communities.

### Togo

Partnerships with two cataract-focused NGOs allowed us to fund 2,108 surgical procedures, restoring sight to 1,688 people.

### Benin

63 Food For Life participants received training in nutritional agriculture, and 101 participants expanded their skills through an Essential Pain Management course and Training of Trainers course.

### Madagascar

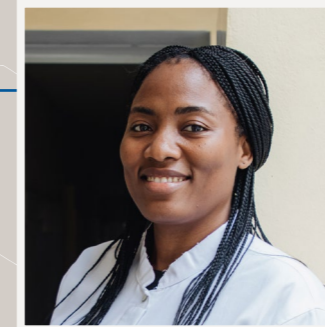
In Madagascar, the Country Engagement Team paved the way for next year's field service, including organizing upcoming patient assessment and selection.

### South Africa

A series of 8 SAFE obstetrics and pediatric courses for 223 participants, as well as the refit of the *Africa Mercy*, took place in South Africa this year.

*"Since I was 12, I have been dreaming about a place where people can come to have surgery or other treatments...I want to have a place like that in Africa where if I go there, I'm sure that things will be good. The goal is not just doing something but doing something at the best level."*

— Dr. Alida Ngandjio Sidi, mentee surgeon






## Madagascar

**IMAGE:**  
A surgical skills training at CHU Hospital in Antananarivo, led by 2015-2016 Mercy Ships trainee Prof. Fanja.



*“I hope that one day, we will have equipment in Madagascar to enable us to better treat patients, and to carry out all the treatments here. That applies to training, too. I dream of being able to have a fully equipped facility of medicine with simulation labs; a place where we can teach to standard, and where we can really teach with pleasure. That is my dream for Madagascar.”*

– Professor Fanjandriny Rasoaherinomejanahary

In 2023, Mercy Ships activated a Country Engagement Team (CET) based in Madagascar to prepare the way for the *Africa Mercy's* arrival in February 2024. This long-term country engagement model is part of Mercy Ships' approach of building lasting relationships and modifying our approach to fit the unique needs and goals of each partner nation. A key piece of our engagement in Madagascar included laying the foundation for upcoming patient assessment and selection across different regions of the country once the ship arrives.

Mercy Ships aims to provide free surgeries for a range of surgical specialties as well as targeted training for healthcare professionals.

This will build upon a legacy of impact in the country. Over the course of our three previous field services, more than 6,425 surgical procedures and 52,397 dental procedures were performed in Madagascar. More than 2,000 healthcare professionals have received training.




## Senegal

**IMAGE:**  
ETA VAST participants at the Simulation Center at the Cheikh Anta Diop University.

The 2023 field service of the *Global Mercy* was the latest chapter in a five-year-long journey with Senegal – but it's not the end. Mercy Ships is deeply grateful for the strong partnership we've built with the Senegalese government over this season, and we believe Senegal will continue to be a leader for improving access to surgical, obstetric, and anesthetic care in the region. While our hospital ships have departed Senegal for the time being, our relationship with this nation will continue in exciting new ways.

Our long-term commitment to West and Central Africa will be further cemented through the establishment of an Africa Service Center (ASC), a long-term operational Mercy Ships office in Dakar, Senegal. The ASC will serve as a hub for Mercy Ships programmatic activity in Africa and strategically support the implementation through teams on the ground. Along with Mercy Ships country engagement teams, the ASC will enable Mercy Ships to work faster and more efficiently across the continent. It will serve as a constant, physical presence to strengthen relationships with nations who host our hospital ships and teams.



*“The Africa Service Center (ASC) is set up to have a regional presence in Africa, which also supports the Country Engagement Teams. In the coming year we hope to build out the ASC further.”*

– Bernard van den Bosch, Africa Service Center Director



IMAGE (OPPOSITE PAGE): Dental students at the Gamal Abdel Nasser University of Conakry (UGANC) in Guinea.



Since 2018, Mercy Ships has sustained a long-term partnership with Université Gamal Abdel Nasser de Conakry (UGANC) dental school. This initially involved supporting the renovation and equipping of the dentistry department, including building a dental simulation room, training lab, and clinical suite. This partnership also includes direct training and mentoring of dental students, supporting dental school graduates to open their own clinics in rural areas of Guinea, and partnering with NGO Hope Ignited to open the first pediatric center of excellence in the country.

In 2023, Mercy Ships continued partnering with UGANC to support a variety of programs in the university, including biomedical technician and nurse anesthesia training, as well as sponsoring 9 dental graduates to obtain specialized degrees at a partner university in Morocco. Once these residents complete their studies, they will return to Guinea to become teachers and leaders, passing on their specialized education to the next generation of dentists.

This year, our partnership with UGANC added an exciting new dimension, as we facilitated a new partnership with the University of Sierra Leone (USL) as well. We began supporting 5 Sierra Leonean dental students to learn French and gain their dental degrees in an exchange program between USL and UGANC. Once they've obtained their diplomas, these 5 dentists will return to Sierra Leone, a nation with only 6 current practicing dentists, to expand its workforce.

In 2023, Mercy Ships also invested in the construction of a new clinical training center on the UGANC dental school's campus. Once completed, this building will more than double the current capacity for students to learn, observe, and practice, enabling even more dentists to reach a higher level of dental expertise.



*“You need to first put your resources into the people, and then allow them to develop, allow them to mature, allow them to grow, allow them to be the leaders. And then you expand the dental school and now all of a sudden, you have people that are wanting to come and you’re making fantastic dentists throughout the country.”*

– Dr. David Ugai,  
Mercy Ships  
Guinea Country Director



*“When you are specialized, you have a field in which you can excel. That is what motivated me: to have a field where I can use my competencies. Currently, we are at the bottom of the ladder — but if we have more specialists ... It will change dentistry in Guinea.”*

– Dr. Adama Tounkara,  
UM6SS Dental Resident

IMAGE (RIGHT): New clinical training center under construction at the UGANC dental school.

IMAGE (FAR RIGHT): A nurse anesthesia training held at a renovated classroom on the UGANC campus.



Discover how a partnership with one university is transforming the future of dental care in Guinea.





 *Togo*

IMAGE:  
A patient cheers after her sight is restored during a bandage removal in Elavagnon, Togo.

Mercy Ships continued building upon strategic partnerships in Togo with a focus on ophthalmic surgery and training, contributing to sight restored for 1,688 people. These partnerships include supporting Sight.org, a Togo-based NGO, where we contributed to 843 cataract procedures in 2023.

Mercy Ships also continued supporting the cataract surgical training institute of Dr. Wodome, a former Mercy Ships trainee who has become the nation's leading ophthalmic surgeon. He is now also serving as Mercy Ships Ophthalmic Specialty Consultant. This year, we funded 1,265 cataract procedures at his clinic, as well as supporting the ongoing training of 10 surgical residents.

 *Benin*

In Benin, Mercy Ships provided over 66,831 hours of nutritional agriculture training to 63 participants through the Food for Life program. Later in the year, 101 participants expanded their surgical care skills through an Essential Pain Management course. Both courses included a corresponding Training of Trainers component, allowing new knowledge to be passed forward.

 *South Africa*

Mercy Ships conducted a series of eight Safer Anesthetics from Education (SAFE) courses across South Africa this year. Led by Mercy Ships crew and staff, in tandem with partnering hospitals around the country, these eight courses included both SAFE Obstetrics and SAFE Pediatrics. Several of the courses included a Training of Trainers component, equipping course participants to pass on their knowledge and train others in the same material.



 *Liberia*

IMAGE:  
Participants during a Safe Surgery course in Liberia.

In partnership with the Ministry of Health, Mercy Ships came alongside the healthcare system in Liberia to provide anesthesia machine donations and train 354 training participants in 2023. These included a range of courses such as Safe Surgery, Neonatal Resuscitation, Primary Trauma Care, Nurse training, Nutritional Agriculture, and Mental Health.

As part of its long-term country engagement model, Mercy Ships also conducted a series of follow-up visits to evaluate and monitor the ongoing impact of previous training courses. In 2023, these follow-ups included revisiting previous participants in Nurse Training, Mental Health, Primary Trauma Care, and Food for Life training.

We continued to partner with Lifebox to implement their CleanCut program, which empowers surgical teams in partner hospitals to monitor and evaluate patient outcomes, and also ran a leadership training program in partnership with VID, a Norwegian university.

*“Mercy Ships has always been there for the people of Liberia. You’ve made a lot of sacrifices ensuring safe healthcare delivery. You’ve conducted workshops, trainings, and immense donations. Look around the entire country and see how many Glostavent Anesthesia System machines have been donated for safe surgeries!”*

– *Dr. Wiyatta Diggs, Physician Anesthesia Provider*



## Upgrading the Africa Mercy



**IMAGE:**  
Volunteer Polynice Gnimassou makes use of new galley additions, including a separate bakery and hospital galley area, as well as brand new ovens to maximize efficiency and food quality.



**IMAGE:**  
The installation of new X-ray and CT machines will enable advanced diagnostic photos, allowing medical crew on board to respond with enhanced speed and accuracy.



*God has blessed us with an amazing vessel with which to serve as his hands and feet. With regular maintenance, the Africa Mercy is equipped to serve the people of Africa into the 2030s. We are overwhelmed by the amazing partnerships in South Africa that allowed us to continue the rich legacy of the Africa Mercy!*

— Robert Corley  
Mercy Ships Chief  
Operating Officer

From March to December 2023, the *Africa Mercy* underwent a season of maintenance and repair in Durban, South Africa. During this time, the *Africa Mercy* was refit to extend her lifespan, allowing her to continue serving as a vessel bringing hope and healing for years to come.

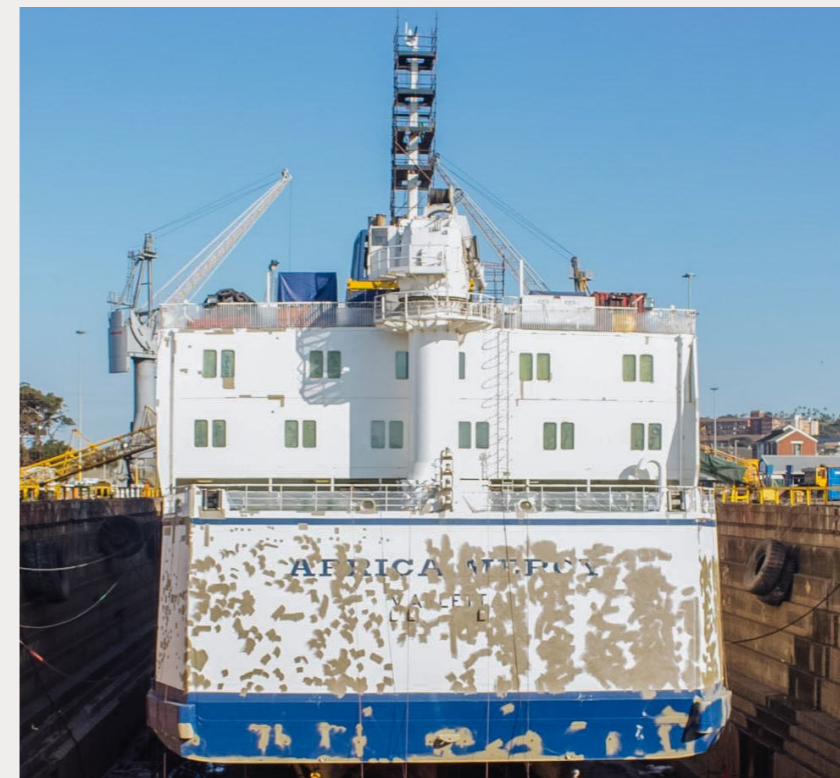
The refit touched areas across the entire ship. The hospital was remodeled, and the new radiology, lab, pharmacy, and sterilization equipment was set up. These key hospital updates will allow Mercy Ships to provide an even higher standard of care to patients who come on board the *Africa Mercy* in the future.

Other primary projects included maintenance of the hull and rudders as well as a complete renovation of the dining room and galley.

The information technology (IT) system was also upgraded, enhancing the ship's functionality and performance within her operating theaters.



**IMAGE:**  
Dining room renovation, included new booths and sound-dampening panels.



**IMAGE:**  
The *Africa Mercy* spent a month in dry dock for propeller, shaft, hull, and rudder repairs and cleaning.

## Mercy Ships' Environmental, Social, and Governance (ESG) Initiatives

In 2023, Mercy Ships continued building upon its commitment to leaving a lasting impact on the health of people and communities in sub-Saharan Africa, using its state-of-the-art hospital ships and in close collaboration with local partners and stakeholders. In the spirit of our core values to strive for excellence across all areas of operations, we are committed to upholding the highest Environmental, Social, and Governance (ESG) standards.

Each Mercy Ships vessel meets or exceeds all international environmental standards and regulations, including those relative to the environment, in particular the International Convention for the Prevention of Pollution from Ships (MARPOL), the main international convention covering prevention of pollution of the marine environment by ships from operational or accidental causes. Mercy Ships' newest hospital ship, the *Global Mercy*, was purpose-built with energy efficiency as a major component of her design. It lays a roadmap for Mercy Ships' commitment to designing future eco-friendly vessels with energy efficiency in mind, expanding our positive impact on African partner nations while minimizing our impact on the environment. To maintain optimum safety and efficiency levels, ship operations are surveyed annually by Lloyd's Register.

Key features on board the vessel include modern and efficient systems that provide reliable power, clean water, and air conditioning for the hospital and crew, all of which reduce the ship's total energy consumption relative to earlier generation vessels. Additionally, filtering and treating air conditioning condensate water for technical uses on board reduces total potable water use by approximately 50 percent.

From a social perspective, the core of Mercy Ships mission is tangibly improving the lives of individuals and communities through the delivery of direct surgical services and education, training, and advocacy programs to

its partner African nations. Since 1978, the organization has used its model of hospital ships to provide more than 117,000 life-changing and lifesaving surgical procedures across a range of surgical specialties that are often inaccessible, unaffordable, or unsafe in the countries we serve. In tandem with these direct medical services, Mercy Ships has trained over 54,300 local professionals in their area of expertise, leading to stronger surgical care systems in the long term.

This transformative work is made possible by a crew of volunteers serving on board as well as staff working around the world, all of whom Mercy Ships is dedicated to supporting as they live out their mission. In 2023, Mercy Ships continued to invest time and resources to assess the workplace culture and ensure staff and volunteers are represented and heard, allowing us to better fulfill our mission and create a work environment where everyone feels valued.

Mercy Ships' governance model includes oversight from the Mercy Ships International Board of Directors consisting of men and women with diverse profiles from around the world. The Mercy Ships brand represents our headquarters in Garden Valley, Texas, our hospital ships operating in host countries in Africa, 16 affiliated independent charities around the world under the name Mercy Ships that raise funds and recruit volunteers to staff and run our hospital ships and related operations, and an Africa Service Center headquartered in Dakar, Senegal. Each national office is an independent charity organized under the laws of its respective country, has its own Board of Directors, and complies with each country's specific legislation for non-profit NGOs. Mercy Ships currently operates a two-ship fleet consisting of the *Africa Mercy* and the *Global Mercy*, each of which is led by a Managing Director and management team that reports directly to Mercy Ships' executive leadership.



## Looking Forward: Bringing Hope and Healing

As we close another impactful year, we look ahead to bringing hope and healing to even more in 2024 through an active two-ship fleet. In February 2024, the *Africa Mercy* arrived in Toamasina, Madagascar to begin a 10-month field service, where we look forward to providing safe, free, specialized surgeries on board as well as training to healthcare professionals across the surgical ecosystem. We are honored to be welcomed to build upon years of incredible partnership with Madagascar and continue strengthening the nation's surgical system together.

Meanwhile, the *Global Mercy* will complete her field service in Sierra Leone, including providing life-changing and lifesaving surgeries as well as residencies, training, and mentoring opportunities, paving the way for

an equipped and empowered Sierra Leonean healthcare workforce. We are grateful for an invite by the President of Sierra Leone to return to Freetown for an additional 8-month field service in 2024, where we will further build upon ETA efforts and provide more surgeries to answer the nation's great surgical needs. Meanwhile in Guinea, we anticipate the opening of the expanded dental training facility at the Université Gamal Abdel Nasser de Conakry.

As we look eagerly to the future, we ask you to join us in praying for all that is to come: for the volunteer professionals needed to staff a two-ship fleet, for successful next steps in five-year country engagement plans, and for all the lives who will come on board for healing.

# Mercy Ships Canada Financial Review 2023

## Introduction

The financial summary below is based on the data contained in our 2023 Financial Statements audited by KPMG and available on the Mercy Ships Canada (MSCA) website: <https://mercyships.ca/en/impact-stories/annual-reports>.

## Revenue

Most of our donations come from regular people who generously donate whatever they can, as small or as large as that amount may be. Money donated to Mercy Ships Canada comes from many areas of the community, including individual wills and bequests, as well as organizations, such as churches and foundations. Canadian volunteers who serve with Mercy Ships also engage in fundraising efforts on behalf of MSCA.

Total revenue for the year was \$3,723,111 (2022: \$4,790,649). Mercy Ships Canada's cash revenue of \$2,558,970 was primarily driven by donations from individuals (75 percent), foundations (12 percent), third-party fundraisers (nine percent) and corporations (four percent). The value of the contributed services of volunteers was \$1,098,507.

## Expenses

Mercy Ships Canada expenditures totalled \$3,571,844 (2022: \$4,502,410). Charitable programs expenditures, which included contributed services utilized, were 77 percent (2022: 85 percent), representing a decrease in charitable programs expenditure of eight percent. The decrease in charitable expenditures compared to the previous year was due in part to the extension of existing international development projects where the payment of the financial commitment would occur in future years. Expenditures for fundraising accounted for 16 percent and administration seven percent.

## Funds

At the end of 2023, total cash and cash equivalents was at \$2,131,977 (2022: \$2,047,909). There were no restricted funds that were subject to conditions imposed by donors.



## Going Concern

We have set out above a review of the financial performance during the financial year and our cash and cash equivalents position at the year-end. We have adequate financial resources and have the structures in place to manage the business risks. In addition, our budgeting and forecasting processes have taken into consideration the current economic climate and its potential impact on both our various sources of revenue and expenditure. We have a reasonable expectation that we have adequate resources and control mechanisms to continue in operational existence for the foreseeable future. Further, we believe that there are no material uncertainties that may cast doubt on the charity's ability to continue as a going concern. Therefore, we continue to adopt the going concern basis of accounting in preparing the annual financial statements.

## Risk Management

The risks that the charity faces are detailed in an enterprise risk register, which the members of the Finance and Compliance Committee review on a quarterly basis. The risk register considered the Financial Perspective related to revenue, donor growth and costs efficiency. The Stakeholder Perspective addressed volunteer and donor issues. The Learning and Growth Perspective addressed risks related to human resources and organizational development. The Internal Business Process Perspective addressed compliance and operational excellence considerations.

The Finance and Compliance Committee oversees our banking arrangements with a focus on liquidity and the preservation of capital. Fundraising efforts are focused on a range of segments and levels to reduce the potential impact of any sector-wide downturn.

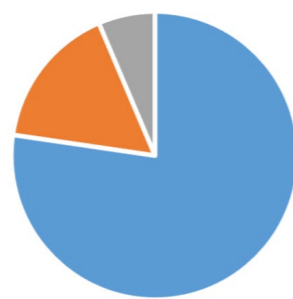
Mercy Ships International communicates operating plans to Mercy Ships Canada regularly to help ensure alignment of activities related to volunteer crew staffing needs and programmatic activities. There is a Joint Programs Committee comprised of Directors of Mercy Ships Canada, the Executive Director of Mercy Ships Canada, and senior staff of Mercy Ships, who screen suitable projects and ensure funding sources for various projects are available.

The Directors of Mercy Ships Canada believe that appropriate policies to mitigate lower-level day-to-day risks have been adopted. They also believe that key financial systems are in place and appropriate internal controls are maintained for an organization of the charity's size and complexity. The overall financial and operational control environment is regularly reviewed by the Executive Director and the Director, Programs, Business Operations & Risk with reports provided to the Finance and Compliance Committee.

Revenue 2023



Expenses 2023



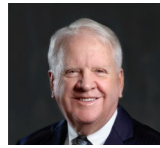
Contributed Services (29.5%)  
Cash Contributions (70.5%)

Programs (77.3%)  
Fundraising (16.3%)  
Admin (6.4%)



## Governance

Mercy Ships International  
Board of Directors



**Chairman**  
**Gary Brown**  
CEO (Retired)  
Ramsey, NJ, USA



**Vice Chair**  
**Jan van den Bosch\***  
CEO, Owner  
High Flight  
International Holdings  
Rotterdam, The  
Netherlands



**Vice Chair**  
**Bert van Dijk**  
Chair  
Mercy Ships Belgium  
Knokke-Heist, Belgium



**Vice Chair**  
**Thomas Latkovic\***  
Senior Partner  
McKinsey and Company  
Cleveland, OH, USA



**Vice Chair**  
**Peter Schulze\***  
Monterey, MA, USA



**Chief Executive Officer**  
**Gert van de Weerdhof\***  
Mercy Ships  
Garden Valley, TX, USA

### Since 1978:

- 2.87 million+** Direct beneficiaries
- 117,000+** Life-changing surgical procedures
- 541,000+** Dental procedures
- 54,300+** Professionals trained in their field of expertise
- 6,940+** Professionals trained to train others

**Dr. Bertha Serwa Ayi**  
Medical Director of Sepsis  
Essentia Health West  
Sioux Falls, SD, USA

**Gary Belvin**  
Boston, MA, USA

**Lois Boyle\***  
Director of Operations  
and Communications  
Gloag Foundation  
Giffnock, Glasgow

**Dr. Gary Brandenburg**  
Teaching Pastor  
Fellowship Bible Church  
Dallas, TX, USA

**James F. Coppens\***  
Chief HR and  
Communications Officer  
Overhead Door Corporation  
Double Oak, TX, USA

**Michael L. Cowan, MD**  
Vice Admiral, USN (Retired)  
Ashburn, VA, USA

**Troy A. Griep**  
Morgan Stanley,  
Private Wealth Management  
San Francisco, CA, USA

**John Paul Ketels\***  
Senior Partner (Retired)  
Clifford Chance  
Washington, DC, USA

**D. Michael Lindsay, Ph.D**  
President,  
Taylor University,  
Upland, IN, USA

**David Overton\***  
Partner  
Opus Faveo Innovation  
Development  
Austin, TX, USA

**Dr. Loïc Pfister**  
LPPV Avocats,  
Academic Fellow,  
Center for Philanthropy  
University of Geneva  
Lausanne, Switzerland

**Françoise André**  
Paudex, Switzerland

**Dame Ann H. Gloag**  
Non-Executive Director  
Stagecoach Holdings, PLC  
Perth, Scotland, UK

**Lucy Quist**  
Chief Diversity and Inclusion  
Officer & Head of Change  
Hertfordshire, UK

**Filip Rygg**  
CEO  
Rexir  
Frogner, Norway

**Daniel O. Shelley**  
Texas State Senator, (Retired)  
Attorney at Law  
Austin, TX, USA

**Dr. Michael Spence**  
Chair  
Mercy Ships United Kingdom  
London, UK

**Janeen Uzzell**  
CEO  
National Society of Black  
Engineers  
Washington, DC, USA

**Amy Haig Wagner**  
Wagner Family Foundation  
Atherton, CA, USA

**Gilbert Walter**  
BRS Brokers  
Geneva, Switzerland

**Richard Wankmuller**  
Chair  
Mercy Ships Australia  
Caloundra, QLD, Australia

**Rev. Jonathan Weaver**  
Pastor  
Greater Mt. Nebo A.M.E.  
Church  
Bowie, MD, USA

**Dr. Michelle White**  
Consultant Anesthetist  
Great Ormond Street Hospital  
London, UK

### *Emeritus Director*

**Deyon Stephens**  
Co-Founder  
Mercy Ships  
Garden Valley, TX, USA

**Founder/President Emeritus**  
**Donald K. Stephens\***  
Mercy Ships  
Garden Valley, TX, USA

\*Executive Committee Member

### *Lifetime Members*



## Mercy Ships Locations | National Offices

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**Mercy Ships Global Association**  
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1012 Lausanne  
Switzerland  
mercyships.org

**Mercy Ships Africa Service Center**  
*Coming Soon*  
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mercyships.africa

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**Mercy Ships United Kingdom**  
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Stevenage, Hertfordshire,  
SG1 2EF  
United Kingdom  
mercyships.org.uk

*The work of Mercy Ships is only made possible by the generosity of supporters and volunteer professionals.*

*Help Mercy Ships continue to provide life-changing surgeries and change the face of healthcare in African nations.*

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## How You Can Help

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### Donate

Make a regular monthly donation to Mercy Ships.

Visit [mercyships.ca/donation](https://mercyships.ca/donation)



### Nominate Us

Nominate Mercy Ships as Charity of the Year partner in your workplace, school, church, or organization.

### Come Along

Attend or hold your own event or form a fundraising group in your local community, church, club, or workplace.

Email [msca@mercyships.ca](mailto:msca@mercyships.ca)

### Remember Us

Remember Mercy Ships in your will.

Visit [mercyships.ca/legacy-giving](https://mercyships.ca/legacy-giving)

### Volunteer

Volunteer on board a Mercy Ship!

Visit [mercyships.ca/volunteer](https://mercyships.ca/volunteer)





## Mercy Ships Canada

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mercyships.ca



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license by Mercy Ships Canada*



# *Mercy Ships*

# *Appendix*



**Mercy Ships Canada  
Annual Report**

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## 1. The Relationship Between Mercy Ships Canada & Mercy Ships International

Mercy Ships Canada (MSCA) is one of 16 National Offices affiliated with and supports the work of the charity Mercy Ships International. Founded in 1989, Mercy Ships Canada is a Canadian registered charity that mobilizes Canadians to volunteer onboard the hospital vessels and raises funds to support the program work of Mercy Ships International.

Mercy Ships International operates the *Africa Mercy* and the *Global Mercy* - the world's largest civilian hospital ships. The *Global Mercy* completed its inaugural field service in 2023.

The programs of Mercy Ships International provide free direct medical services and education, training and advocacy that foster the development of healthcare systems in low resource settings, mainly in Sub-Saharan Africa.

The consolidated Financial Statements of Mercy Ships International provides a breakdown of Program Expenses related to Ship and Field Operations and Supporting Activities related to General and Administrative and Fundraising Expenses. Mercy Ships International hospital ships are used for providing direct medical services and engage in education, training, and advocacy initiatives where volunteers contribute to health system development. Since the same physical facilities and volunteer crew serve multiple programs objectives simultaneously, Mercy Ships does not provide a disaggregated summary of expenses that are specifically allocating costs to each of the main programs service areas, currently.

Mercy Ships Canada in this report provides a breakdown of our participation in the programs work of Mercy Ships International. In part, because of a Joint Programs Agreement between Mercy Ships Canada and Mercy Ships International that was entered into on January 1, 2017. Mercy Ships Canada and Mercy Ships International agree that any resources committed by them within the scope of the agreement shall be disbursed only for charitable programs.

The Mercy Ships Canada-Mercy Ships Joint Programs Committee was comprised of the following members at the end of 2023:

- Bruce Murray, Board member, Mercy Ships Canada, (Committee Chair)
- Linda Slocombe, Board member, Mercy Ships Canada,
- Darryl Anderson, Executive Director, Mercy Ships Canada,
- Barney Goodall, Senior Director of Global Finance, Mercy Ships International
- Heather Peterson, Director of Talent, Acquisition and Engagement, Mercy Ships International

Under the direction of the Canadian Board and pursuant to the provisions of the Joint Programs Agreement, the Canadian National Office staff is involved in the recruiting, reviewing, screening, recommending for use, approving and, if approved, training volunteers, and then supervising, monitoring, and overseeing the approved volunteers' work in the approved programs throughout their authorized terms of service.

Mercy Ships International is a member of the Evangelical Council for Financial Accountability (ECFA) which provides accreditation to Christian non-profit organizations that faithfully demonstrate compliance with established standards for financial accountability, fundraising, and Board governance. The following web link can be used to access Mercy Ships International information: <https://www.ecfa.org/>.

Mercy Ships Canada is Imagine Canada accredited which demonstrates excellence and leadership in five key areas: Board governance, financial accountability and transparency, fundraising, staff management and volunteer involvement.

The information in the Mercy Ships Canada 2023 Annual report and Financial Statements are available at <https://mercyships.ca/en/how-we-help/annual-reports/>. The purpose this Appendix is to provide supplemental insights.

The Mercy Ships Canada T3010 Registered Charity Return for 2023 can be found at [https://apps.cra-arc.gc.ca/ebci/hacc/srch/pub/dsplyBscSrch?request\\_locale](https://apps.cra-arc.gc.ca/ebci/hacc/srch/pub/dsplyBscSrch?request_locale).

## 2. Charitable Purposes of Mercy Ships Canada

The charitable purposes of Mercy Ships Canada are to alleviate the suffering of the poor, regardless of race, gender, or religious background in developing nations around the world, following the model of Jesus, by mobilizing people and resources from across Canada to carry out programs and projects to develop and promote public health.

We aim to develop and promote public health by:

### **Direct Medical Services (DMS)**

- Operating one or more hospital ships.
- Conducting medical and health care programs ashore in related facilities.
- Providing medical, surgical, eye, dental, health and related support services.
- Acquiring and distributing, medicine, medical equipment and supplies, fuel, tools, and any related materials necessary to deliver basic care for the hospital ships, land-based programs, and related facilities.

### **Education, Training & Advocacy (ETA)**

- Offering specialized training to local health care professionals.
- Advancing education through the provision of medical and surgical training to local health professionals and medical leadership development.

A primary means in which we fulfill our charitable purpose are by mobilizing Canadian volunteer crew members to serve with *Mercy Ships International* and involving *Mercy Ships Canada* staff with initiatives and funding projects.

### 3. Mercy Ships International 2023 Social Impact Summary

Mercy Ships International worked on the ground throughout Africa to provide life transforming training and treatment. Our 2023 Annual Report entitled, "Igniting Hope, Multiplying Impact", provides a summary of the direct medical services provided along with the education, training, and advocacy initiatives.

#### What We Did – Direct Medical Services (DMS)

**4,804** surgical procedures

**11,436** dental procedures

**2,449** basic oral health instructions

**6,875** surgical and dental patients

#### Surgical

Surgical Procedures in the context of direct medical services refers to a medical service provided to a patient. During one surgery, there may be more than one surgical procedure, and this is where we capture that information. For example, orthopedic surgery on a patient suffering from windswept knees may require one surgical procedure on each knee (thus a total of two surgical procedures performed during one surgery). This would be counted as one patient, one surgery, two surgical procedures.

Age: Adult 18 years and older and Child 17 years and younger- consistent with the WHO's definition.

Gender: 'Female' includes adult women, children, girls, and babies. 'Male' includes adult men, teen, children, boy and babies.

#### Dental

- Dental Patient Encounter- some individuals might be counted twice if they return for separate treatments.
- Dental Procedures - each procedure (i.e., extractions, white fillings, amalgam fillings, etc.) is counted and normally there are multiple dental procedures during one dental patient encounter.
- Unique Dental Patients - figure reflects the number of unique dental patients - not counting the same dental patient more than once.

## Direct Medical Services Demographic 2023

Direct Medical Services Demographics 2023					
Program Description	Adult		Child		Grand Total
	Female	Male	Female	Male	
<b>Global Mercy</b>	<b>1,038</b>	<b>1,334</b>	<b>233</b>	<b>460</b>	<b>3,065</b>
<b>Gambia</b>	<b>13</b>	<b>27</b>	<b>8</b>	<b>31</b>	<b>79</b>
General Surgery	2	17	2	10	31
Ear, Nose, Throat, and Maxillofacial Surgery	7	9	2	3	21
Ophthalmic Surgery	0	0	0	0	0
Orthopedic Surgery	0	0	0	2	2
Pediatric Surgery	0	0	0	7	7
Reconstructive Plastics Surgery	4	1	4	9	18
<b>Senegal</b>	<b>273</b>	<b>414</b>	<b>76</b>	<b>159</b>	<b>922</b>
Dental Care	86	146	12	21	265
General Surgery	27	99	2	20	148
Ear, Nose, Throat, and Maxillofacial Surgery	52	53	36	35	176
Ophthalmic Surgery	105	111	2	7	225
Orthopedic Surgery	0	0	14	28	42
Pediatric Surgery	0	0	5	42	47
Reconstructive Plastics Surgery	3	5	5	6	19
<b>Sierra Leone</b>	<b>752</b>	<b>893</b>	<b>149</b>	<b>270</b>	<b>2,064</b>
Dental Care	164	145	7	5	321
General Surgery	126	315	7	8	456
Ear, Nose, Throat, and Maxillofacial Surgery	87	93	37	28	245
Ophthalmic Surgery	350	308	7	19	684
Orthopedic Surgery	0	0	30	29	59
Pediatric Surgery	0	3	37	157	197
Reconstructive Plastics Surgery	25	29	24	24	102
<b>Off-ship</b>	<b>1,851</b>	<b>1,641</b>	<b>160</b>	<b>158</b>	<b>3,810</b>
<b>Guinea</b>	<b>862</b>	<b>948</b>	<b>156</b>	<b>156</b>	<b>2,122</b>
Dental Care	862	948	156	156	2,122
<b>Togo</b>	<b>989</b>	<b>693</b>	<b>4</b>	<b>2</b>	<b>1,688</b>
Sight.org Partnership - Ophthalmic Surgery	319	287	4	2	612
Cataract Surgery Teaching Institute Investment	670	406	0	0	1076
<b>Grand Total</b>	<b>1,312</b>	<b>1,534</b>	<b>247</b>	<b>351</b>	<b>6,875</b>

## What We Did – Education, Training & Advocacy (ETA)

### Education, Training & Advocacy Demographic 2023

Education Training & Advocacy, Participant Hours of Training 2023			
Program Description	Male	Female	Total
Anesthesia Mentoring	94	84	178
Biomed Anesthesia Training	224	177	401
Biomedical Technician Mentoring	1,248	515	1,763
Dental Partner Unit Mentoring Program	16,206	19,894	36,100
Essential Pain Management Courses	742	641	1,383
Leadership Development	1,725	1,380	3,105
Lifebox	382	431	813
MCB Surgeon Mentoring	869	516	1,385
Mental Health	1,661	963	2,624
Neonatal Resuscitation Courses	165	321	486
Nurse Mentoring	129	366	495
Nurse Training	144	600	744
Nutritional Agriculture	71,252	28,795	100,047
On-Ship Education and Training	292	869	1,161
Primary Trauma Care Courses	732	615	1,347
Primary Trauma Care Courses- Training of Trainers	180	0	180
PUMP: Albert Royer Hospital	634	968	1,602
Residency Training	590	409	999
SAFE Obstetric Anesthesia	279	298	577
SAFE Obstetric Anesthesia - Courses	959	1,166	2,125
SAFE Pediatric Anesthesia	861	1,097	1,958
Safe Surgery	422	395	817
Specialized Medical Education Sponsorship	36,437	5,524	41,961
Sterile Processing	128	216	344
Surgical Residency	999	0	999
Vital Anesthesia Simulation Training (VAST) Courses	1,146	705	1,851
<b>Grand Total</b>	<b>138,500</b>	<b>66,945</b>	<b>205,445</b>

### Education, Training and Advocacy by Country in 2023

In 2023, Mercy Ships International was involved in education, training, and advocacy initiatives in eight countries in Africa. The data in the table below reveals that Senegal was the country with the largest number of participants with 34.5 percent of the total number of participants. In comparison, Guinea, Benin, and Senegal were the leading countries when measuring the number of participant hours.

Mercy Ships International, Education, Training and Advocacy, Summary 2023				
Country	# of ETA Participants	Participant Hours	% Participants	Participant Hours
Senegal	598	30,112	34.5	14.7
Liberia	378	6,808	21.8	3.3
South Africa	236	4,083	13.6	2.0
Benin	180	78,231	10.4	38.1
Gambia	149	1,320	8.6	0.6
Guinea	136	80,569	7.8	39.2
Sierra Leone	46	2,937	2.7	1.4
Togo	10	1,385	0.6	0.7
<b>Total</b>	<b>1,733</b>	<b>205,445</b>	<b>100%</b>	<b>100%</b>

Mercy Ships International, Education, Training and Advocacy, By Country 2023		
Benin	# of ETA Participants	Participant Hours
Essential Pain Management Courses	96	590
Essential Pain Management Courses- Training of Trainers	21	171
Nutritional Agriculture	63	77,470
<b>Total</b>	<b>180</b>	<b>78,231</b>

Gambia	# of ETA Participants	Participant Hours
Neonatal Resuscitation Courses	43	202
SAFE Obstetric Anesthesia	30	577
Safe Surgery	76	541
<b>Total</b>	<b>149</b>	<b>1,320</b>

Guinea	# of ETA Participants	Participant Hours
Biomed Technical Mentoring	14	1,654
Dental Partner Unit Mentoring Program	56	36,100
Specialized Medical Education Sponsorship	38	41,961
Vital Anesthesia Simulation Training (VAST) Courses	28	854
<b>Total</b>	<b>136</b>	<b>80,569</b>

Liberia	# of ETA Participants	Participant Hours
Biomedical Technician Mentoring	77	400
Leaderships Development	72	3,105
Lifebox	65	813
Mental Health	83	498
Nurse Training	31	744
Nutritional Agriculture	24	624
Primary Trauma Care Courses	26	624
<b>Total</b>	<b>378</b>	<b>6,808</b>

Senegal	# of ETA Participants	Participant Hours
Anesthesia Mentoring	2	178
Biomedical Technician Courses	8	109
Essential Pain Management Courses	86	622
Mental Health	95	2,126
Neonatal Resuscitation Courses	62	284
Nurse Mentoring	10	495
Nutritional Agriculture	35	21,953
Primary Trauma Care Courses	53	723
Primary Trauma Care Courses- Training of Trainers	9	180
PUMP: Albert Royer Hospital	96	1,602
Safe Surgery	40	276
Sterile Processing	24	344
Surgical Residency	1	222
Vital Anesthesia Simulation Training (VAST) Courses	77	997
<b>Total</b>	<b>598</b>	<b>30,112</b>

Sierra Leone	# of ETA Participants	Participant Hours
On-ship Education and Training	31	1,161
Residency Training	13	999
Surgical Residency	2	777
<b>Total</b>	<b>46</b>	<b>2,937</b>

South Africa	# of ETA Participants	Participant Hours
SAFE Obstetric Anesthesia	127	2,125
SAFE Pediatric Anesthesia	109	1,958
<b>Total</b>	<b>236</b>	<b>4,083</b>

Togo	# of ETA Participants	Participant Hours
Surgeon Mentoring	10	1,385
<b>Total</b>	<b>10</b>	<b>1,385</b>

#### 4. Mercy Ships Canada Programs Activities & 2023 Expenses Summary

Mercy Ships Canada's Social Impact Initiatives cover the following areas:

- A. Direct Surgical Services & Medical Equipment
- B. Education, Training and Advocacy

##### A. Direct Surgical Services & Medical Equipment - Mercy Ships Canada

Canadian volunteer crew members are a primary way in which Mercy Ships Canada contributes to the provision of direct medical services of Mercy Ships.

In total, **62** Canadian volunteer crew served in 2023. There were **60** volunteers that were reviewed and recommended by the Volunteer Crew & Human Resource Committee and approved by the Mercy Ships Canada Board.

#### VOLUNTEER CREW

Number of Longer-Term Canadian Volunteers Served in 2023:

- 17 longer term crew (including 6 children)

Number of Shorter-Term Canadian Volunteers Served in 2023:

- 45 shorter term crew members



The number of Canadian volunteers that served in a calendar year is the highest level of aggregation for describing the volunteer crew program. Yet, it is important to recognize that in a year individuals may serve in different ways. Some people will service in a single role for their entire service, some people will serve more than once in the same role, and other people will transition from their original role on the ship to another role.

### **Volunteer Crew Key Performance Indicators**

Using a framework found in the literature and published by the Canadian Centre for Philanthropy in 2002 entitled, *Assigning Economic Value to Volunteer Activity: Eight Tools for Efficient Program Management*, Mercy Ships Canada developed two baseline key performance indicators (KPIs) for our volunteer crew program. It is important to note that these direct MSCA measurements do not attempt to capture the value of the surgical procedures and medical training initiatives provided by the volunteers.

1. Human resource productivity measures describe how Mercy Ships Canada volunteers extend our organization's personnel resources beyond our existing budget.

The contributed services amount for volunteer Canadian citizens who donated their professional services in 2023 was **\$1,098,057**. This amount is based on hours worked multiplied by the hourly wage attributed to each role. For comparison, the Mercy Ships Canada value of volunteer contributed services in previous years was as follows:

2022	\$1,688,800
2021	\$ 554,189
2020	\$ 471,088
2019	\$1,269,762

2. Volunteer program efficiency measures provide the context for explaining the value of the Mercy Ships Canada volunteer program.

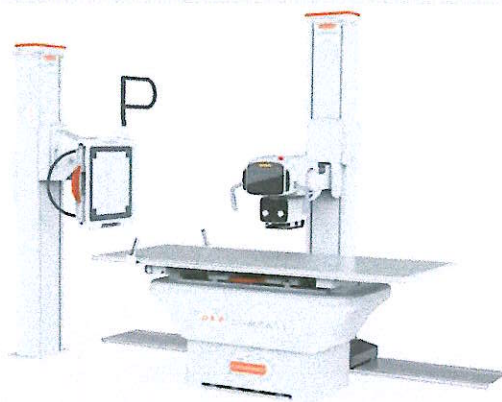
The volunteer investment ratio is used to measure the return on the money Mercy Ships Canada invests in its volunteer program. In 2023, for every dollar that Mercy Ships Canada invested in the volunteer program, we receive a return valued at **\$3.2** in unpaid volunteer activity.

The value 3.2 is calculated by the following formula: Total dollar value of contributed services/Total financial investment on volunteer program or (\$1,098,057/\$342,653). MSCA volunteer crew program funding included expenses related to crew fees and crew travel.

## Medical Equipment Projects Funded by Mercy Ships Canada

Project Name	Charitable Purposes
<ol style="list-style-type: none"> <li>1. X-ray and OPG (Orthopantomogram) Project</li> <li>2. Digital X-ray Detectors and Transport Stretchers</li> <li>3. Dental Hospitainer Project</li> </ol>	To develop and promote public health by acquiring and distributing, medicine, medical equipment and supplies, fuel, tools, and any related materials necessary to deliver basic care for the above-referenced hospital ships, land-based programs, and related facilities.

### 1. X-ray and OPG (Orthopantomogram) Project



Carestream X-Ray

**Goal:** The X-ray and OPG radiology equipment will be purchased and shipped to the warehouse of Mercy Ships International in the Netherlands.

**Note:** The equipment will then be delivered and installed on board the hospital ship as part of the *Africa Mercy's* re-fit in 2023.

**Project Time Frame:** January 2023 to September 2023.

### Summary of Activities and Expected Outcomes

Activities	Outcomes	Status as of Dec 31, 2023
1. Purchase the equipment in Q1 2023.	The new X-ray and OPG units are purchased and shipped to Mercy Ships warehouse in the Netherlands.	Completed.
2. Equipment arrives at Mercy Ships' warehouse in the Netherlands in Q2 2023.	The new X-ray and OPG units are purchased and shipped to Mercy Ships warehouse in the Netherlands.	Completed.

**Summary of Expenditures:**

Total expenses as of 2023: CD \$310,867 or US \$239,129 (CD \$324,209 disbursed in 2023).

**2. Digital X-ray Detectors & Stretchers**



**DRX- L Detector**

**Goal:** The digital X-ray detectors and transport stretchers equipment will be purchased and shipped to the Mercy Ships International warehouse in the US, as part of the *Africa Mercy* re-fit and new equipment for the *Global Mercy*.

Note: The equipment will then be delivered and installed on board the hospital ships in Q3 2023.

**Project Time Frame:** June 2023 to March 2024.

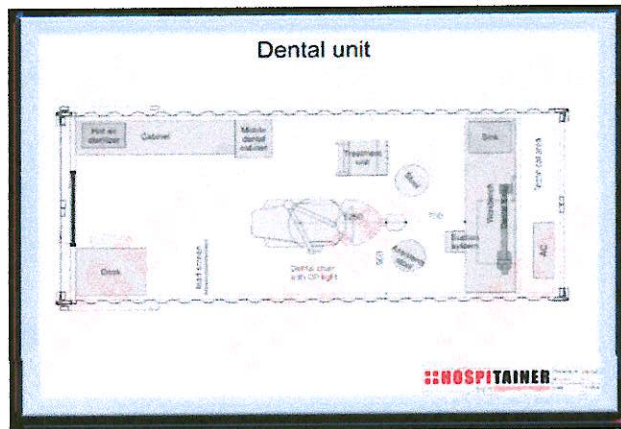
**Summary of Activities and Expected Outcomes**

Activities	Outcomes	Status as of Dec 31, 2023
1. Purchase the equipment in Q2 2023.	The new digital X-ray detectors and transport stretchers equipment are purchased and shipped to Mercy Ships International warehouse in the US.	X-ray detectors are purchased for the <i>Global Mercy</i> .  X-ray detectors are pending for the <i>Africa Mercy</i> .  Transport stretchers for the <i>Africa Mercy</i> have been purchased.
2. Equipment arrives at Mercy Ships International warehouse in the US in Q3 2023.	The new digital X-ray detectors and transport stretchers equipment will then be available to be delivered and installed on	X-ray equipment is delivered to the <i>Global Mercy</i> .  X-ray equipment is pending for the <i>Africa Mercy</i> .

	the hospital ships in Q3 2023.	Transport stretchers have been delivered to the <i>Africa Mercy</i> .
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**Summary of Expenditures:**  
Total expenses as of 2023: CD \$148,232 or US \$114,025 (CD \$157,246 disbursed in 2023).

### 3. Dental Hospitainer Project



**Goal:** The dental hospitainer will be purchased and shipped to the *Africa Mercy* hospital ship in Madagascar where it will become part of the equipment owned and used by Mercy Ships.

**Note:** The equipment will then be installed on the *Africa Mercy* and commissioned for use in Q1 2024.

**Project Time Frame:** September 2023 to May 2024

#### Summary of Activities and Expected Outcomes

Activities	Outcomes	Status as of Dec 31, 2023
1. Purchase the equipment in September 2023.	The dental hospitainer is purchased and shipped to the <i>Africa Mercy</i> in Madagascar.	Equipment purchased.
2. Equipment arrives in Madagascar on the <i>Africa Mercy</i> in Q1 2024.	The dental hospitainer will be available to be installed and commission for use on the <i>Africa Mercy</i> hospital ship in Q1 2024.	Arrival expected in Q1 2024.

**Summary of Expenditures:**  
 Total expenses as of 2023: CD \$207,363 or US \$159,510 (CD \$217,236 disbursed in 2023).

**B. Education, Training and Advocacy Initiatives Funded by Mercy Ships Canada**

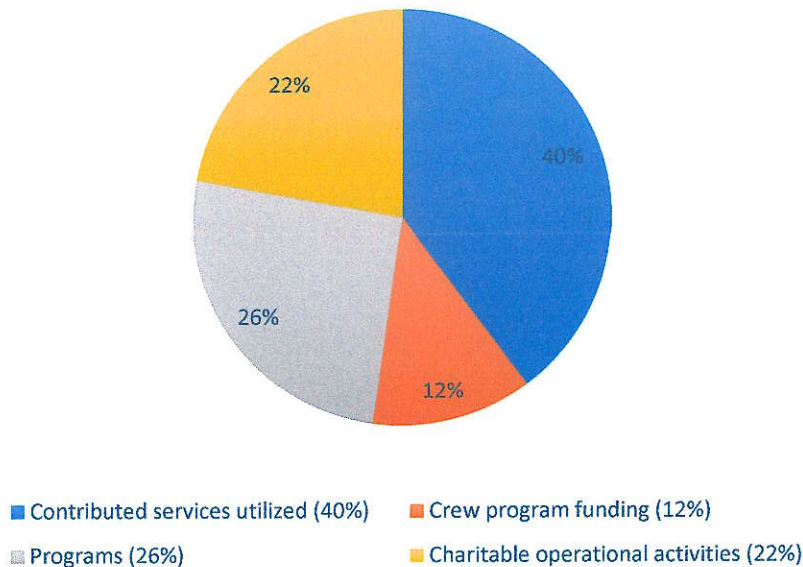
Canadian staff members seconded to Mercy Ships International were the primary way that Mercy Ships Canada contributed to the development of health systems relationships. One Canadian staff member was seconded to Mercy Ships for the role of the Pharmacy Clinical Coordinator which supervised the installation on the ships of a new Electronic Patient Medical Record system and new pharmacy operating system. In addition, in 2023, Mercy Ships Canada supported the secondment of the Senior Director, Education, Training & Advocacy.

**Mercy Ships Canada Expenditure on Charitable Activities**

A summary of the Mercy Ships Canada charitable program activities is summarized below.

Expenditures on Charitable Activities		
Direct Medical Services	Contributed services utilized	\$1,098,907
Direct Medical Services	Volunteer crew program funding	\$342,653
Direct Medical Services	Programs	\$710,042
Direct Medical Services	Charitable operational activities	\$610,047
<b>Total</b>		<b>\$2,761,249</b>

**Expenditures on Charitable Activities**

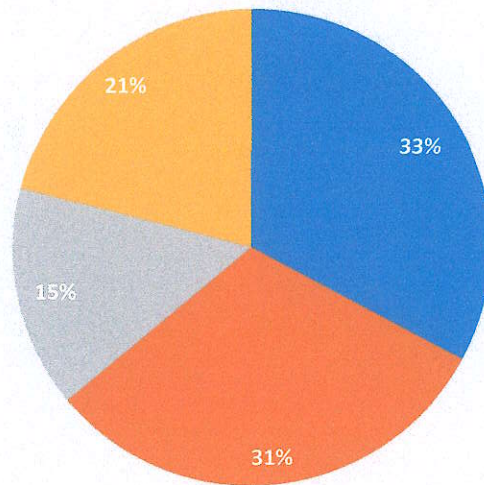


## Canadian Volunteer Crew and Program Activities

Mercy Ships Canada can spend financial resources on programs outside of Canada facilitated by a Joint Programs Agreement with Mercy Ships International. Below is a breakdown of expenditures on program activities.

Mercy Ships Canada Programs 2023 Expenses		
Direct Medical Services	Volunteer crew program funding	\$342,653
Direct Medical Services	Programs: X-ray and OPG Project	\$324,209
Direct Medical Services	Programs: Digital X-ray and Transport Stretchers	\$157,246
Direct Medical Services	Programs: Dental Hospitainer	\$217,236
<b>Total</b>		<b>\$1,041,344</b>

### Programs 2023 Expenses



- Volunteer crew funding program (32.9%)
- Programs- X-ray and OPG Project (31.1%)
- Programs- Digital X-ray and Transport Stretchers (15.1%)
- Programs- Dental Hospitainer (20.9%)

## 5. Mercy Ships Canada Programs Insights and Lessons Learned

### 1. Environmental, Social and Governance (ESG)

Having environmental, social, and governance strategies can bolster our effectiveness, align our operations more closely with our mission, and earn and maintain the trust of our donors. The emerging topic under social and governance is anti-corruption. The Mercy Ships Canada Board has raised and discussed the need for anti-corruption awareness and mitigation measures in project selection and implementation.

### 2. Global Health and International Development

Several projects were created from the Gamal University Medical and Dental Centre and its relationship with dentist Dr. Dave Ugai, who had been key in building relationships with the ministry and university officials in Guinea for several years. Dr. Ugai's in-country presence allows for the effective scaling of project efforts because smaller projects can be tested, refined, and then scaled for growth in a manner that supports the country's health objectives and the institutions and partnerships necessary for Mercy Ships International to work.

### 3. Impact of Supply Chain Disruptions

Supply chain disruptions caused delays in 2023 in the transport of the medical waste converters, which impacted the Medical Waste Converter project.

## 6. Appendix A: Mercy Ships Philosophy of Service and Programmatic Pillars

The Mercy Ships International philosophy of service inherently recognizes that the social determinants of health are complex. By following the 2000-year-old model of Jesus, we celebrate and embrace the dignity of all persons.

We know that health outcomes are intertwined with cultural, socioeconomic, political, and historical factors that global health and development decision-making, should not ignore. Therefore, coming alongside other people to provide free healthcare and undertake education, training and advocacy initiatives helps address equity issues and is at the forefront of our humanitarian work.

### **Mercy Ships Philosophy of Service**

The philosophy of service illustrates how we put into practice our core values, mission, and vision.

### **Who is Mercy Ships?**

Central to who we are is our commitment to follow the way of Jesus who inspires and informs our calling to be a tangible expression of love. It is our aim, therefore, to be a catalyst for transformational development, which we understand to be a process by which we and others move towards wholeness of life with dignity and hope.

## **Fundamental Issue**

Many of our global neighbours experience a complex system of disempowerment, often combined with broken relationships, that leads to being marginalized or even excluded from society. These marginalized and excluded neighbours and the communities in which they live, lack hope, which is foundational to the process of transformation.

### **Mercy Ships Response**

Our programs incorporate elements that demonstrate and communicate the mission of God revealed in the gospel stories of Jesus. For example, the blind see, the lame walk, those with diseases are restored to wholeness, the excluded are reintegrated into community, and the good news of the way of God is communicated to the poor.

## **How Does Mercy Ships Understand Poverty?**

We understand poverty, defined as the absence of “shalom”, to be fundamentally relational - a manifestation of a broken world system separated from its creator. Shalom denotes a way of being that centers around a harmonious ecosystem rooted in relationship with God, self, others, and creation.

## **Fundamental Issue**

Dysfunctional or corrupt systems and structural injustice at various levels of society constitute a primary catalyst for conditions of poverty in a family, community, city, or nation. Poverty cannot be fully explained without consideration given to underlying issues associated with a distorted worldview that leads away from the shalom in God’s kingdom.

### **Mercy Ships Response**

We endeavor to promote unity among all individuals, communities, and organizations. This unity is not one of social or cultural conformity, but the “I am because we are” concept of *Ubuntu*, which affirms the intrinsic worth of every person, our mutual interdependence, and the value of working together for the common good.

## **What Are the Primary Services Mercy Ships Utilizes?**

Mercy Ships uses hospital ships to transform lives and serve nations. We do this by providing surgical care as a direct means to repair or restore the capacity for physical well-being to individuals. We also work to strengthen the host nation's health systems through education, training and advocacy.

## **Fundamental Issue**

The barriers to delivery of healthcare services may include an inadequate economic capacity or inadequate healthcare infrastructure. Both are closely tied to the issues that result from poverty. In low- and middle-income countries, nine out of ten people cannot access even the most basic surgical services.



### **Mercy Ships Response**

We provide corrective surgical treatment and dentistry, which decreases disability, saves lives, and increases social and economic inclusion. Our partnership with the government of the host nation provides us with unique access to be able to influence systemic issues in the local health care delivery system and advocate for the improvement of health care nation-wide. We invest in strengthening local healthcare systems through education, training, mentoring, and targeted infrastructure projects, including quality improvement interventions.

## **Two Programmatic Pillars: Direct Medical Services (DMS) and Education, Training and Advocacy (ETA)**

Mercy Ships reviewed the strategic direction of the organization’s programmatic work in 2022. A new emphasis was given to the provision of direct medical services and education, training, and advocacy lead to changes in 2023 and beyond.

### **Pillar #1 Direct Medical Services (DMS)**

Our Direct Medical Services decrease the burden of unmet surgical need. We partner with each host nation’s Ministry of Health to offer free surgeries and post-operative care through our state-of-the-art hospital ships.

The major direct medical services and key performance indicators measuring impact are provided in tables on the following pages.

### **Women’s Health Background**

Obstetric fistula, a major cause of maternal mortality and obstructed labor, is a preventable and mostly treatable condition that primarily affects young women from poor backgrounds. The United Nations Population Fund (UNFPA) estimates that every year between 50,000 and 100,000 women sustain an obstetric fistula during childbirth. The World Health Organization (WHO) estimates that more than two million women are currently living with obstetric fistulas, of which a large number are in Sub-Saharan Africa. Obstructed labour and obstetric fistula account for six percent of maternal deaths worldwide.

### **Mercy Ships International’s Goal**

Mercy Ships International aims to reduce the effects of fistula in women in Africa by providing specialized medical treatment and training.

<b>Women’s Health</b>		
<b>Need</b>	<b>Typical Procedures</b>	<b>Activity KPI</b>
Support and medical care for women who have suffered childbirth injuries.	Specialized surgeries such as obstetric fistula and other gynecological surgeries.	Number of surgical procedures performed per year.

**Impact Key Performance Indicator (KPI):** Number of patients served per year.

Mercy Ships International provides specialized surgery, continuing the recovery process through education and social activities. An obstetric fistula is formed when the pressure from persistent contractions in prolonged labour cause a lack of blood flow to soft tissues caught between the baby's head and the mother's pelvis. Without adequate blood flow the tissues die, creating a fistula between the birth canal and bladder and/or rectum.

Poverty and a lack of timely access to high-quality maternal healthcare, including delivery by caesarean section, are the primary indirect causes of obstetric fistula around the world. Mercy Ships International performs free fistula repair operations for affected women on board its hospital ships. The healed patients are given new dresses and headdresses as symbols of their restored life.

To help build the capacity of healthcare systems in developing nations to address the condition of fistula, Mercy Ships International networks with and provides training for local and international healthcare professionals, including surgeons, nurses, and traditional birth attendants.

The impact of providing obstetric fistula and other gynecological surgeries results in the patient's overall quality of life improving. Living with a health condition means women can be ostracized from their families and communities. When people live in fear, shame, and isolation, their lives get stripped away because they cannot access healthcare. After repair, fertility and pregnancy outcomes may also be positively impacted. Access to proper medical attention affects more than just someone's health.

Mercy Ships International has partnered with Freedom from Fistula Foundation to establish obstetric fistula clinics in Sierra Leone and Madagascar. Freedom from Fistula continue to operate these clinics so that women can access safe, affordable fistula surgery between ship visits.

**Learn More:** <https://mercyships.ca/en/fistula-womens-health-program/>

**Midwife Video:** <https://www.facebook.com/mercyshipsCanada/videos/490488502372827>

Research link on long-term outcomes for women in Africa after fistula repair:

<https://bmcpregnancychildbirth.biomedcentral.com/articles/10.1186/s12884-015-0755-1>

### **Why is the Surgical Need in Low- and Middle-Income Countries So Extreme?**

Across the world, there is a need for general surgeries to address conditions like goiters and hernias. For those in the poorest countries, the lack of access to safe, timely, affordable surgery means patients present with more severe and disabling diseases. These patients are often unable to work or attend school, may be rejected by their families and communities, and face subsequent worsening poverty.

For many people in the nations Mercy Ships International serves, surgery — if available — is often located in urban areas and is cost-prohibitive. According to the World Health Organization, there is a critical shortage of all types of medical providers in low- and middle-income countries. Because of these limitations, general surgical needs such as hernias and goiters plague this region’s adult and pediatric populations.

143 million additional surgical procedures are needed each year to save lives and prevent disability. This need is greatest in the poorest regions of the world, including Western, Eastern, and Central Sub-Saharan Africa, and South and Southeast Asia. According to Disease Control Priorities in Developing Countries, third edition, an estimated 1.5 million deaths per year could be prevented by making basic surgical procedures accessible.

In the absence of surgical care, case fatality rates are high for common, easily treatable conditions including appendicitis, hernia, fractures, obstructed labor, and congenital anomalies.

**Mercy Ships International’s Goal**

In partnership with the host countries, Mercy Ships International seeks to relieve the burden of disease and affliction among the poor and outcast by providing specialized, corrective surgical interventions for conditions such as hernias and goiters through the General Surgery program.

**Services**

Mercy Ships International works in partnership with local and national governments, as well as with a variety of partners and physicians in the country, to provide specialized surgeries that will facilitate life-changing transformation. Mercy Ships International has performed more than 108,000 lifesaving or life-changing surgical procedures, including obstetric fistula repair. Patients recuperate under world-class care in the hospital wards on the ships and outpatient care in the Hope Centres, where they are also provided with opportunities for moral and spiritual support.

Maxillofacial Surgeries		
Need	Typical Procedures	Activity KPI
Deformities caused by physical conditions such as tumours, cleft lips, cleft plate and noma.	Corrective and reconstructive surgeries to relieve deformities.	Number of surgical procedures performed per year.
<p><b>Impact Key Performance Indicator (KPI):</b> Number of patients served per year.</p> <p>The conditions treated by Mercy Ships International specialist surgeons are seen all over the world, but later diagnosis in host countries means patients have more severe and debilitating diseases.</p> <p>Cleft-lip and palate is the most common facial birth defect. Noma, or cancrumoris, is a rapidly progressive and often fatal infection affecting the mouth and face. Associated with poor sanitation and malnutrition, noma is almost exclusively seen in the poorest countries in the world. Predominantly affecting children aged 2-6 years, the disease can spread to the nose, lips, and cheeks. Though both preventable and treatable, thousands die from the condition</p>		

each year. Those who survive are often severely disfigured and live with life-changing and threatening disfigurements.

Getting the necessary maxillofacial surgical care and attention means people can work and take care of their families. For children, the result of surgery means that they can more naturally develop the eating and language skills necessary to grow. Without the surgery, people living with debilitating illnesses or deformities face real struggles and hardships that impact their daily lives.

**Learn More:** <https://mercyships.ca/en/maxillofacial-surgery>

**Patient Story: Dreams of Being a Doctor:** <https://mercyships.ca/en/dreams-of-being-a-doctor/>

Research link on access to oral and maxillofacial surgery in Sub-Saharan African countries: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8449080>

Plastic Reconstructive Surgery		
Need	Typical Procedures	Activity KPI
Birth defects, burns and illness often cause deformities.	Corrective surgeries for burn-scar, contractures, benign tumours, chronic ulcers, combined fingers etc.	Number of surgical procedures performed per year.

**Impact Key Performance Indicator (KPI):** Number of patients served per year.

Across the world, there is a need for reconstructive plastic surgeries to address conditions like burn contractures, tumours, and conjoined fingers and toes. Burns are the fifth most common cause of non-fatal childhood injuries. Children under 5 years of age in the WHO African Region have over two times the incidence of burn deaths than children under five years of age worldwide. Benign skin growths such as cysts and lipomas begin as small growths but without treatment, can become disfiguring and debilitating. Webbing of the digits, or syndactyly, is caused by failure of the hand to develop normally during the first few weeks of pregnancy. This “webbing” is the most common abnormality of the newborn hand.

Plastic reconstructive surgery helps address conditions that if treated in the early stages do not become life-threatening. The consequence of not having the surgery for many is a lifetime of pain, disability, rejection, and sometimes even death.

**Learn More:** <https://mercyships.ca/en/plastic-reconstructive-surgery>

**Patient Story: Going the Extra Mile:** <https://mercyships.ca/en/going-the-extra-mile>

Research link on Sub-specialization in plastic surgery in Sub-Saharan Africa, capacities, gaps and opportunities: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4286228>

Orthopaedic Surgeries		
Need	Typical Procedures	Activity KPI
Musculoskeletal conditions, neglected orthopedic trauma and joint disease.	Orthopaedic surgeries and treatments. Ponseti casting – non-invasive clubfoot correction and surgical interventions.	Number of surgical procedures performed per year.
<p><b>Impact Key Performance Indicator (KPI):</b> Number of patients served per year.</p> <p>Mercy Ships International orthopaedic surgery focuses on pediatrics because the bone malleability in children makes recovery more effective than in adult patients. Although the primary focus of the Orthopaedic Surgery Program remains pediatric orthopaedics, Mercy Ships International does perform a limited range of procedures on young adults up to around 30 years of age. Most patients require rehabilitation to facilitate recovery after surgery. For these patients, Mercy Ships International offers physical therapy to improve range of motion, flexibility, and general mobility. These services are offered to orthopaedic and all other surgical patients requiring these services.</p> <p>Mercy Ships International offers treatment and training programs in a nonsurgical method to correct clubfoot in children under the age of two. Through a series of cast changes, a minor procedure to lengthen the Achilles tendon, and braces, clubfoot is corrected. Mercy Ships International is committed not only to providing the treatment, but also to training local healthcare providers in this technique.</p> <p>Orthopaedic surgeries and treatments allow patients to participate more fully in family and community life because they can become outcasts due to a lack of understanding of what caused the medical condition. When children are sick or not able to walk properly, they may not be able to attend school. However, access to the medical attention they need means an opportunity to become educated.</p> <p><b>Learn More:</b> <a href="https://mercyships.ca/en/orthopaedic-program">https://mercyships.ca/en/orthopaedic-program</a></p> <p><b>Patient Story: Double the Trouble, Twice the Joy:</b> <a href="https://mercyships.ca/en/double-the-trouble-twice-the-joy/">https://mercyships.ca/en/double-the-trouble-twice-the-joy/</a></p> <p>Research link on orthopaedics in the developing world:  <a href="https://online.boneandjoint.org.uk/doi/full/10.1302/2048-0105.12.360020">https://online.boneandjoint.org.uk/doi/full/10.1302/2048-0105.12.360020</a></p>		

General Surgery		
Need	Typical Procedures	Activity KPI
Neglected trauma, disease, and congenital conditions.	General surgeries such as hernias, goiters etc.	Number of surgical procedures performed per year.
<p><b>Impact Key Performance Indicator (KPI):</b> Number of patients served per year.</p> <p>General surgeries allow patients to participate more fully in family and community life. Communities suffer when their members are unable to contribute due to illness. Access to medical care can strengthen and enable communities to grow and sustain themselves.</p> <p><b>Learn More:</b> <a href="https://mercyships.ca/en/general-surgery">https://mercyships.ca/en/general-surgery</a></p> <p><b>Video:</b> <a href="https://www.facebook.com/mercyshipscanada/videos/930019294205517">https://www.facebook.com/mercyshipscanada/videos/930019294205517</a></p> <p>Research link on what factors shape surgical access in West Africa: <a href="https://bmjopen.bmj.com/content/11/3/e042402">https://bmjopen.bmj.com/content/11/3/e042402</a></p>		

Palliative Care		
Need	Typical Procedures	Activity KPI
Life-threatening illness.	An approach that improves the quality of life of patients and their families.	Number of patients served per year.
<p><b>Impact Key Performance Indicator (KPI):</b> Number of patients served per year.</p> <p>Palliative care improves the quality of life for patients with a life-threatening illness and for their families. It aims to relieve suffering by treating pain and addressing other physical, psychological, social, and spiritual needs. Often, people who request surgical or medical help from Mercy Ships International are unable to receive assistance because of inoperable and terminal conditions. Many of these people are physically suffering from incurable diseases as well as dealing with rejection, misunderstanding, and fear by their friends, families, and communities. There are few, if any, groups within the community that provide counselling, support, and end-of-life care to grieving families.</p> <p>The Mercy Ships International Palliative Care Team desires to compassionately serve those who cannot be helped by the organization's surgical professionals. Physical, psychological, social, and spiritual needs are addressed by the team's medical and counselling staff.</p> <p><b>Learn More:</b> <a href="https://mercyships.ca/en/palliative-care">https://mercyships.ca/en/palliative-care</a></p> <p>Research link on palliative care in Africa: <a href="https://www.africanpalliativecare.org">https://www.africanpalliativecare.org</a></p>		

### Dental/Oral Health Background

Severe periodontal (gum) disease, which may result in tooth loss, was estimated to be the 11th most prevalent disease globally. Oral diseases affected half of the world's population (3.58 billion

people) with dental caries (tooth decay) in permanent teeth being the most prevalent condition assessed. Oral diseases are the most common non-communicable diseases (NCDs) and affect people throughout their lifetime, causing pain, discomfort, disfigurement and even death.

### Mercy Ships International Goal

Mercy Ships International aims to prevent and reduce the effects of a lack of oral healthcare by providing dental treatment and dental hygiene education and training.

Dental & Oral Health		
Need	Typical Procedures	Activity KPI
Prevent and reduce the effects of a lack of oral healthcare.	Provide dental treatment and dental hygiene services.	Number of dental procedures performed per year.
<p><b>Impact Key Performance Indicator (KPI):</b> Number of patients served per year.</p> <p>Since 1978, Mercy Ships International has provided over 521,000 dental treatments/procedures to more than 197,000 patients. The most common oral diseases are dental cavities and periodontal (gum) disease, affecting all people regardless of socio-economic status. This situation is further exacerbated by limited access to dental care in low-resource settings. As a result, thousands of people suffer from dental pain for weeks, months, or years.</p> <p>Mercy Ships International conducts free dental clinics, providing relief from infected or rotting teeth, performing extractions, and inserting fillings. Mercy Ships International works to improve oral health in developing countries through dental hygiene education and the training of local health personnel. Mercy Ships International, where possible, works alongside local dentists. In doing so, Mercy Ships International facilitates an exchange of understanding and expertise between dentists of different cultures who are working within the same discipline.</p> <p>Access to free dental and oral health services helps patients overcome the fact that for many people, medical attention is just out of reach. It's either not financially possible or available. The stark reality is that many people are living with treatable health conditions but because they cannot get treatments, or surgeries, they live in pain with a condition that can contribute to a more serious health need.</p> <p><b>Learn More:</b> <a href="https://mercyships.ca/en/oral-health">https://mercyships.ca/en/oral-health</a></p> <p><b>Video:</b> <a href="https://www.facebook.com/mercyshipscanada/videos/770105413803268">https://www.facebook.com/mercyshipscanada/videos/770105413803268</a></p> <p>Research link on review of dentistry in West Africa – challenges and prospects:  <a href="https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7861189">https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7861189</a></p>		

## Ophthalmic Issues Background

Eye conditions that are treatable in their early stages in high-income countries are frequently left untreated in the poorest parts of the world, often leading to impairment or blindness. At present at least 2.2 billion people around the world have a vision impairment, of whom at least 1 billion have a vision impairment that could have been prevented or is yet to be addressed.

36 million people are blind worldwide.

60 percent of the world's blind live in Sub-Saharan Africa, China, and India.

50 percent of the world's blind suffer from cataracts.

Eye Care		
Need	Typical Procedures	Activity KPI
Preventable blindness.	Ophthalmic surgeries and eye care. Surgical intervention to reduce blindness caused by cataracts.	Number of procedures performed per year.
<p><b>Impact Key Performance Indicator (KPI):</b> Number of patients served per year.</p> <p>Since 1978, Mercy Ships International has provided over 55,000 life-changing ophthalmic surgical procedures and performed more than 381,000 eye consultations. Mercy Ships International ophthalmic surgeons perform free, vital eye operations to restore patients' sight and improve their quality of life. Eye conditions are often treatable in their early stages but lack of access to safe, affordable care leads to visual impairment and blindness.</p> <p>Most blindness is curable and could be avoided by prevention and early treatment. Blind people in the countries that Mercy Ships International partners with are often ostracized and considered outcasts in their communities. Blindness in children affects their psychomotor and social development and most blind children are unable to go to school. Access to free eye surgeries helps patients overcome preventable blindness.</p> <p>The stark reality is that many people are living with treatable health conditions but because they cannot get treatments, or surgeries, they are going blind and are not able to be fully educated, be part of family or community life or work.</p> <p>Mercy Ships International cataract operations are performed using the latest methods and technology. Mercy Ships International eye surgeons perform procedures to correct pterygium (growths on the cornea of the eye), strabismus (crossed eyes), eyelid deformities, and replace painful or disfiguring blind eyes with prostheses. In addition to the surgical focus, Mercy Ships International provides training opportunities for local surgeons and eye care professionals to help build the in-country capacity to provide eye care services.</p> <p><b>Learn More:</b> <a href="https://mercyships.ca/en/eye-care">https://mercyships.ca/en/eye-care</a></p>		



**Video: Nearly everyone will experience eye health issues in their lifetime.**  
<https://www.facebook.com/221898276380/videos/1793146587539629>

Research link on facing the crises in human resources for eye health in Sub-Saharan Africa:  
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5820633>

## Pillar #2 Education Training and Advocacy (ETA)

Our Education, Training and Advocacy programs improve patient outcomes by supporting surgical systems to become more effective, efficient, and responsive. By strengthening the capacities of the surgical system, we can sustainably improve the quality of life for people in need. We align with each host nation's goals to focus on health workforce education, training, international best practices quality improvement processes, infrastructure improvements, and more.

Education, Training & Advocacy		
Need	Typical Activities	Activity KPI
Simply increasing the number of surgeries is not sufficient; enhancing quality of care is critical as well. Training professionals to administer patient-centered services, using simple techniques and processes that save lives is essential to meeting the goal of improved surgical care.	Carrying out and overseeing the training of health care professionals. Educating and instructing the public on the prevention of, and curative measures for health problems. Professionals we train include the following: surgeons, nurses, anesthesia providers, sterile processing technicians, surgical support, medical leaders, mental health, and other health care or social work.	Number of health care professionals that participated in the training and capacity building activities each year.

**Impact Key Performance Indicator (KPI):** Number of participants trained.

Mercy Ships International works with partners and stakeholders to develop education and training projects that improve the quality of services across an entire hospital setting, from strengthening technical skills and human capital, to improving working conditions and quality of care. There are many impacts when countries cannot offer all the medical care needed. Education and training, strengthens a nation's health delivery system and can help address the challenges.

Mercy Ships International healthcare training programs aim to enhance the standards of care within the surgical ecosystem in partner hospitals or other healthcare institutions. With this objective in mind, the organization has developed practical and relevant healthcare training projects that share knowledge, skills, and professionalism to each participant. These training opportunities include structured observation, courses, and mentoring.

Structured observation sessions allow local healthcare professionals to experience high-quality, patient-oriented hospitals on the *Africa Mercy* and the *Global Mercy*. Courses teach specific skills and information on improving standards of care and personal medical practices. Mercy Ships International courses utilize a combination of lectures, simulations, and workshops, often in partnership with other internationally renowned organizations.

Mentoring projects encourages a personal relationship and trust between the project facilitator and the participant, leading to targeted, in-depth clinical teaching for individuals. When possible, Mercy Ships International offers a combination of mentoring and courses to various healthcare workers in a particular hospital or specialty unit (for example, maxillofacial surgeon, anesthesia provider, OR, and ward nurses), creating a Partnership Unit Mentoring Program (PUMP). PUMPs encourage an even greater degree of teamwork, communication, and attention to process measures. This serves to improve standards of care and patient safety.

**Learn More:** <https://mercyships.ca/en/education-training-advocacy/>

**Video:** <https://www.facebook.com/mercyshipscanada/videos/1074223956324862>

## 7. Appendix B: Environmental, Social and Governance Initiatives

### Environment

Mercy Ships International currently operates a two-ship fleet consisting of the *Africa Mercy* and the *Global Mercy*. Each vessel meets or exceeds all international environmental standards and regulations, including those relative to the environment, in particular the International Convention for the Prevention of Pollution from Ships (MARPOL), the main international convention covering prevention of pollution of the marine environment by ships from operational or accidental causes.

Mercy Ships International's newest hospital ship, the *Global Mercy*, was purpose-built with energy efficiency as a major component of her design. It lays a roadmap for Mercy Ships International commitment to designing future eco-friendly vessels with energy efficiency in mind, expanding our positive impact on African partner nations while minimizing our impact on the environment. Key features on board the vessels include modern and efficient systems that provide reliable power, clean water, and air conditioning for the hospitals and crew, all of which reduce the ships' total energy consumption relative to earlier generation vessels. Additionally, filtering and treating air conditioning condensate water for technical uses on board reduces total potable water use by approximately 50 percent.

Mercy Ships International complies with many international standards, one of which is the International Convention for the Prevention of Pollution from Ships Maritime Pollution (MARPOL 73-78) standards. This is the main international convention covering prevention of pollution of the marine environment by ships – and regulates what the ships do to minimize waste, oil,

sewage, garbage, and air pollution. Mercy Ships International worked with biotech anti-fouling specialist company I-Tech AB to implement organic anti-fouling elements to the ship, reducing drag and improving engine efficiency and overall sailing performance.

The *Global Mercy* was built to minimize its ecological footprint where possible. Mercy Ships International contracts skilled technicians from generator engine manufacturers to handle maintenance and repairs on board, ensuring the ship's generator engines are operating at the highest levels of efficiency to reduce emissions. Mercy Ships International exclusively uses clean fuels with low sulfur content to minimize our impact on the environment. Additionally, the ships also sail at low speeds between ports. To prevent the transfer of invasive species to countries and regions where the ship travels and docks, a Ballast Water Treatment System (BWTS) was installed on the *Africa Mercy*.

All waste electrical and electronic equipment (WEEE) produced during a field service is properly stored onboard until it can be transported to Europe for treatment, recycling, and recovery. The *Africa Mercy* and the *Global Mercy* have waste converters onboard, which turns medical waste into sanitized dust.

## **Social**

Sustainable development is a universal call to action to ensure the well-being of everyone. The Mercy Ships International Global Surgery Impact Portfolio helps improve patient access to healthcare in Africa because timely and affordable surgery is essential to people of all ages. The provision of surgical care touches every aspect of the health system. Together, we are addressing the underlying causes of surgical care delay: a lack of essential workforce and equipment, infrastructure deficits and poverty.

The core of Mercy Ships International mission is tangibly improving the lives of individuals and communities through the delivery of direct surgical services and education, training, and advocacy programs to its partner African nations.

To implement our philosophy of service, Mercy Ships International takes a phased approach consisting of the following steps:

- **Phase One:** Protocol signing with host nation.
- **Phase Two:** Assessing the need.
- **Phase Three:** Ship deployment and/or education, training, and advocacy.
- **Phase Four:** Education, training, and support.
- **Phase Five:** Impact evaluation.

## How is Mercy Ships International connected to the SDGs? (SDG #3 Good Health and Well-Being)

The 17 Sustainable Development Goals (SDGs) were created by the United Nations as a universal call to end poverty, protect the planet, and ensure that by 2030, all people enjoy peace and prosperity. Mercy Ships International activities support and align with the SDGs, with a particular emphasis on SDG 3: Good Health and Well-Being. We believe that health is at the center of these goals. Without good health, other vital pieces – like quality education, economic growth, and clean energy – are not truly sustainable.

As surgical and anesthesia specialists in eight areas – plastic reconstructive, maxillofacial, pediatric orthopedic surgery, general surgery, pediatric general surgery, women’s health (including obstetric fistula), ophthalmic, and dental – our programs focus on attaining the greatest health outcomes for patients requiring surgical treatment in the countries in which we work. We accomplish these outcomes through direct medical services and medical capacity building to meet the needs of the future.

Since 1978, the organization has used its model of hospital ships to provide more than 117,000 life-changing and life-saving surgical procedures across a range of surgical specialties that are often inaccessible, unaffordable, or unsafe in the countries we serve. In tandem with these direct medical services, Mercy Ships International has trained over 54,300 local professionals in their area of expertise, leading to stronger surgical care systems in the long term.

This transformative work is made possible by a crew of volunteers serving on board as well as staff working around the world, all of whom Mercy Ships International is dedicated to supporting as they live out their mission.

We give thanks to partnerships with other organizations and Ministries of Health, ongoing training programs, and direct medical care in several of our partner nations. A few of the current international partners for Mercy Ships International include the WHO (World Health Organization), Regional Office for Africa, SPECT (Sterile Processing Education Charitable Trust), Medical Aid International UK, Cure International, WFSA (World Federation Society of Anesthetists), WACS (The West African College of Surgeons) and YWAM (Youth With A Mission) among many others.



## **Governance**

Mercy Ships International governance model includes oversight from the Mercy Ships International Board of Directors consisting of men and women with diverse profiles from around the world. The Mercy Ships International headquarters is in Garden Valley, Texas. Canada is one of 16 affiliated independent charities around the world under the name Mercy Ships International that raise funds and recruit volunteers to staff and run our hospital ships and related operations, and an Africa Service Center headquartered in Dakar, Senegal.

Canada and each national office are independent charities organized under the laws of its respective country, has its own Board of Directors, and complies with each country's specific legislation for charity NGOs.

Mercy Ships Canada acknowledges that environmental, social and governance considerations can bolster our effectiveness, align our operations more closely with our mission, and earn and keep the trust of our donors. An emerging topic under social and governance is anti-corruption. The need for anti-corruption awareness and mitigation measures in project selection and other aspects informs our work.

## 8. Appendix C: Charity Ranking Organization's Methodology

We recognize that Mercy Ships International philosophy of service may be different from how others approach their work. For example, effective altruism started in the 2000s as a philosophical and social movement that focused on doing the most good for the highest number of people in an impartial manner. It has since given rise to popular non-profit organizations such as GiveWell and Charity Intelligence Canada.

In summary, effective altruism aims to:

- Identify the best global problems to focus on, based on the magnitude of effect on human well being, and how practical or solvable the issue is.
- Encourage cause-neutrality (i.e., detachment of personal interests with a particular problem) and follow whichever path the evidence decides as the 'most worthy cause'.
- Identify the best charities by evaluating interventions by cost-effectiveness (i.e., cost per disability-adjusted life years, \$/DALY).

In 2006, Charity Intelligence Canada started researching and analyzing charities, gathering the data that they believed was most important. The organization collects information in charities' management and operations, analyzes financial data, and digs into available information on the social results produced by charities – the impact of the charities' programs. It also assesses charities' demonstrated impact per dollar donated in a manner consistent with effective altruism.

Mercy Ships Canada acknowledges that insights can be learned by applying an “effective altruism” lens or other rating approaches to discussing the impacts of our work. Yet, in doing so, we also recognize that different philosophies of service or charity rating methodologies may yield a variety of insights. Therefore, readers are encouraged to become aware of a charity rating agency's underlying philosophy and the strengths and limitations to judge the impact of any charity's work, including Mercy Ships Canada.

We note that the application of effective altruists can result in a bias towards funding global health issues with a clear and singular technological solution. It may not fully recognize approaches that work alongside others to address social determinants of health or induce structural change because no key performance indicator could determine success or measure everything that matters. Furthermore, addressing the unmet need for access to safe, timely and affordable surgery for people in great need Mercy Ships International has made a clear decision not to be cause neutral and engage in charitable activities concerned with justice.