

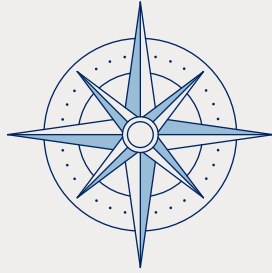


# 2024

*Mercy Ships Canada  
Annual Report*







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MISSION

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



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

IMAGES: (COVER) Claire Sydenham, volunteer rehab team leader from Australia, and Anjelfianah, an orthopedics patient. A free surgery restored Anjelfianah's mobility after suffering a contracture in her thigh muscles, leaving her unable to bend her knee for almost five years. (ABOVE) Alison Herbert, volunteer OR nurse maxillofacial team leader from the UK, mentors Adonis Rajaonarivony from the University of Toamasina. (OPPOSITE PAGE) Juliana Speth and Laura Tice, volunteer ward nurses from the USA, celebrate with Vavitsara after her successful surgery to remove a goiter.

From the Founder

Dear Friends,

As we reflect on another year full of hope and healing, I am filled with gratitude and awe for the incredible journey. Our ships run on the hope of our patients, the kindness and care of our volunteers, and the generosity of friends like YOU.

Every time one of these vessels of hope and healing dock in a new port, it represents not just a physical arrival but the beginning of a ripple effect — an outpouring of transformation that extends far beyond the individual patients we treat.

Our volunteers hear story after story of the transformational impact you've helped create. Stories from children like Tera whose burn scars kept him in pain and isolated, or those like Marie Elisa whose struggle with a tumor meant a future of uncertainty. The healing these patients experienced doesn't stop with them; it spreads to parents, siblings, children, friends, and neighbors, creating a ripple that fosters hope throughout their villages and communities.

This year we have seen firsthand how our mission echoes the timeless model of Jesus – a model built on compassion, service, and love for one another. Each and every one of the patients featured in this report (and the thousands more helped this year) means a healed life that inspires hope and creates a legacy that may well extend to future generations.

Together, we've brought healing to the hurting, hope to the hopeless, and created new possibilities for thousands. Thank you for being an integral part of our journey and making a difference, one surgery at a time.

Following the model of Jesus,

Don Stephens

Founder/President Emeritus

IMAGE: OPPOSITE PAGE Joelle Horace, ETA participant surgeon from Madagascar, is mentored by volunteer surgeons Dr. David Chong, from Australia, and Dr. Sofia Tykhomyrova, from Ukraine.



IMPACT

In 1990, Mercy Ships turned its attention to sub-Saharan Africa where at least 90% of the population lacks access to safe, affordable, and timely surgery. Since then, Mercy Ships has conducted 45 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 education and training across the surgical ecosystem.

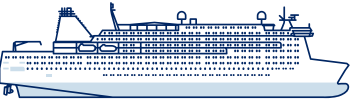
SINCE 1978:

122,000+ Life-changing surgical procedures

556,900+ Dental procedures

55,500+ Professionals trained in their area of expertise

2.88 million+ Direct beneficiaries



The Global Mercy™

- 6 operating theaters
- 199 patient beds
- 640 crew capacity
- 37,856 gross tonnage



The Africa Mercy®

- 5 operating theaters
- 85 patient beds
- 470 crew capacity
- 16,572 gross tonnage



*From the Board Chair and Executive Director*

Dear Friends and Supporters,

In 2024, Mercy Ships Canada continued to play a vital role in delivering life-changing surgical care and medical training through our partnership with Mercy Ships International. As we reflect on the past year, our hearts are full of gratitude for the unwavering commitment of our supporters—volunteers, donors, partners, and staff. Each of you plays a vital role in bringing hope and healing to those who would otherwise go without access to safe, timely, and affordable surgical care. Your generosity and service are more than support—they are a living expression of compassion in action, and they embody the heart of our mission.

**Key Milestones**

This year, because of your commitment and belief in our work, we were able to complete the following projects:

- **Biomedical and Imaging Test Equipment Project** – Supply essential biomedical and imaging test equipment for both the *Africa Mercy* and *Global Mercy*, ensuring our ships can continue to deliver safe, high-quality care.
- **Medical Equipment Project** – Provide four operating room surgical tables and one video laryngoscope as part of the *Africa Mercy's* critical upgrade—investments that will directly improve patient outcomes.
- **Vehicle Project** – Supply vehicles to assist the Country Engagement team and Mercy Ships personnel in Madagascar, enabling essential outreach and medical preparation in communities before the ship's arrival.

These milestones reflect not only the power of collaboration, but also the deep commitment of the Mercy Ships Canada to sustainable, life-changing healthcare solutions.

**Volunteer Crew Program**

In 2024, 63 Canadian shorter-term volunteers and 21 longer-term crew members, along with their families, served aboard our ships. The estimated value of services contributed by Canadian volunteers was \$1,598,193—an extraordinary testament to their generosity, professional excellence, and servant hearts.

We are deeply moved by the dedication, sacrifice, and resilience of these volunteers. Many leave behind their families, careers, and familiar comforts to live and work in challenging conditions, motivated by the belief that every person deserves access to safe surgical care. Their commitment stands as a shining example of Canadian compassion at its very best.

**Board Leadership and Growth**

Our Board of Directors continues to guide Mercy Ships Canada with steadfast vision, prayerful wisdom, and a shared passion for serving the world's forgotten poor. In 2024, we were pleased to welcome Abe Toews, whose leadership and insights strengthen our ability to serve with integrity and impact.

We also honour Lucien Bradet for his many years of faithful and passionate service on the Board. His unwavering belief in the mission has shaped our direction and inspired countless others to give and serve. The Board's unity of purpose ensures that every decision is anchored in compassion, stewardship, and a long-term commitment to those we serve.

**Expanding Our Francophone Engagement**

In 2024, Mercy Ships Canada deepened its presence in Francophone communities, particularly in Quebec, through strategic partnerships, culturally adapted content, and community outreach.

A highlight was our collaboration with the Ordre des infirmières et infirmiers du Québec (OIIQ)—including the successful distribution of partner content in Fall 2024 and participation in their December Congress, which generated more than 300 new contacts. Building on this momentum, we are creating a personalized outreach strategy for the 2026 biennial conference. This will include a video podcast series featuring wound care students returning from the *Africa Mercy* and nursing students from the University of Sherbrooke sharing their onboard experiences.

We also launched a culturally adapted content initiative, reviewing and tailoring our website and resources for Quebec audiences.

Community engagement extended to school presentations at Pointe-Lévy Secondary School and Augustin-Roscelli Elementary School, where students learned about the impact of international volunteering. At Pointe-Lévy, 150 students launched a fundraising campaign to support Mercy Ships Canada, and at Augustin-Roscelli, a collaborative video project showcased the joy and passion of young supporters.

These initiatives reflect a deepening connection with Francophone communities, driven by our belief that every person, regardless of language or location, should have the opportunity to join in transforming lives through hope and healing.

**Looking Ahead**

As we step into the coming year, our focus remains clear—expanding our impact, deepening partnerships, and supporting the growing number of volunteers who give so selflessly of their time and talent. The dedication of our Board, the compassion of our volunteers, and the tireless efforts of our staff give us confidence that we will continue to meet the urgent and growing needs of the communities we serve.

**With Heartfelt Thanks**

To each of you—thank you. Your belief in our mission makes this work possible. To our Canadian volunteers, whether at sea or on shore, your courage and compassion inspire us daily. To our Board and staff, your leadership, vision, and perseverance ensure that our mission never loses sight of those we serve. Together, we are not only transforming lives—we are building a legacy of hope for generations to come.

*Alain-Michel Sékula*

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

*Darryl Anderson*

Darryl Anderson  
Executive Director, Mercy Ships Canada





## Beyond the Horizon

In 2024, Mercy Ships returned to Madagascar and reconnected with former patient Muriella, now a thriving wife, mother, and businesswoman. But her story didn't begin that way. Growing up, she faced years of isolation due to a facial tumor. In 2015, Muriella underwent surgery on the *Africa Mercy* and the results were life changing. She met her husband and they started a grocery store business. She's also studying business management so she can expand her own.

The increased accessibility of safe surgery not only provides hope for individual futures like Muriella's, but it transforms families and entire communities as well. Communities like that of Dr. Fabruce Ramaherimamonjy, a passionate Malagasy medical professional. After an eye-opening experience with Mercy Ships in 2016, Dr. Fabruce returned home with a renewed sense of purpose. Inspired by his time on board and discussions with Emeritus Chief Medical Officer Dr. Gary Parker, he chose to remain in his home country to serve his fellow countrymen, and to advocate for medical training and improving the nation's healthcare standards. In 2018, he founded the Bethany Hospital Centre in Toamasina. What started as a warehouse is now a thriving hospital with 35 beds and a team of 70 staff. Through his work, Dr. Fabruce is dedicated to shaping the future of healthcare in Madagascar.

**IMAGE:** Now 26 years old, Muriella holds a photo of herself as a teenager, before her free surgery with Mercy Ships.

# Approach to Impact

In many parts of the world, especially low-resource countries, the burden of untreated surgical conditions is felt more deeply than anywhere else. In sub-Saharan Africa, the situation is dire: at least 90% of the population has no access to surgical care, and those who do are twice as likely to die from complications than in more developed regions.

Mercy Ships recognizes these critical gaps and partners with African nations to help bridge disparities. Our multifaceted approach begins with collaborative assessments to understand local needs and continues through direct medical services, education and training, and impact evaluation. This strategy aims to heal patients and strengthen local healthcare systems.

The focus extends beyond individual surgeries to include education and training for healthcare professionals. By empowering providers with the skills and knowledge they need, this ensures that healing lasts after a Mercy Ship departs, creating long-term sustainable change.

At the heart of these efforts is a belief in the power of transformation. When lives are transformed, so are communities and nations. Mercy Ships is actively building a future where healthcare is accessible and sustainable for generations to come.

### DIRECT MEDICAL SERVICES (DMS)

Direct Medical Services are designed to meet patients where they are, deploying hospital ships to African nations to provide free surgeries and dental services. The specialty procedures offered are typically unavailable in the country, or those presenting a backlog of cases due to limited surgical workforce or unaffordability for patients.

Mercy Ships takes a whole-person approach to surgery, developing thorough pre- and post-operative care based on the patient's condition and specific needs. The design of the surgical schedule and selection of patients aims to ensure care is curative, independent of the local healthcare system.

### EDUCATION, TRAINING, AND ADVOCACY (ETA)

Mercy Ships fosters long-term partnerships with nations by developing programs where there's a need for increased specialized training, such as:

- Offering residency and fellowship rotations in reconstructive plastic surgery, maxillofacial/head and neck surgery, anesthesia, and perioperative nursing.
- Using the ship's hospital as a clinical rotation in the partner country's established training programs for surgery, anesthesia, and nursing.
- Developing long-term partnerships and investments, such as Université Gamal Abdel Nasser de Conakry in Guinea and Connaught Hospital in Sierra Leone.

Mercy Ships strives to create a world where those suffering from disability, disfigurement, or disease have access to quality, affordable medical/surgical treatment and whole-person care so they can reach their God-given potential.

Whether it's being able to return to school, having the ability to provide for their families, or simply being accepted by others, the impact extends far beyond surgery into families and entire communities.

**IMAGES:** Naserry, reconstructive plastic patient, with her schoolmates after free surgery to release extensive burn contractures on her arm; Dr. Fabruce Ramaherimamonjy, former Mercy Ships trainee, at the hospital he founded in Toamasina.



# Charting a Course Together

## 2024 in Review

2024 was a year of significant milestones for Mercy Ships. For the first time, we operated as a two-ship fleet in Africa simultaneously, bringing hope and healing to both the east and west coasts.

The year began with the *Global Mercy* docked in Freetown, Sierra Leone, continuing to provide free and safe surgeries that started in August 2023. Today, we're reflecting on a season of service that changed so many lives. Lives like Fudia's, a 10-year-old girl with severely bowed legs who could barely walk. After six years waiting for Mercy Ships, her legs were finally straightened, giving her new joy for life.

Our Education, Training, and Advocacy (ETA) programmatic strategy is increasingly shifting to support long-term surgical education to provide specialized skills. As a result, we are investing more time in each participant. Increasing the amount of specialized surgical providers will create a ripple effect across surgical ecosystems for generations to come.

In Sierra Leone, this effort launched the Nurse Anesthesia Diploma program and a partnership with Connaught Hospital, bringing essential education to students through their Safer Surgery program.

In East Africa, the newly refitted *Africa Mercy* set sail to bring life-changing surgeries and renewed hope for Mercy Ships' fourth field service in Madagascar. Local healthcare professionals were also trained in several areas to help improve the availability and access to safe surgical care in Madagascar.

Mercy Ships' presence was also felt on the ground. In Guinea, a new clinical training center opened at Université Gamal Abdel Nasser de Conakry (UGANC). This will more than double the school's previous capacity to train dental students. Mercy Ships is also sponsoring dental graduates to obtain specialized degrees at a partner university in Morocco.

Thank you for being part of a monumental year. We couldn't do it without you.

Scan to watch  
the 2024 Thank  
You video



IMAGE: Hailemariam Kasim,  
Mercy Ships Instructor, with  
Nurse Anesthesia Diploma  
participants at Connaught  
Hospital in Sierra Leone.





# 2024

by the numbers

## Direct Medical Services



## Total Surgical Procedures by Surgical Specialty



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

## Education, Training, and Advocacy

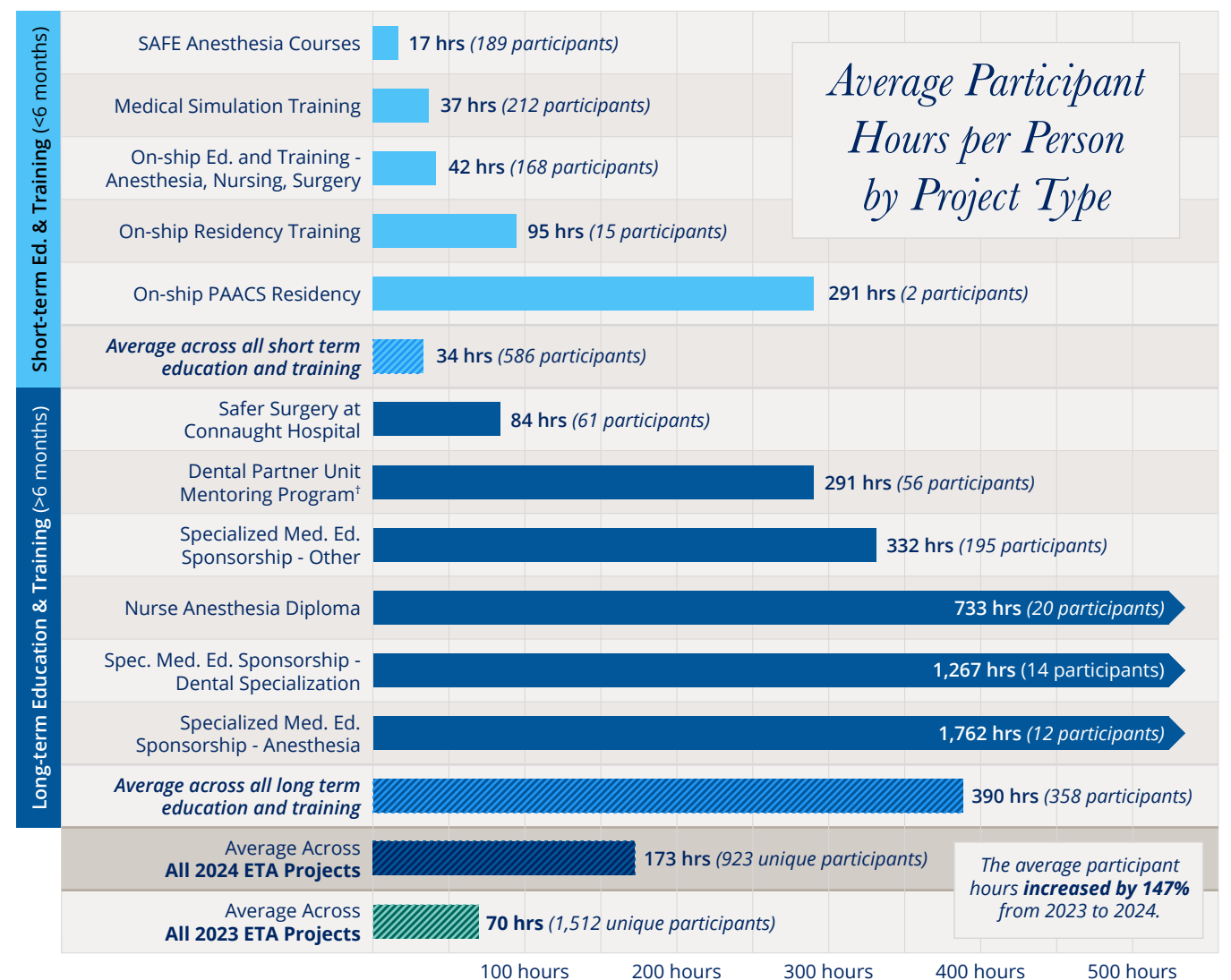


TOTAL HEALTHCARE PROFESSIONALS  
TRAINED FROM 8 AFRICAN NATIONS



**159,727**

TOTAL HOURS OF  
HEALTHCARE EDUCATION  
AND TRAINING



\*The participants from Cameroon and Liberia were trained as part of the Sierra Leone field services.

†The UGANC clinic was closed from Jan – Sept for renovations, resulting in lower than typical participant hours.

**NOTE:** A participant may be involved in more than one education and training project.



# Sierra Leone



**2,707**  
TOTAL SURGICAL  
PROCEDURES

**1,488**  
UNIQUE SURGICAL  
PATIENTS

**4,628**  
TOTAL DENTAL  
PROCEDURES

**1,062**  
UNIQUE DENTAL  
PATIENTS

**38,617**  
TOTAL ETA  
PARTICIPANT HOURS

**217**  
UNIQUE ETA  
PARTICIPANTS\*

\*Includes participants  
from Sierra Leone (215),  
Cameroon (1), and  
Liberia (1).

In 2024, the *Global Mercy* continued her 10-month field service in Sierra Leone, which began in August 2023. This was the sixth Mercy Ships visit to the country over the course of 30 years, a testament to the long-standing partnership between Sierra Leone and Mercy Ships. After a short break from service in June 2024, the *Global Mercy* returned to Freetown in August for a consecutive field service through 2025.

The need in Sierra Leone continues to be great, but despite the challenges, Sierra Leone remains undeterred in its commitment to improving its healthcare system.

To assist in this effort, Mercy Ships provided Education, Training, and Advocacy programs alongside the Ministry of Health, the University of Sierra Leone, and Connaught Hospital. Emerging medical professionals received mentorship on board, the Nurse Anesthesia Diploma Program started, and a partnership with Connaught Hospital brought critical education to students through the Safer Surgery program.

During this field service, it was inspiring to see hope and healing brought to so many people undergoing their long-awaited surgeries in areas such as maxillofacial/head and neck, reconstructive plastic, pediatric, general, orthopedic, and ophthalmic.

Following a season of incredible impact, Sierra Leone's President, His Excellency Julius Maada Bio, invited the *Global Mercy* to extend her stay for a third consecutive field service, to continue life-changing surgical care and education into 2026.

We pray that this work will not only bring healing, but also provide long-lasting, positive change for future generations that will reverberate through the entire country.



**IMAGES:** Fiona Morgan (left), a physical therapist from South Africa, mentors Mohamed Dauda Faroh (right) in Rehab; (OPPOSITE PAGE) Mamadou can return to school after a free surgery restored his sight.



*"I'm extremely happy that Mercy Ships honored the President's call to stay longer to provide life-changing surgeries and train our healthcare professionals. I am excited about this possibility and very proud of the partnership with Mercy Ships."*

*– Dr. Austin Demby, Minister of Health, Sierra Leone*





### *Six Years to a New Life: Fudia's Story*

By age 10, Fudia had learned to live with the physical and emotional pain of her severely bowed legs. She endured the stares and the whispers of other children in her Sierra Leonean community. Even when she moved schools several times, ridicule followed.

"She was rejected by her friends," recalled Joseph, her uncle and guardian.

Born with Blount's disease, a condition that affects bone growth and causes severe bowing of the legs, Fudia's family tried local remedies. But as the years passed, her condition only worsened.

Then, tragedy struck—first losing her father, then her mother. Orphaned at seven, she clung to the care of her uncle, who moved her to Freetown, hoping for a cure. Local hospitals told them to wait for Mercy Ships. "We don't have such specialists in this country; that was what they said," her uncle reported.

And so, they waited—six long years.

*"She plays with her friends always. She is better than before."*

When the *Global Mercy* came to Freetown in 2023, Joseph rushed to register Fudia for surgery. "I was so happy...I want to see her standing straight on both legs," he said.

Dr. Belen Carsi, a volunteer orthopedic surgeon, performed the life-changing surgery, straightening both legs in a four-hour procedure. Fudia's recovery and rehabilitation journey wasn't easy; it took time, with challenges along the way.

Fudia gained 14 centimeters (5.5 inches) in height after recovery. But more than that, she gained confidence.

"She plays with her friends always. She is better than before," her aunt said.

Now, Fudia walks without struggle—and dreams without limits for the first time.

"I want to be a doctor so I can help other people," she said.

**IMAGES: (CLOCKWISE FROM TOP)** Fudia at home after surgery; Fudia before surgery; Fudia works to regain mobility after surgery with Declan Osborne, a volunteer physical therapist from Australia.



### *Health and Hope Restored*

For ten years, Bobor, a farmer in Port Loko, Sierra Leone, carried the weight of a growing goiter on his neck, along with the pain and rejection it brought. In his community, the condition made him an outcast. Even his wife left, urged by others to find a "healthy" man, leaving him to raise their three children alone.

Bobor struggled to care for his children, let alone afford any treatment while working full-time as a farmer.

But, when he heard Mercy Ships was offering free surgeries, hope finally flickered. He left his children with their grandmother and traveled to Freetown, determined to reclaim his life.

On the *Global Mercy*, Dr. Mark Shrimme confirmed he could receive surgery, and in a complex five-hour procedure, the goiter was removed.

The operation restored his health and gave him hope for a brighter future with his children. Now, for the first time in years, Bobor stands tall—free from pain and shame. "I feel like a new man," he said, smiling. "I'm really, really happy."



**IMAGES:** Bobor before and after surgery.





## *Elevating Surgical Care in Freetown*

Hospitals hum steadily—machines beeping, voices murmuring, hurried footsteps. Betsy Deen, a surgical matron, moves through the hallways with quiet authority at Connaught Hospital, Freetown's largest government hospital. For over three decades, she has orchestrated the flow of surgical care, ensuring every procedure runs smoothly.

During Mercy Ships' 2023-24 field service in Sierra Leone, Matron Deen was among 145 medical professionals trained on the *Global Mercy* through Education, Training, and Advocacy (ETA) programs. With years of surgical nursing experience, she embraced this opportunity to refine her leadership and deepen her knowledge of patient safety and surgical administration.

On board, she observed the seamless coordination of patient care, from intake to surgery and beyond. The most impactful lesson? Daily surgical team briefings — structured discussions before each procedure to anticipate challenges and improve outcomes.

At Connaught Hospital, she implemented this approach by streamlining surgical schedules, reducing cancellations, and fostering a patient-first culture. She encourages her team to participate in simulation training on the *Global Mercy*, ensuring more nurses gain hands-on experience.

Matron Deen believes the partnership between Mercy Ships and Sierra Leone's Ministry of Health is crucial for improving access to quality surgical care and training healthcare professionals.

"We can focus on acquiring skills to strengthen our capacity," she said. "Training like this indirectly saves thousands of lives. And that is what Mercy Ships is doing, and I just think it's great."

IMAGE: Matron Betsy Deen at Connaught Hospital.



## *A Future Transformed: Training Nurse Anesthetists for Safer Surgeries in Sierra Leone*

In Sierra Leone, where safe surgery is often out of reach, a long-awaited change is taking root. A new Nurse Anesthesia Diploma Program—born of a partnership between Mercy Ships, the Ministry of Health and Sanitation, and the University of Sierra Leone—is shaping a future where no patient must face surgery without the assurance of skilled anesthesia care. This initiative will strengthen surgical care long after the hospital ship sets sail.

For years, the statistics underscored a critical need in the country: one anesthesiologist per million people. 90% of surgeries took place without trained anesthesia providers, heightening risks and uncertainty in the operating room.

That reality is shifting—one student at a time. In April 2024, twenty nurses selected from across the country stepped forward, determined to rewrite Sierra Leone's surgical future. They undertook specialized training that combined theoretical knowledge and practical skills. Already experienced caregivers, they embraced the challenge of mastering the delicate balance of anesthesia.

On board the *Global Mercy*, their training began in a state-of-the-art simulation center, guided by

seasoned mentors like volunteer Anesthetist Josefin Tapper. "It's been rewarding sharing skills with these students. Mentorship and education—this is how we make a lasting impact," she said.

Ethiopian anesthetist and professor Hailemariam Kasim led their classroom training. "This program is a beacon of hope," he said. "It's not just about training; it's about transformation."

Mohammed Bangura, one of the students, spoke of the profound shift: "We are receiving high-quality education. Anesthesia is a specialized field, demanding deep knowledge and critical thinking. This training will change everything—for our careers and our country."

Mercy Ships has committed three years to this endeavor, providing expert tutors and resources. But the vision extends further. These students will become the foundation of a self-sustaining system, ensuring safe anesthesia in every corner of Sierra Leone.

As Dr. Sandra Lako, Country Director for Mercy Ships, reflects, "We're not just training individuals; we're building a future where safe surgery is not a privilege, but a right."

IMAGES: (CLOCKWISE FROM TOP) Mohammed Bangura; Nurse Anesthesia Diploma participants practice skills in the simulation lab on the *Global Mercy*; Nurse Anesthesia Diploma participants checking patients in the wards of Connaught Hospital.





*“The actions and operations that Mercy Ships is undertaking in Madagascar are commendable and we should continue in this direction to help our neighbors, particularly those in difficulty and suffering from illnesses.”*

– His Excellency  
Andry Nirina Rajoelina,  
president, Madagascar

# Madagascar

The newly-refitted *Africa Mercy* sailed to Madagascar for her first field service following extensive renovations. This was the fourth Mercy Ships visit to the country since 1996.

During the 10-month field service, hundreds of surgeries were performed over the course of six months, in areas such as maxillofacial/head and neck, ophthalmic, reconstructive plastic, pediatric orthopedic, and general surgery.

An early arrival and later start of surgeries this year allowed time to properly train all new crew and fully prepare the newly-refitted hospital ship to open at the end of May 2024. It also allowed the crew on board the *Africa Mercy* to launch the dental program in March 2024, and focus on patient registration and selection prior to surgeries.

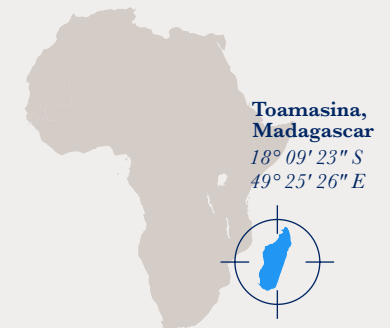
Local healthcare professionals also received instruction in areas including anesthesia monitoring, comprehensive cleft care, nursing student training, and surgical and anesthesia resident training. These programs will help increase the availability and access to safe surgical care in Madagascar.

Mercy Ships work wouldn't be possible without the support of the President of Madagascar, the Ministry of Health, the Ministry of Foreign Affairs, and the Ministry of Finance. We look forward to deepening these partnerships in 2025 during a second consecutive field service.

We're thankful for the opportunity to build upon the current momentum, and to continue bringing hope and healing to the Malagasy people.



IMAGE: (OPPOSITE PAGE) Annica celebrates her new mobility after surgery to release burn contractures on her arms; (ABOVE) A University of Toamasina nursing student learns sterile processing techniques during an ETA program onboard the *Africa Mercy*.



**1,096**  
TOTAL SURGICAL  
PROCEDURES

**645**  
UNIQUE SURGICAL  
PATIENTS

**4,472**  
TOTAL DENTAL  
PROCEDURES

**989**  
UNIQUE DENTAL  
PATIENTS

**7,821**  
TOTAL ETA  
PARTICIPANT HOURS

**49**  
UNIQUE ETA  
PARTICIPANTS





### *A Mother's Joy*

After a decade of longing for a second child, Lalaina's prayers were answered with the birth of her daughter, Anjara, whose name means "destiny." "She's a very funny and wise baby," Lalaina shared. "She gets to know you before she smiles or plays."

But the joy was mixed with worry. Born with a bilateral cleft lip, Anjara's condition weighed heavily on Lalaina, filling her with guilt and uncertainty.

Lalaina had heard of Mercy Ships years before and clung to hope that, one day, help would return.

In February 2024, that hope became reality. The *Africa Mercy* arrived in Madagascar, and Anjara was the first patient scheduled for surgery.

With her mother's love and the dedication of the ship's volunteer crew, Anjara's cleft lip was repaired. As the medical team bowed their heads in prayer, her family at home did the same, believing in a future where Anjara would grow up without the burden of her condition.

"I thank God for sending Mercy Ships to be used as an instrument to do her surgery," said her father, Victor. "She will be like other kids."

For Lalaina, the surgery was more than a new beginning for Anjara—it was a promise of hope for her and countless other children waiting for life-changing care.



IMAGES: Lalaina and Anjara before surgery; Anjara after surgery.



### *Found by Grace: Marie Elisa's Story*

For years, Marie Elisa's days began in prayer. At dawn, she walked to church in her small village in Madagascar, lifting her family and their future. But at 40, a relentless toothache shattered her routine. Pain turned to swelling, and soon, an orange-sized tumor left her unable to work her fields.

Even as the weight of pitying glances grew, her prayers never wavered. "I prayed to Jesus to heal me," she said. But as her strength faded, so did her family's livelihood—her youngest daughter had to drop out of school. Traditional healers couldn't help, and surgery was beyond reach.

Then, an unexpected answer arrived. While traveling across Madagascar, a cyclone diverted Mercy Ships' patient selection team right to Marie Elisa's village. They spotted her in the market. "Stop the bus!" a nurse shouted.

Marie Elisa listened as they explained how they could help. Hesitant yet hopeful, she took a leap of

faith. "I was sick and willing to risk it—I had nothing to lose."

"She was meant to be on that road," Maddy Hartung, a volunteer nurse later reflected. "God had a plan."

On the *Africa Mercy*, free surgery changed everything for Marie Elisa.

Back home, Claude, her husband, clung to one prayer: "Oh God, please heal my wife." Weeks later, he welcomed her back—healthy, whole, strong, and ready to reclaim the life she thought she had lost.

Months later, she stepped back onto the ship as a caregiver. This

time, she walked beside Claude as he received eye surgery.

For Marie Elisa, healing meant more than restoring health; it restored her purpose.

"Soon, I'll be back in my fields, planting and harvesting," she said. Faith led her to hope, and hope led her to healing.

*"I was sick and willing to risk it—I had nothing to lose."*

IMAGES: (CLOCKWISE FROM TOP LEFT) Marie Elisa and Claude pray together at their church; Marie Elisa and Claude on their farm; Marie Elisa holds a photo of herself before surgery.





### *Tera's Leap: The Boy Who Wanted to Belong*

Fourteen-year-old Tera grew up in a fishing village in Madagascar, where life is woven tightly with community. Here, a child belongs to everyone, but belonging always felt out of reach for Tera.

An accident with boiling water fused his foot to his ankle at age one. He couldn't wear shoes or run with his friends. His family, unable to afford medical care, turned to traditional healers. The burns healed into a painful contracture that made walking difficult.

Rejection stung the most on the soccer field, where he longed to be a goalkeeper. "I see my friends playing, and I want to play too," he said. "But they don't like me."

When his mother heard about free surgery from Mercy Ships, she set off on a two-day journey with Tera and his baby brother.

On board, volunteer nurse Natasha Short quickly became Tera's friend.

"Tera has been through so much, yet he carries an infectious joy," she said.

Dr. Tertius Venter led the surgery to release his contracture, and, in just two hours, 13 years of hardship began to fade.

With his mother and little brother cheering him on, Tera tackled recovery, determined to walk, run, and play soccer.

He returned home to a deafening welcome. He stepped onto the field, proudly wearing his favorite "number one" jersey. But this time, he wasn't just a spectator.

Today, when Tera joins his friends on the soccer field, he isn't standing on the sidelines — he's part of the team.

"We all play together now," he beamed. "The things my friends can do, I can do too." For the first time, he felt he truly belonged.

*"We all play together now. The things that my friends can do, I can do, too."*

**IMAGES: (CLOCKWISE FROM TOP)** Tera watches other boys playing soccer on the beach; Tera during rehab with Theo Jacot, volunteer physical therapist from Switzerland; Tera plays goalie while his village watches.



### *Inspiring the Future*

For 23-year-old Diane, nursing is more than a profession—it's a calling to serve others with compassion. Diane, a third-year nursing student at the University of Toamasina, first encountered Mercy Ships when her little cousin received life-changing surgery for a club foot on the *Africa Mercy* in 2015. This profound experience sparked her interest in healthcare, and when it was time to decide what to do after high school, she enrolled in nursing school.

When the ship returned to Madagascar in 2024, Diane was one of nine nursing students from the university selected for mentoring and training on board the *Africa Mercy*. This was part of Mercy Ships' Education, Training, and Advocacy program, where students would get the opportunity to observe, learn, and practice clinical nursing skills in a peri-operative setting and non-technical skills, such as communication, bedside manner, and teamwork. During a three-week clinical rotation on board, Diane shadowed and worked with volunteer health professionals from across the world and was exposed to diverse medical scenarios, patient populations, and surgical procedures.

"I've gained so much experience here," Diane shared. "The way the crew treats patients is unlike anything I've seen before... they care with love and without discrimination."

For her, the time on board highlighted the importance of human connection in healthcare. "I've learned to value every patient as a person, to recognize their worth," she said. "This training has given me hope and motivation to bring this approach into my future practice."

**IMAGE:** Diane, nursing student and ETA participant, with a patient on the *Africa Mercy*.





Conakry,  
Guinea

9° 32' 43" N  
13° 40' 36" W

4,212

TOTAL DENTAL  
PROCEDURES

778

UNIQUE DENTAL  
PATIENTS

103,115

TOTAL ETA  
PARTICIPANT HOURS

456

UNIQUE ETA  
PARTICIPANTS



Scan to watch the  
dental expansion  
dedication video.

IMAGES:

(RIGHT) Students treat  
a patient under the  
guidance of staff in the  
new clinic. (OPPOSITE PAGE)  
A biomedical student  
services dental equipment.

# Guinea

Lack of access to affordable, safe dental care is a critical health issue in Guinea, and there are very few dentists or training opportunities.

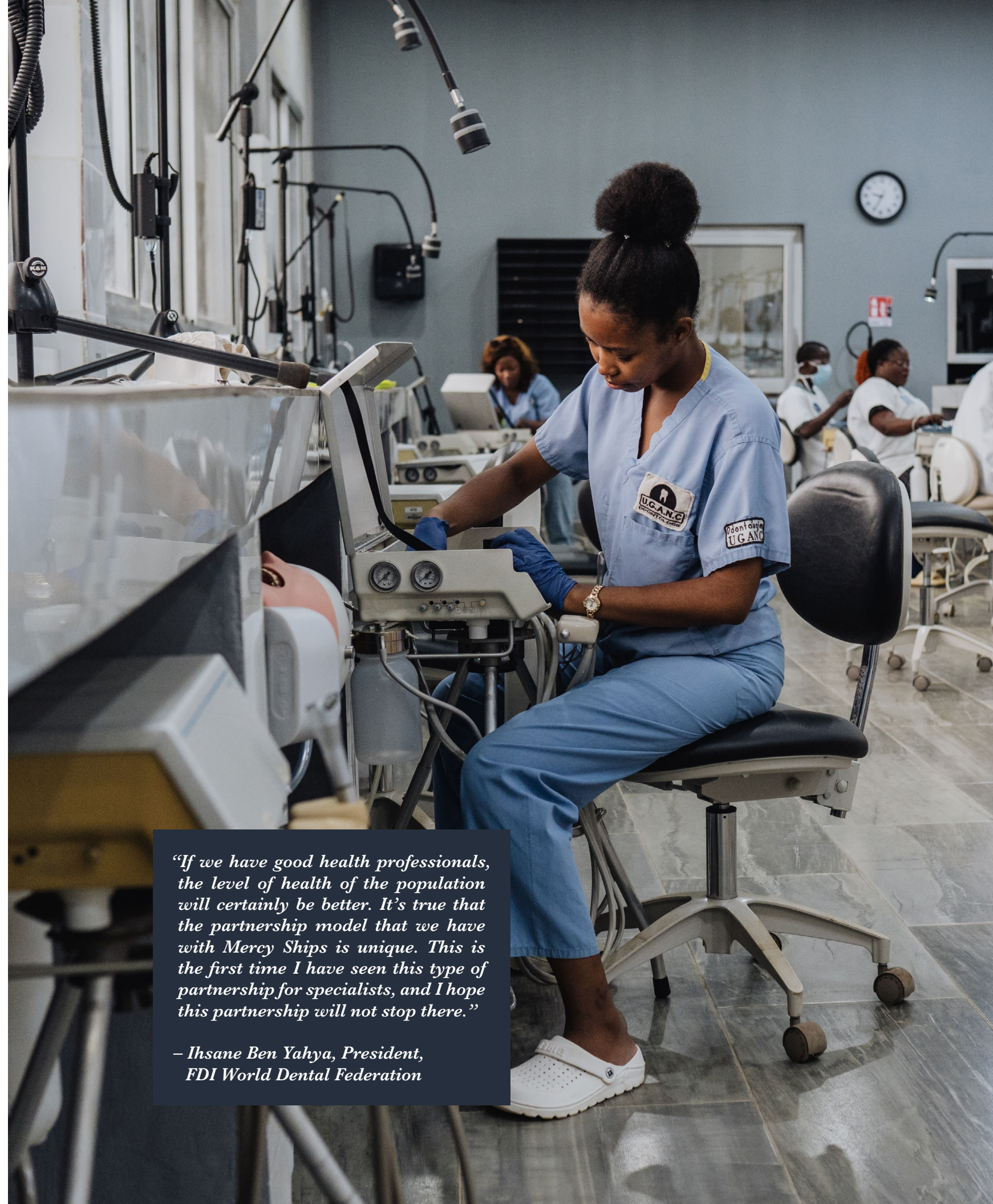
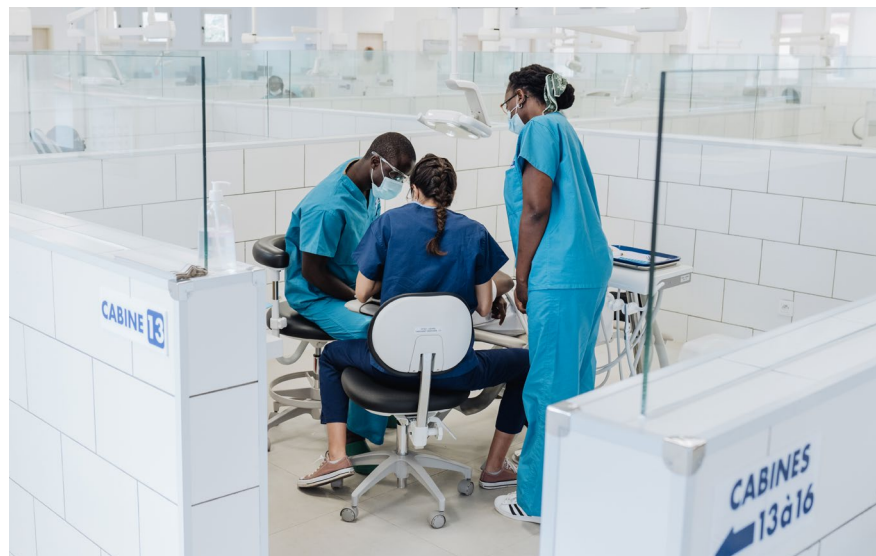
In 2018, Mercy Ships saw an opportunity to launch a long-term partnership with Université Gamal Abdel Nasser de Conakry (UGANC) dental school. The partnership has since expanded to include additional surgical specialty training, sponsoring international students, broadening the scope of training beyond Guinea, and creating a network that will improve dental care across Africa for years to come.

An exciting development this year was the opening of the new clinical training center at UGNAC. The expansion was made possible through funding and oversight from Mercy Ships, and more than doubles the school's previous capacity for dental students to learn, practice, and treat patients.

As part of this expansion, Mercy Ships has proactively worked in the region to serve more students. In 2024, the Mercy Ships dental program at UGANC included students from Benin, Madagascar, Guinea Bissau, and Sierra Leone. As of September 2024, there were 26 international students enrolled in various programs in the university, including 11 dental students from neighboring Sierra Leone.

The recent expansion increased capacity from 6 simulation stations to 30 stations, along with 22 dental chairs for patient care, as well as adding labs for practical training and dental prosthodontics.

Mercy Ships is also sponsoring dental graduates to obtain specialized degrees at a partner university in Morocco. When they return home, they'll become educators and pass on their knowledge and skills to the next generation.



*"If we have good health professionals, the level of health of the population will certainly be better. It's true that the partnership model that we have with Mercy Ships is unique. This is the first time I have seen this type of partnership for specialists, and I hope this partnership will not stop there."*

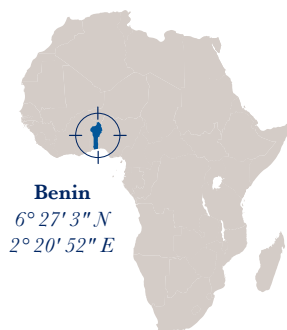
– Ihsane Ben Yahya, President,  
FDI World Dental Federation



*"I'm going home to serve my country and help young people like me, who dream of becoming dental surgeons, to progress in this field."*

– Ruth Catraye  
UAC/UGANC Student

# Across Africa



Benin  
6° 27' 3" N  
2° 20' 52" E

**3,392**

TOTAL ETA  
PARTICIPANT HOURS

**6**

UNIQUE ETA PARTICIPANTS

IMAGE: Ruth Catraye (left), a UAC student studying at UGANC, and a UGANC Dental School staff member treat a patient.

## Benin

Mercy Ships has invested significant efforts with Benin over the years and in 2024, continued to support the nation through funding and education initiatives. In collaboration with UGANC, the Medical Education Sponsorship with the University of Abomey-Calavi's (UAC) Faculty of Health Sciences addressed the medical training and healthcare needs of the people of Benin. Students from Benin were selected to participate in a clinical and simulation internship in Guinea and dental specialization training in Morocco, following the completion of their internship. Additionally, a joint collaboration with UAC worked toward re-establishing their dental program and planning for the long-term development of simulation and clinical training.

Mercy Ships provided student support and further NGO development to Phaz Compassion – an agricultural NGO in Benin founded by former long-term Mercy Ships volunteer Eliphaz Essah. Mercy Ships also provided funding to the Mission Internationale d'Evangelisation et de Reveil Spirituel's MIERS Clinic, allocated towards construction of a perimeter wall, solar system upgrades, and staff salary support.

## Guinea-Bissau

In 2024, Mercy Ships and UGANC began a partnership with the Universidade Jean Piaget de Guiné-Bissau (UNIPAGET) aimed at advancing dental education and improving care in Guinea-Bissau. Over the next several years, this Medical Education Sponsorship will provide a full dental sponsorship for four cohorts of six medical students from Guinea-Bissau to attend UGANC in the pursuit of their Doctor of Dental Surgery. This program aims to enhance the nation's healthcare workforce, address disparities, facilitate networking, and invest in participants on a holistic level. These efforts mark a significant step forward by providing a critical foundation for dental care in Guinea-Bissau.



Guinea-Bissau  
11° 55' 11" N  
15° 35' 4" W

**3,480**

TOTAL ETA  
PARTICIPANT HOURS

**6**

UNIQUE ETA  
PARTICIPANTS

## South Africa

In 2024, Mercy Ships offered a series of Safer Anesthesia From Education (SAFE) courses in obstetrics and pediatric anesthesia. These exist to help improve critical areas through sustainable training for anesthesia providers alongside partner hospitals around the country. The courses taught participants specific skills and information on improving standards of care and personal medical practice. They also utilized a combination of lectures, simulations, and workshops. Several courses included a Training-of-Trainers component, which is a mentorship initiative that equips course participants to pass on their knowledge and train others in the same material.



South Africa  
29° 53' 14" S  
31° 0' 5" E

**3,302**

TOTAL ETA  
PARTICIPANT HOURS

**189**

UNIQUE ETA  
PARTICIPANTS

## Togo

Mercy Ships' relationship with Togo spans many years, and in 2024, continued building upon strategic partnerships focusing on ophthalmic surgery and training. This included continued support of Lumiere Divine, the cataract surgical teaching institute of Togo's leading ophthalmic surgeon and former Mercy Ships trainee, Dr. Abram Wodome. In addition, Mercy Ships sponsored surgeries for remote patients through Togo-based NGO Sight.org. This year, Mercy Ships funded many procedures at both of these organizations, particularly less invasive procedures, such as the Manual Small Incision Cataract Surgery.



Togo  
6° 11' 51" N  
1° 11' 18" E

**943**

TOTAL SURGICAL  
PROCEDURES

**771**

UNIQUE SURGICAL  
PATIENTS





*“Now, I’m serving my own people. There is no joy greater than that.”*

– Ishaka Sesay  
Assistant Bosun

# Serving With Purpose

*Volunteers Making a Difference*

## *A Decade of Dedication: Ishaka Sesay*

Ishaka Sesay, a volunteer assistant bosun on the *Global Mercy*, proudly represents his home country of Sierra Leone. With a constant smile, Ishaka believes in being an ambassador for his country, which is why he always approaches his work with positivity.

Ishaka’s journey with Mercy Ships began in 2014 when he was drawn to the organization by a friend’s stories. Although he initially sought to join the *Africa Mercy* in Sierra Leone, the Ebola epidemic shifted Mercy Ships’ course. Undeterred, Ishaka worked with Sight.org in Togo, where he sterilized medical equipment for eye surgeries and later earned a diploma in agriculture.

In 2018, Ishaka obtained maritime safety training and joined the *Africa Mercy* in Guinea. His skills in the deck department quickly earned him respect, and he’s since advanced through five positions in six years. Known for his hardworking, teachable nature, Ishaka aims for an officer title while embodying the mantra, “Life is like a camera — develop from the negatives.”

In August 2023, Ishaka had a momentous experience when he personally docked the *Global Mercy* in Freetown, marking the launch of the ship’s field service in Sierra Leone, a significant milestone for both the ship and Ishaka himself.

“It was a big experience,” Ishaka shared. “Now, I’m serving my own people. There is no joy greater than that.”

Ishaka isn’t the only Sierra Leonean on board committed to serving his fellow countrypeople. In 2024, the *Global Mercy* had 34 Sierra Leoneans total among its crew, passionate to serve.

Growing up during the Sierra Leone Civil War, Ishaka learned the importance of caring for others, a principle he brings to his work on board. Today, he continues to inspire his fellow Sierra Leonean crew members, encouraging them to broaden their perspectives and embrace the global Mercy Ships family.

“Open your mind,” encouraged Ishaka. “When you stay in your house, you only know the things about your house. But Mercy Ships has exposed me to the world. My thinking and worldview is different.”

**IMAGES: (OPPOSITE PAGE)** Ishaka on the deck of the *Global Mercy*. **(BELOW)** Ishaka (right) docking the *Global Mercy*, alongside Taylor Perez, volunteer captain from the USA (left).







## A Shared Purpose: Dr. Marijke Westerduin & Dr. Salématou Camara

Dr. Marijke Westerduin and Dr. Salématou Camara's partnership began virtually. In 2020, Dutch dentist Dr. Westerduin trained Dr. Camara, a dental student from UGANC in Guinea, via Zoom.

"[At] that time, we started doing many things online... So, for me, it was an easy step to continue teaching," said Dr. Westerduin.

Their online mentorship evolved into a real-world collaboration aboard the *Global Mercy* hospital ship in Sierra Leone, where they worked side by side in the dental clinic, blending their expertise to provide care to patients and crew.

"She says we are colleagues, but, to me, she's still my teacher," said Dr. Camara. "Any time I want to discuss something, she always has time, and we discuss very well."

Dr. Westerduin, inspired by her visit to Mercy Ships' first vessel as a teenager, had always dreamed of volunteering. After delays caused by COVID-19, she used her skills to train dental students in Guinea.

In 2021, she joined the *Africa Mercy* as lead dentist along with her husband and two children, before transferring to the *Global Mercy* in 2023. Working in a demanding setting has honed her decision-making skills, particularly in diagnosing and treating dental issues like swelling, often misdiagnosed as tumors.

Dr. Camara was motivated to pursue dentistry after witnessing the lack of awareness and care for dental health in her community. After graduating from UGANC, she joined the *Global Mercy* as a volunteer, inspired by the ship's innovative dental clinic. Her experience there has expanded her vision to improve dental care in rural Guinea, where access remains limited.

Together, Dr. Camara and Dr. Westerduin represent the power of mentorship, collaboration, and a shared mission to transform global dental care.



IMAGES: (TOP TO BOTTOM)  
Dr. Westerduin and Dr. Camara work together in the dental Hospitainer; Dr. Salématu Camara; Dr. Marijke Westerduin and her family onboard the *Global Mercy*.

## A Servant's Heart: Merryl Mackenzie

Merryl Mackenzie began her journey with Mercy Ships in 2007 when she left Australia to serve as an operating room nurse in Ghana. Inspired by a childhood dream and driven by her faith, she worked alongside volunteer surgeon Dr. Gary Parker on maxillofacial surgeries. Despite her desire to stay longer, Merryl returned to care for her daughter, Anna-Claire, who was born with severe congenital deformities.

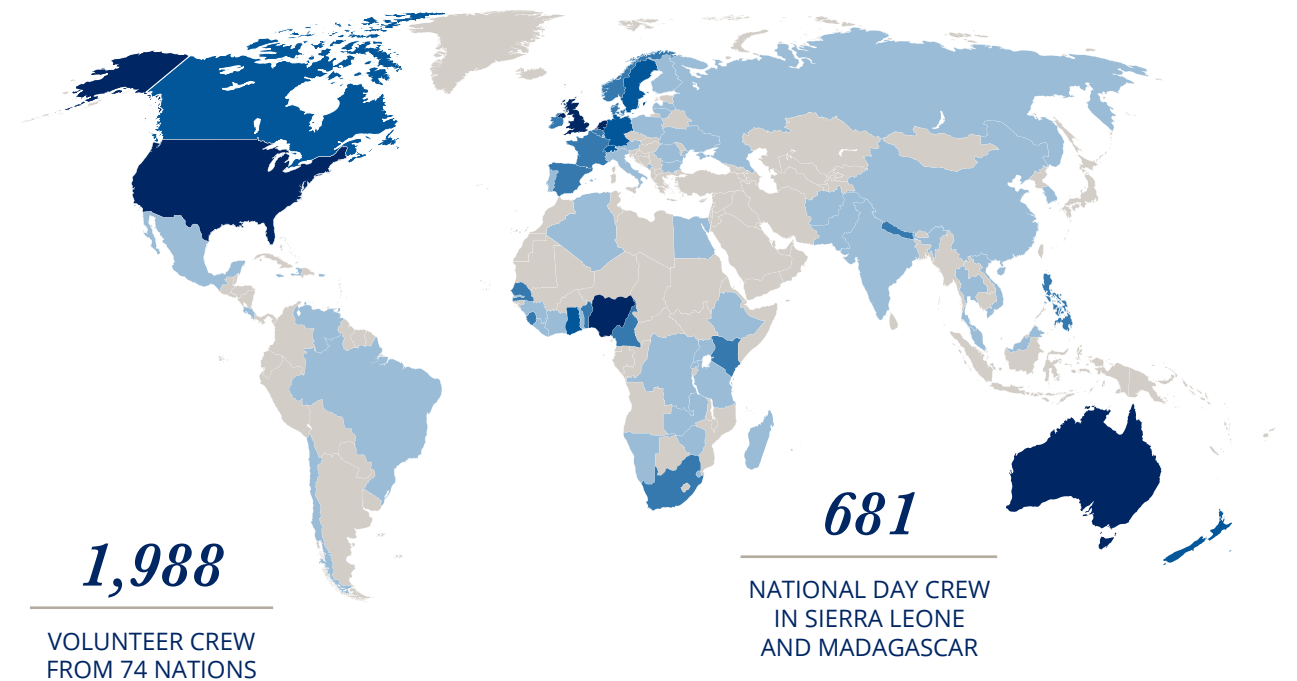
After multiple short-term missions, including in Togo and Liberia, Merryl became increasingly passionate about providing surgical care to children, particularly in sub-Saharan Africa, where millions lack access to safe surgeries. Having experienced the challenges of obtaining medical care for her own daughter, Merryl was determined to help bridge the gap.

In 2017, she became a full-time operating room clinical supervisor on the *Africa Mercy*. In 2021, she moved to the *Global Mercy*, overseeing the setup of



six ORs. Merryl's leadership, which includes mentoring staff and empowering medical teams, has been a source of fulfillment. Her daughter, Anna-Claire, now an adult, supports her mother's work, saying, "I'm super proud of her and want her to keep doing it."

Today, Merryl serves as the hospital director on the *Africa Mercy*. She shared, "This has been one of the most fulfilling roles of my career."



Mercy Ships volunteers are the heartbeat of the organization. They come from around the world, selflessly donating their time and expertise to provide life-changing medical care to those who need it most. Without them, the hospital ships wouldn't be able to operate. Volunteers are crucial to the work Mercy Ships does and year after year, leading by example and living out the 2,000-year-old model of Jesus. Mercy Ships is forever grateful for our generous and compassionate volunteers.





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

In 2024, 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 in close collaboration with local partners and stakeholders. In the spirit of the organization's core values to strive for excellence across all areas of operations, Mercy Ships is 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 the organization's positive impact on African partner nations while minimizing the 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 121,900 life-changing and lifesaving surgical procedures across a range of surgical specialties that are often inaccessible, unaffordable, or unsafe in the countries Mercy Ships serves. In tandem with these direct medical services, Mercy Ships has trained over 55,500 local professionals in their areas of expertise, leading to stronger healthcare 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 2024, Mercy Ships continued to focus on workplace culture and inclusion through a global Belongingness initiative. A leadership development program was also launched with an external partner. Focusing on leadership strategy and execution skills, this program will be rolled out globally in 2025, with regular monitoring of participant engagement and progress.

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 the headquarters in Garden Valley, Texas, a fleet of 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 the hospital ships and related operations, and an Africa Service Center 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.

IMAGE: (OPPOSITE PAGE) Alya Lopez, volunteer pediatric ICU nurse from Australia, with an orthopedics patient on the veranda.



# Mercy Ships Canada

## Financial Review 2024

### Introduction

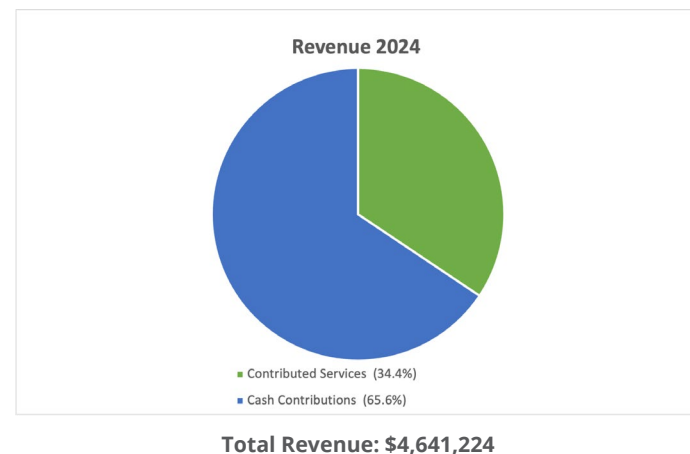
The financial summary below is based on the data contained in our 2024 Financial Statements audited by KPMG and available on the Mercy Ships Canada (MSCA) website:

<https://mercyships.ca/en/how-we-help/annual-reports/#annualreports>

### Revenue

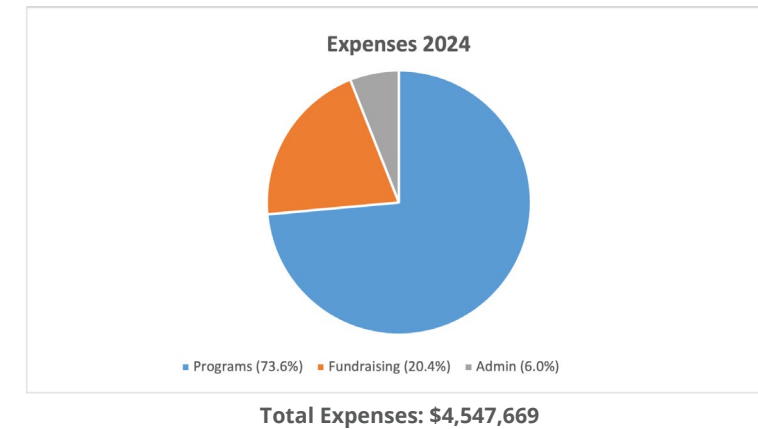
Most of our donations come from regular people who generously donate whatever they can, as small or as large as that amount may be. Money donated to Mercy Ships Canada comes from many areas of the community, including individual wills and bequests, as well as organizations, such as churches and foundations.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

Total revenue for the year was \$4,641,224 (2023: \$3,723,111). Mercy Ships Canada's cash revenue of \$3,043,031 was primarily driven by donations from individuals (77 percent), foundations (seven percent), third-party fundraisers (12 percent) and corporations (four percent). The value of the contributed services of volunteers was \$1,598,193.



### Expenses

Mercy Ships Canada expenditures totalled \$4,547,669 (2023: \$3,571,844). Charitable programs expenditures, which included contributed services utilized, were 74 percent (2023: 77 percent in charitable programs, representing a decrease in expenditures of three percent). The change in charitable expenditures compared to the previous year was due in part to the existing international development projects where the payment of the financial commitment would occur in future years. Expenditures for fundraising accounted for 20 percent and administration six percent.



### Funds

At the end of 2024, total cash and cash equivalents was at \$2,199,031 (2023: \$2,131,977).

### 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.

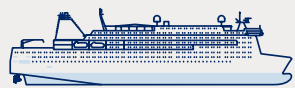
Mercy Ships International communicates operating plans to Mercy Ships Canada regularly to help ensure alignment of activities related to volunteer crew staffing needs and programmatic activities. There is a Joint Programs Committee comprised of Directors of Mercy Ships Canada, the Executive Director of Mercy Ships Canada, and senior staff of Mercy Ships International, 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 review by the Executive Director and the Director, Programs, Business Operations and Risk with reports provided to the Finance and Compliance Committee.



# Looking Ahead

## Bringing Hope and Healing



**Sierra Leone**  
08/2024 – 06/2025  
08/2025 – 06/2026



**Madagascar**  
02 – 12/2025

After another year blessed by hope and healing for thousands of patients, Mercy Ships is charting the course in 2025 with a mission to touch even more lives.

After her annual maintenance period, the *Africa Mercy* returned to Toamasina, Madagascar in February 2025 for a second, consecutive field service. Mercy Ships remains committed to partnering with the Malagasy government and will also be contributing to the growing strength of their medical ecosystem by supporting institutions, initiatives, and organizations focused on surgery, such as Freedom from Fistula.

The *Global Mercy* is currently serving Sierra Leone and will take a short break in June 2025 before returning in August 2025 to continue providing life-changing surgeries alongside ETA programs for local healthcare professionals. Following an extended season of incredible impact and transformation, Mercy Ships has reaffirmed their partnership with Sierra Leone's Ministry of Health and the ship is expected to remain in Freetown through June 2026. In addition, an extension to the protocol agreement has also been signed reflecting a deepened collaboration with the Sierra Leonean government to support lasting change in the country's healthcare system through 2030.

Work will also continue on the ground in countries where the ships aren't docked. This includes maintaining a commitment to investing in full professional training at partner universities. Mercy Ships plans to advance ETA efforts across Guinea through supporting the continual development of surgical specialty programs at UGANC to further educate and train local healthcare workers.

Join us in prayer as we seek guidance for the upcoming year, both for the plans we have, and the volunteers and supporters who will take us there. Let us also seek peace in our heavenly Father as we determine the next steps in our five-year country engagement plans, and how best to bring hope and healing to those who need it most.

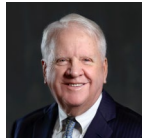
IMAGE: Crew line the decks of the *Global Mercy* as they arrive in Freetown, Sierra Leone.





## Governance

### Mercy Ships International Board of Directors



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



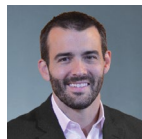
**Founder/President  
Emeritus**  
**Donald K. Stephens\***  
Mercy Ships  
Garden Valley, TX, USA



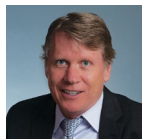
**Vice Chair**  
**Jan van den Bosch\***  
CEO, Owner  
High Flight International  
Holdings  
Rotterdam, The Netherlands



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



**Vice Chair**  
**Thomas Latkovic\***  
Sr. Partner, McKinsey  
& Co. (Retired)  
Social Entrepreneur  
Memphis, TN, USA



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



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



**Lifetime Member**  
**Dame Ann H. Gloag\***  
Non-Executive Director  
Stagecoach Group, PLC  
Perth, Scotland, UK



**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  
Scotland, UK

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

**Ronald Goode, Ph.D.**  
President & CEO  
The Goode Group  
Dallas, TX USA

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

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

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

**Guy Wade**  
CEO H+K International  
Rockwall, TX USA

**Gilbert Walter**  
BRS Brokers  
Geneva, Switzerland

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

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

#### *Emeritus Director*

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

\*Member of Executive  
Committee



## Mercy Ships Locations

**International Support Center**  
PO Box 2020  
Garden Valley, TX 75771-2020  
USA  
mercyships.org

**Africa Service Center**  
Cit  Keur Gorgui, villa no 106  
Dakar, Senegal  
mercyships.africa

**Mercy Ships Global  
Association**  
Chemin de la Fauvette 98  
CH 1012 Lausanne  
Switzerland

#### NATIONAL OFFICES

**Mercy Ships Australia**  
PO Box 1080  
Caloundra, Queensland 4551  
Australia  
mercyships.org.au

**Mercy Ships Belgium**  
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2000 Antwerp  
Belgium  
mercyships.be

**Mercy Ships Canada**  
#5 - 3318 Oak St.  
Victoria, BC, V8X 1R1  
Canada  
mercyships.ca

**Mercy Ships Denmark**  
Fjeldhammervej 15  
2610 R dovre  
Denmark  
mercyships.dk

**Mercy Ships France**  
6 place des Terreraux  
69001 Lyon  
France  
mercyships.fr

**Mercy Ships Germany**  
Rudolf-Diesel-Str. 5,  
86899 Landsberg am Lech  
Germany  
mercyships.de

**Mercy Ships Netherlands**  
Ridderkerkstraat 20  
3076 JW Rotterdam  
The Netherlands  
mercyships.nl

**Mercy Ships Korea**  
#2-338 Mercy Ships Korea  
345, Ahasan-ro,  
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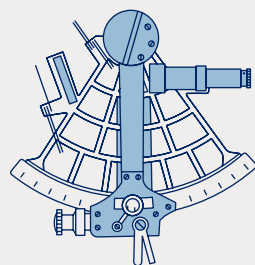
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IMAGES: (OPPOSITE PAGE)  
Fatoumata Bah, hospital  
chaplain day crew from Sierra  
Leone, dancing with patient  
at the veranda during patient  
recreation time on the *Global  
Mercy*; (ABOVE) Africa Mercy  
volunteer crew gathered on  
the dock.





*The work of Mercy Ships is only possible because of the generosity of our supporters and volunteer crew.*

*It's **because of you** that the lives of the people you see here, as well as so many others, are being **changed forever**.*

*Thank you for your faithful and continued support as we chart a course together toward a healthier future for individuals, communities, and the world that will last for generations to come.*

IMAGE: The Africa Mercy's volunteer crew line the end of the gangway to celebrate Tera's discharge from the hospital.







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2024  
*Mercy Ships Canada  
Annual Report Appendix*



## 2024 Annual Report Appendix

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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 (MSI). 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 International does not currently provide a disaggregated summary of expenses that are specifically allocating costs to each of the main programs service areas.

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 2024:

- 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
- Octavia Spearmon, Senior Director of Recruitment and Volunteer Experience, Mercy Ships International

Under the direction of the Canadian Board and in accordance with the Joint Programs Agreement, the Canadian National Office staff is responsible for recruiting, screening, and reviewing volunteers; recommending them for service; approving placements; and, once approved, monitoring and overseeing their work 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 2024 Annual report and Financial Statements are available at <https://mercyships.ca/en/how-we-help/annual-reports/>. The purpose of this Appendix is to provide supplemental insights.

The Mercy Ships Canada T3010 Registered Charity Return for 2024 can be found at [T3010 Registered Charity Information Return](#).

## **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 2024 Social Impact Summary

#### What Issues Mercy Ships Seeks to Address Through Its Programs

Worldwide, an estimated five billion people lack access to safe, timely, and affordable surgical and anesthesia care. This crisis is especially severe in Sub-Saharan Africa, where approximately 93% of the population does not have access to surgical services. The inequity is stark: in 2015, only 6.5% of all surgeries were performed on the poorest third of the world's population.<sup>1</sup>

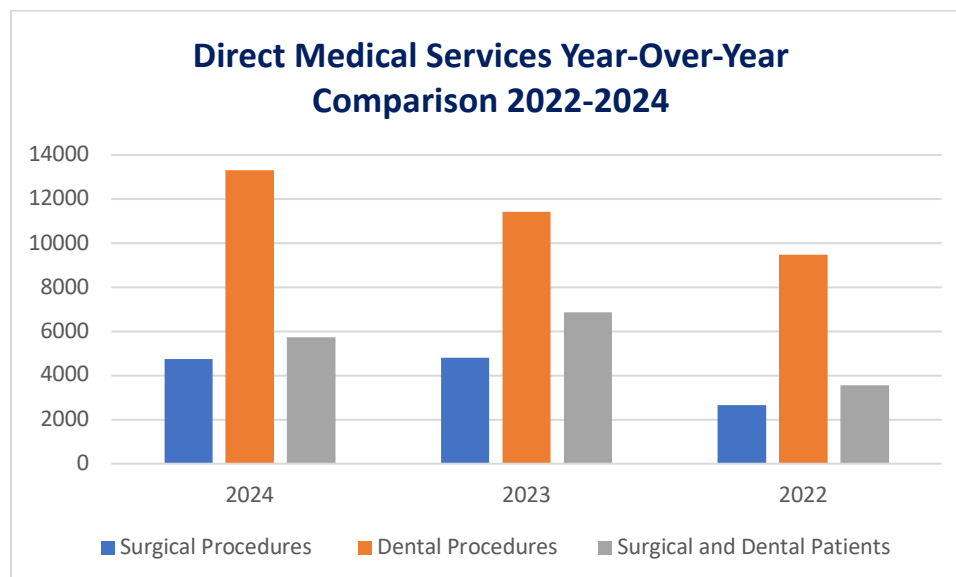
Mercy Ships International worked on the ground throughout Africa to provide life transforming training and treatment. Our 2024 Annual Report provides a summary of the direct medical services provided along with the education, training, and advocacy initiatives.

#### What We Did in 2024– Direct Medical Services (DMS)

**4,746** (In 2023-4,804, In 2022- 2,665) surgical procedures

**13,312** (In 2023-11,436, In 2022-9,465) dental procedures

**5,733** (In 2023-6,875, In 2022-3,560) 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

<sup>1</sup> Meara, J.G., Leather, A.J.M., Hagander, L., et al. (2015) Global Surgery 2030: evidence and solutions for achieving health, welfare, and economic development. *The Lancet*, 386(9993), 569 -624.



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 2024

Direct Medical Services Demographics 2024					
Program Description	Adult		Child		Grand Total
	Female	Male	Female	Male	
<b>Sierra Leone</b>					
General Surgery	140	356	5	8	509
Ear, Nose, Throat, and Maxillofacial Surgery	117	95	30	31	273
Ophthalmic Surgery	250	199	6	19	474
Orthopedic Surgery	0	0	30	29	59
Pediatric Surgery	0	8	31	117	156
Reconstructive Plastics Surgery	5	3	7	15	30
<b>Total for the Global Mercy in Sierra Leone</b>	<b>512</b>	<b>661</b>	<b>109</b>	<b>219</b>	<b>1,501</b>
<b>Madagascar</b>					
General Surgery	52	115	2	1	170
Ear, Nose, Throat, and Maxillofacial Surgery	42	42	42	49	175
Ophthalmic Surgery	70	64	3	4	141
Orthopedic Surgery	0	0	4	6	10
Pediatric Surgery	0	0	9	97	106
Reconstructive Plastics Surgery	14	11	14	10	49



<b>Total for the Africa Mercy in Madagascar</b>	<b>178</b>	<b>232</b>	<b>74</b>	<b>167</b>	<b>651</b>
<b>Togo</b>					
Sight.org Partnership - Ophthalmic Surgery	204	150	2	1	357
Cataract Surgery Teaching Institute Investment	261	153	0	0	414
<b>Total Off-ship in Togo</b>	<b>465</b>	<b>303</b>	<b>2</b>	<b>1</b>	<b>771</b>
<b>Grand Total -Africa Mercy, Global Mercy and Off-ship</b>	<b>1,155</b>	<b>1,196</b>	<b>185</b>	<b>387</b>	<b>2,923</b>

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

### Education, Training & Advocacy Demographic 2024 on the *Africa Mercy* and *Global Mercy*

Education Training & Advocacy, Participant Hours of Training 2024			
Program Description	Male	Female	Total
Anesthesia Mentoring	503	134	637
Anesthesia Resident Mentoring	5	150	155
Cleft Training	101	222	323
Laboratory Scientist Student	235	0	235
Nurse Anesthetist Mentoring	195	1,145	1,340
Nurse Mentoring	241	712	953
PAACS Residency	582	0	582
Phacoemulsification	160	324	484
Physiotherapist Mentoring	387	168	555
Residents Mentoring	494	464	958
Surgical Resident Mentoring	307	0	307
Surgeon Professional Placement	69	8	77
Ward Nurse Mentoring	708	1,719	2,427
Ward Nurse Mentoring- On Ship	69	471	540
<b>Grand Total</b>	<b>4,056</b>	<b>5,517</b>	<b>9,573</b>

### Education, Training and Advocacy by Country in 2024

In 2024, Mercy Ships International was involved in education, training, and advocacy initiatives in six countries in Africa. The data in the table below reveals that Guinea was the country with the largest number of participants with 64.6 percent of the total number of participants. In comparison, Guinea, Sierra Leone and South Africa were the leading countries when measuring the number of participant hours.



Mercy Ships International, Education, Training and Advocacy, Summary 2024				
Country	# of ETA Participants	Participant Hours	% Participants	% Participant Hours
Guinea	457	103,114	47.2%	64.6%
Sierra Leone	257	38,620	26.5%	24.2%
South Africa	189	3,301	19.5%	2.1%
Madagascar	53	7,823	5.5%	4.9%
Guinea-Bissau	6	3,480	0.7%	2.2%
Benin	6	3,392	0.6%	2.0%
<b>Total</b>	<b>968</b>	<b>159,730</b>	<b>100%</b>	<b>100%</b>

Mercy Ships International, Education, Training and Advocacy (ETA), Comparison of 2024 to 2023				
Country	# of ETA Participants in 2024	# of ETA Participants in 2023	Participant Hours in 2024	Participant Hours in 2023
Guinea	457	136	103,114	80,569
Sierra Leone	257	46	38,620	2,937
South Africa	189	236	3,301	4,083
Benin	6	180	3,392	78,231
<b>Total</b>	<b>909</b>	<b>598</b>	<b>148,427</b>	<b>165,820</b>

In 2024, in Guinea, South Africa, Sierra Leone and Benin the total number of ETA participants increased by 52%. The total number of ETA participant hours were 10.5% lower in 2024 compared to 2023.

Mercy Ships International, Education, Training and Advocacy, By Country 2024		
Benin	# of ETA Participants	Participant Hours
Specialized Dental Education	6	3,392
<b>Total</b>	<b>6</b>	<b>3,392</b>

Guinea	# of ETA Participants	Participant Hours
Anatomy Simulation Laboratory	212	7,819
Dental Assistant Education Sponsorship	1	222
Surgical Education Sponsorship	137	24,351
Student Mentoring Program	56	16,274
Specialized Dental Education Sponsorship-Students	13	17,517
Specialized Dental Education Sponsorship-Teachers	13	3,440



Specialized Anesthesia Education Sponsorship	12	21,139
Specialized Urology Education Sponsorship	4	3,752
Specialized Maxillofacial Education Sponsorship	2	4,556
Specialized Biomedical Education Sponsorship	4	3,230
Specialized Lab Technician Education Sponsorship	2	606
Specialized Visceral Surgery Education Sponsorship	1	208
<b>Total</b>	<b>457</b>	<b>103,114</b>

<b>Guinea- Bissau</b>	<b># of ETA Participants</b>	<b>Participant Hours</b>
Specialized Dental Education Sponsorship-Students	6	3,480
<b>Total</b>	<b>6</b>	<b>3,480</b>

<b>Madagascar</b>	<b># of ETA Participants</b>	<b>Participant Hours</b>
Specialized Lab Technician Education Sponsorship	4	1,716
Specialized Dental Education Sponsorship-Students	4	2,400
Specialized Biomedical Education Sponsorship	2	828
Nurse Mentoring	13	953
Anesthesia Mentoring	9	637
Cleft Training	10	323
Mentoring for Residents	10	958
Surgeon Professional Placement	1	8
<b>Total</b>	<b>53</b>	<b>7,823</b>

<b>Sierra Leone</b>	<b># of ETA Participants</b>	<b>Participant Hours</b>
Clean Cut Project (Lifebox)	11	157
Nurse Anesthesia Training	20	14,656
Peri-operative Nurse Training	21	3,292
Specialized Dental Education Sponsorship-Students 2023 Class	5	8,521
Specialized Dental Education Sponsorship-Students 2024 Class	6	4,192
Sterile Processing Training (SPECT)	21	752



Ward Nurse Mentoring	29	896
OR Nurse Mentoring	73	2,427
Anesthesia Resident Training	2	155
Physiotherapist Mentoring	17	555
Nurse Anesthetist Mentoring	38	1,340
Surgeon Professional Placement	5	69
Surgical Resident Mentoring	3	307
PAACS Residency	2	582
Phacoemulsification / Ophthalmology Training	3	484
Laboratory Scientist Student Mentoring	1	235
<b>Total</b>	<b>257</b>	<b>38,260</b>

<b>South Africa</b>	<b># of ETA Participants</b>	<b>Participant Hours</b>
SAFE Obstetric Anesthesia	74	1,204
SAFE Obstetric Anesthesia- Training of Trainers	14	181
SAFE Pediatric Anesthesia	92	1,731
SAFE Pediatric Anesthesia- Training of Trainers	9	185
<b>Total</b>	<b>189</b>	<b>3,301</b>

#### 4. Mercy Ships Canada Programs Activities & 2024 Expenses Summary

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

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

##### A. Direct Medical Services

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

In total, **84** Canadian volunteer crew served in 2024.

#### **VOLUNTEER CREW**

Number of Longer-Term Canadian Volunteers Served in 2024:

- 21 longer term crew (including their 7 children)

Number of Shorter-Term Canadian Volunteers Served in 2024:

- 63 shorter term crew members (including their 1 child)



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 2024 was **\$1,598,193**. 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:

2023	\$1,098,057
2022	\$1,688,800
2021	\$ 554,189
2020	\$ 471,088

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 2024, for every dollar that Mercy Ships Canada invested in the volunteer program, we receive a return valued at **\$3.59** in unpaid volunteer activity.

The value 3.59 is calculated by the following formula: Total dollar value of contributed services/Total financial investment on volunteer program or (\$1,598,193/\$445,631). 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
1. Biomedical and Imaging Test Equipment	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.
2. Medical Equipment- Africa Mercy	

### 1. Biomedical and Imaging Test Equipment Project

**Goal:** The biomedical and imaging test equipment will be purchased and shipped to the International Service Center (ISC) and the European Distribution Center (EDC).

**Note:** The equipment will then be delivered and installed on board the hospital ships, the *Africa Mercy* and the *Global Mercy*.

**Project Time Frame:** December 2024 to April 2025

### Summary of Activities and Expected Outcomes

Activities	Outcomes	Status as of Dec 31, 2024
1. Purchase the equipment in Q4 2024.	Specialized test equipment is purchased.	Equipment was purchased in Dec 2024.
2. Equipment arrives at Mercy Ships' testing facilities at the ISC and European Distribution centres in Q1 2025.	Specialized test equipment is purchased and shipped to Mercy Ships' testing facilities at the ISC and European Distribution centres.	There have been 2 partial deliveries of equipment at the ISC.

#### Summary of Expenditures:

Total expenses as of 2024: CD \$20,325 or US \$14,518

### 2. Medical Equipment- Africa Mercy Project

**Goal:** The medical equipment, specifically four operating room (OR) surgical tables, one OR surgical light and one video laryngoscope will be purchased and shipped to the International Service Center (ISC) in the US.

**Note:** The equipment will then be delivered and installed on board the hospital ship, the *Africa Mercy* (AFM).



**Project Time Frame:** February 2024 to December 2024

### Summary of Activities and Expected Outcomes

Activities	Outcomes	Status as of Dec 31 2024
1. Purchase equipment between Q1 and Q3 2024.	Equipment purchased.	OR Tables and Video Laryngoscope purchased. Surgical Light purchase for the Africa Mercy is cancelled.
2. Equipment shipped to the ISC between Q2 and Q4 2024.	Equipment arrives at ISC, Mercy Ships' warehouse.	OR Tables and Video Laryngoscope arrived at warehouse. Surgical Light is cancelled.

<b>Summary of Expenditures:</b>
Total expenses as of 2024: CD \$200,621 or US \$143,301

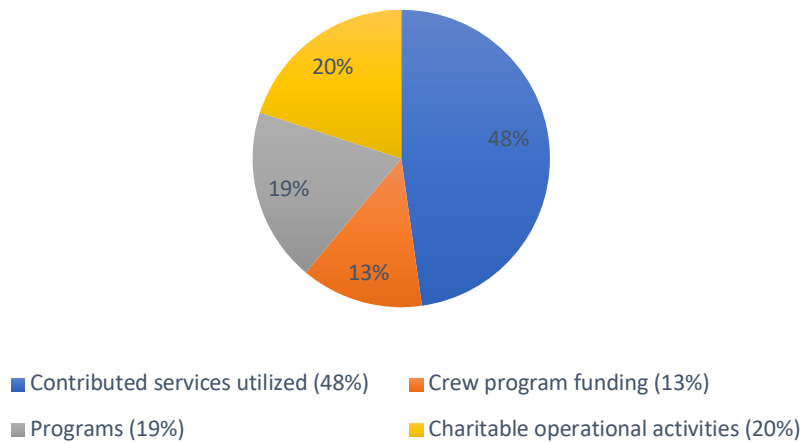
### Mercy Ships Canada Expenditures on Charitable Activities

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

Expenditures on Charitable Activities		
Direct Medical Services	Contributed services utilized	\$1,598,193
Direct Medical Services	Volunteer crew program funding	\$445,631
Direct Medical Services	Programs	\$632,749
Direct Medical Services	Charitable operational activities	\$668,789
	<b>Total</b>	<b>\$3,345,362</b>



### Expenditures on Charitable Activities



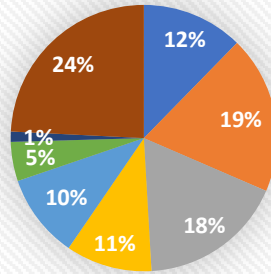
### Canadian Volunteer Crew and Program Activities

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 2024 Expenses		
Direct Medical Services	Volunteer crew program funding	\$125,640
Direct Medical Services	Programs: Medical Equipment	\$195,357
Direct Medical Services	Programs: Biomedical and Imaging Test Equipment	\$179,311
Direct Medical Services	Programs: Gamal Medical Simulation	\$106,731
Direct Medical Services	Programs: Digital X-ray Detectors and Transport Stretchers	\$104,250
Direct Medical Services	Programs: Vehicle Project	\$48,525
Direct Medical Services	Programs: Nurse Anesthesia	\$12,672
Education, Training and Advocacy	Seconded Employees to International Programs	\$246,794
	<b>Total</b>	<b>\$1,019,280</b>



## Programs 2024 Expenses



- Volunteer crew funding program ( 12%)
- Programs- Medical Equipment (19%)
- Programs- Biomedical and Imaging Test Equipment (18%)
- Programs- Gamal Medical Simulation (10%)
- Programs- Digital X-ray Detectors and Transport Stretchers (10%)
- Programs- Vehicle Project (5%)
- Programs- Nurse Anesthesia ( 1%)
- Seconed Employees to International Programs (24%)

Summary of Items Mercy Ships Canada Programs Provided	
Medical Equipment Project	Four operating room tables and a video laryngoscope for the <i>Africa Mercy</i> .
Biomedical and Imaging Test Equipment Project	Biomedical and imaging test equipment for both the <i>Africa Mercy</i> and the <i>Global Mercy</i> .
Gamal Medical Simulation Project	Medical simulation equipment for the University of Gamal Abdel Nasser de Conakry in Guinea
Digital X-ray Detectors and Transport Stretchers Project	Two digital X-ray detectors and six transport stretchers for both the <i>Africa Mercy</i> and the <i>Global Mercy</i> .
Vehicle Project	One Toyota Hiace Commuter Bus and one Toyota Land Cruiser for the programs team in Madagascar
Nurse Anesthesia Project	One classroom for 20 students, administration space and a simulation lab equipment for the University of Gamal Abdel Nasser de Conakry in Guinea



## Goals for Direct Medical Services

For Mercy Ships International, the direct medical services main goal is year over year increase of hospital utilization to more than 90% operating room capacity by 2028. Other goals are to deliver safe, high-quality medical, surgical and dental care, achieve field service targets, ensure crew wellness and support and to keep cost and output appropriately balanced.

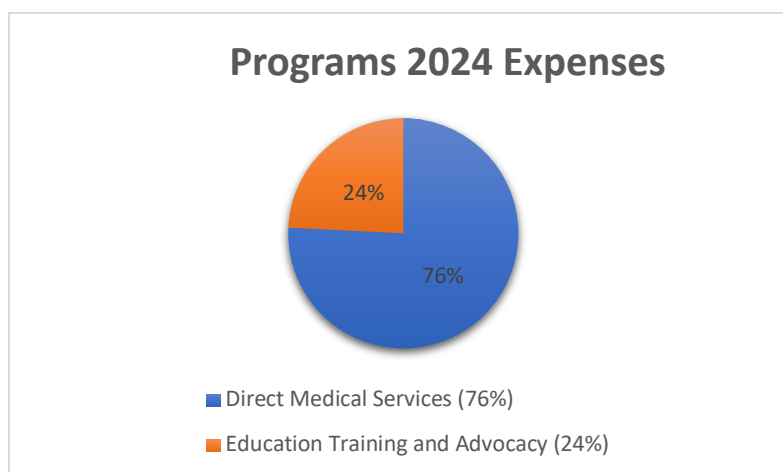
Output Type	2024 Achieved	2024 Goal	2025 Goal
Surgical Procedures	4,746	4,498	4,935
Surgical Patients	2,904	2,715	2,916
Dental Procedures	13,312	10,880	13,840
Dental Patients	2,829	2,720	3,460
Operating Room Utilization (of planned Operating Rooms)	76%	75%-85%	75%-85%
Operating Room Capacity	53%	53%	64%

## 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 International for the role of the Pharmacy Clinical Coordinator, another was seconded for the role of the Regional Director of Programs, Francophone and West Africa.

## Breakdown of Total Program Spending on Direct Medical Services and Education, Training and Advocacy

In 2024, 76% of programs expenses were for Direct Medical Services and 24% were for Education, Training and Advocacy.





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

### Strategic Insights for Strengthening Health Systems

#### 1. Governance and Integrity Enable Lasting Impact

Embedding environmental, social, and governance (ESG) principles into our work is not only about organizational accountability — it is about ensuring that our projects contribute meaningfully to stronger health systems. By prioritizing anti-corruption awareness and mitigation in project design and implementation, we help ensure that resources are directed where they are needed most and that health initiatives can be trusted by communities, governments, and partners.

#### 2. Local Partnerships are the Foundation of System Strengthening

Our work in Guinea demonstrates how trusted, long-term partnerships are central to building resilient health systems. Collaborations with leaders such as Dr. Dave Ugai and institutions like Gamal University enable small projects to be tested and scaled in alignment with national priorities. This approach ensures that Mercy Ships initiatives reinforce, rather than duplicate, local health structures — a key ingredient for sustainability.

#### 3. Regulatory Navigation Protects Patients and Systems

Lessons learned from importing medical equipment highlight how regulatory processes are not simply bureaucratic hurdles; they are safeguards for patient safety and system integrity. By strengthening our due diligence, contingency planning, and reliance on local legal expertise, we contribute to safer, more effective healthcare delivery. In the long run, navigating these processes well supports national efforts to raise standards across the health system.

#### 4. Risk Management Supports Resilient Healthcare Delivery

In fragile environments, clear project timelines, risk assessments, and exit criteria ensure that health initiatives remain viable and aligned with national goals. By adopting standardized due diligence tools and transparent exit strategies, Mercy Ships helps protect both donor resources and the integrity of healthcare services delivered. This transparency also models accountability for partners and strengthens trust with local health institutions.

### Looking Ahead: A Learning Approach to Health System Strengthening

The insights gained this year point to a bigger opportunity: Mercy Ships Canada can evolve from delivering individual projects to serving as a partner in system-wide strengthening. Governance, partnerships, regulatory compliance, and risk management are not separate functions — together, they form the foundation for building resilient health systems. By embedding these



lessons into our operating model, we aim to create sustainable change that extends far beyond the immediate delivery of care.

## 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.

Women's Health		
Need	Typical Procedures	Activity KPI
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.
<p><b>Impact Key Performance Indicator (KPI):</b> Number of patients served per year.</p> <p>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.</p> <p>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 headaddresses as symbols of their restored life.</p> <p>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.</p>		

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.

**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 cancrum oris, 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 each year. Those who survive are often severely disfigured and live with life-changing and threatening disfigurements.</p> <p>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.</p> <p><b>Learn More:</b> <a href="https://mercyships.ca/en/maxillofacial-surgery">https://mercyships.ca/en/maxillofacial-surgery</a></p> <p>Research link on access to oral and maxillofacial surgery in Sub-Saharan African countries: <a href="https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8449080">https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8449080</a></p>		

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

	tumours, chronic ulcers, combined fingers etc.	
<p><b>Impact Key Performance Indicator (KPI):</b> Number of patients served per year.</p> <p>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.</p> <p>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.</p> <p><b>Learn More:</b> <a href="https://mercyships.ca/en/plastic-reconstructive-surgery">https://mercyships.ca/en/plastic-reconstructive-surgery</a></p> <p>Research link on Sub-specialization in plastic surgery in Sub-Saharan Africa, capacities, gaps and opportunities: <a href="https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4286228">https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4286228</a></p>		

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>		



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.

**Learn More:** <https://mercyships.ca/en/orthopaedic-program>

Research link on orthopaedics in the developing world:

<https://online.boneandjoint.org.uk/doi/full/10.1302/2048-0105.12.360020>

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>		

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.

**Learn More:** <https://mercyships.ca/en/palliative-care>

Research link on palliative care in Africa: <https://www.africanpalliativecare.org>

### 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>		



**Learn More:** <https://mercyships.ca/en/oral-health>

**Video:** <https://www.facebook.com/mercyshipsCanada/videos/770105413803268>

Research link on review of dentistry in West Africa – challenges and prospects:

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7861189>

### 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</p>		

(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.

**Learn More:** <https://mercyships.ca/en/eye-care>

**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.
<b>Impact Key Performance Indicator (KPI):</b> 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 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**

### **Approaches to Assessing and Ranking Different Charities**

Charity Intelligence (CI) Canada endeavours to compare Canadian charities on several criteria. Other organizations such as Circle Acts focus their efforts on assessing and identifying high-impact philanthropy. The respective comparative approaches can lead to different insights. For example, Mercy Ships Canada was recognized as one of Canada's most high-impact charities in Canada in 2020 by Circle Acts.

### **Ethical Considerations in Assessing the Impact of Global Surgery Charities - that Charity Intelligence (CI) Ignores**

Justice and equity are essential, as surgery is often unavailable to rural, poor, or marginalized populations in Africa. If this imbalance is not addressed, surgical interventions risk reinforcing existing inequalities rather than reducing them.



Capacity-building through education and training is another critical factor. Developing local providers may deliver a lower short-term return on investment, but it creates sustainable systems and reduces dependency on visiting teams.

Patient autonomy must also be respected. This means ensuring informed consent and delivering care in ways that are culturally appropriate and sensitive to local norms.

Sustainability is equally important. Short-term missions that bypass local systems may appear efficient, but if they undermine health infrastructure, they ultimately weaken long-term progress. Ethical global surgery requires strengthening local capacity, not replacing it.

**Overall Assessment: Charity Intelligence’s Approach Suitability for Global Surgery Evaluation**  
Charity Intelligence Canada’s framework is not a reliable tool for evaluating the impact of global surgery charities. Its emphasis on efficiency and short-term outcomes overlooks the deeper realities of equity, capacity-building, and ethical practice that determine whether surgical programs truly change lives.

The model may highlight short-term gains in high-volume surgical missions, but it fails to recognize the value of long-term investments such as training local surgeons, strengthening health systems, and ensuring culturally respectful care. It also neglects justice and equity by ignoring whether services reach the poorest, most marginalized populations.

Because it does not integrate sustainability, patient autonomy, or local partnership into its evaluation criteria, Ci’s framework risks directing donor attention toward superficial measures of impact rather than the ethical and systemic dimensions that matter most.

For donors committed to supporting global surgery in Africa, Ci’s analysis provides only a partial picture. A more comprehensive framework is needed—one that values both measurable outcomes and the long-term, justice-oriented investments essential for lasting change.

### **Key Limitations of Charity Intelligence’s Framework for Assessing the Impact of Global Surgery Charities**

Charity Intelligence Canada’s framework is not well-suited to evaluating global surgery because it overlooks systemic change, equity, and ethical practice—factors that are central to sustainable impact.

First, the model undervalues systemic change. Efforts to build surgical capacity through training local surgeons or constructing operating rooms create long-term benefits, but because these outcomes are not immediate or easily quantifiable, they may be scored poorly.

Second, equity and justice are largely ignored. Surgical inequity is a human rights issue, yet Ci’s framework does not account for whether interventions address disparities rooted in gender, geography, or economics—among the most pressing concerns in global health.

Third, the absence of global prioritization is a major gap. Since Ci evaluates Canadian charities, many of the most effective international organizations in global surgery are not even assessed. This leaves Canadian donors without meaningful insight into where their support could make the greatest difference.

Fourth, the model carries a bias against capital-intensive interventions. Surgery requires infrastructure—operating rooms, anesthesia, and specialized equipment—that may appear costly when compared to low-cost health interventions such as distributing bed nets. But without these investments, surgical systems cannot function.

Finally, Ci's framework fails to integrate medical ethics. Critical elements such as informed consent, post-operative follow-up, and respectful local partnerships are not considered, despite being essential to responsible surgical care.