



**Malteser
International**
Order of Malta Worldwide Relief



2020

Annual Report



Malteser International

“For a life in health and dignity”

Who we are

We are the international humanitarian relief agency of the Sovereign Order of Malta. For over 60 years, we have been standing by people affected by poverty, disease, conflict, and disaster—to help them to lead a healthy life with dignity.

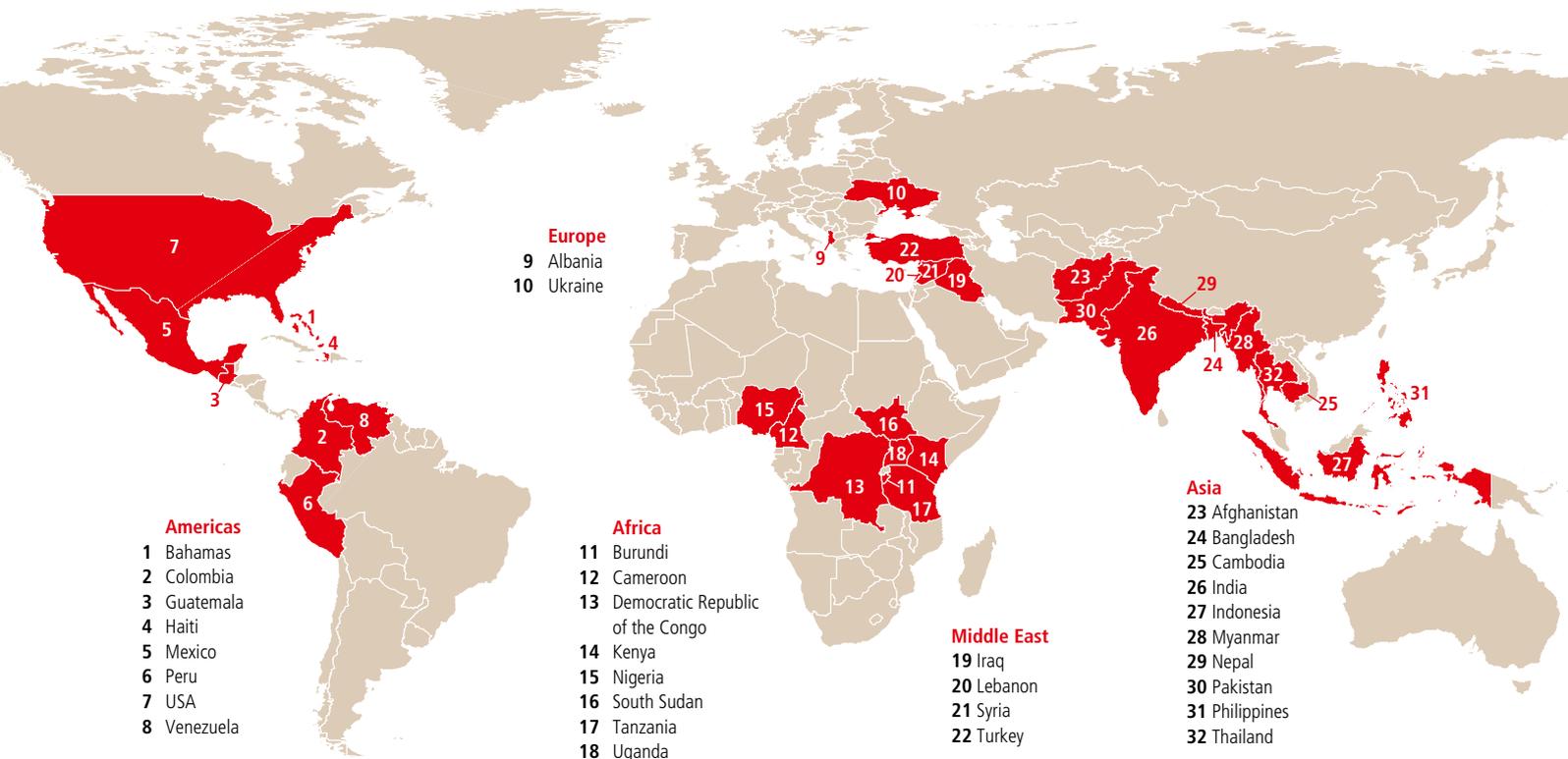
What we do

We undertake emergency relief in crisis such as natural disasters, epidemics, and armed conflicts. We support the most vulnerable, including refugees and displaced persons, to protect their health by strengthening medical structures in their service, encouraging disaster risk

reduction, and ensuring access to good nutrition, safe water, sanitation and hygiene. Our long-term transitional aid and development programs empower communities affected by crisis to boost their resilience and transform their lives for the better.

How we work

Our work is founded on Christian values and humanitarian principles. We reach out to people in need without distinction of race, religion, or political opinion. In 2020, Malteser International reached vulnerable people in 32 countries through 138 development and humanitarian aid projects.



MI regional headquarters
Cologne, Germany
New York City, USA

Project countries in 2020

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Message from the President

Dear friends,

Thierry de
Beaumont-Beynac,
President of Malteser
International



At the start of the year 2020, none of us could have imagined what a tumultuous year it would be. The coronavirus pandemic upended every aspect of our lives and had an impact on Malteser International's programs around the world. This resulted in massive scale up and reprogramming of our activities in every one of our 32 project countries.

Communities already facing severe and extreme humanitarian needs were made even more vulnerable by the spread of COVID-19: In Syria, the suffering from a decade of war has been compounded by the health crisis. Lebanon's economic troubles amid the pandemic was made even worse after the Beirut explosion. In South Sudan, families fleeing conflict are struggling to eat and protect themselves from the virus. Our work in

these countries and other hotspots will remain relevant in the coming years as the world recovers from COVID-19.

While it is easy to be overwhelmed by the COVID-19 headlines, I am incredibly proud to witness the passion and commitment with which Malteser International and our partners around the world have risen to the challenge of fighting the pandemic and its devastating consequences. Many staff members remained in their project regions through the year and continued to bring lifesaving aid to those most affected by the crisis. All our heartfelt thanks go to them!

The year would also see a change in leadership at Malteser International. After more than twenty years at the helm, Ingo Radtke went into a well-deserved retirement. His leadership qualities were instrumental in shaping an organization whose service to the poor and sick stays true to the traditions of the Order of Malta. For this and much more, our special thanks go to him.

As the new Secretary General, Clemens Graf von Mirbach-Harff takes over the task of continuing the crucial work of Malteser International worldwide. The interview on page 6 of this report offers a closer look to his person and his aims for the organization, along with Deputy Secretary General Annette Wächter-Schneider.

The challenges facing us are greater than ever. Therefore, I would like to assure you that we will continue to work with all our strength to provide help where it is needed. Our thanks go in particular to all our partners and supporters who make this work possible.

Wishing you God's blessings,

A handwritten signature in blue ink that reads "Thierry de Beaumont-Beynac".

Thierry de Beaumont-Beynac

At a glance: 2020 in numbers



1,057 people worked for Malteser International worldwide

138 projects
in **5** regions



32 countries

47%

of program funding delivered by local partners

Total program volume of

€78.3mm



75%

of the program funding supported refugees

27 national associations and priories of the Order of Malta



39

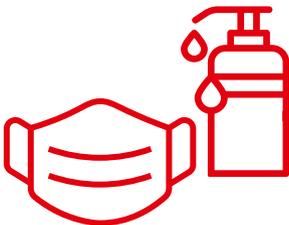
donor institutions, coalitions, and foundations supported our work

14 network partnerships

91 partners

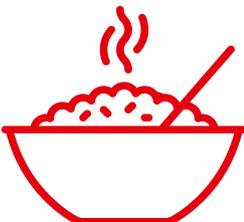
2.8 mm

people reached through COVID-19 awareness campaigns



€9.5 mm

committed to COVID-19 response



260,000

people received food and cash assistance



2 mm

medical treatments in health facilities supported by Malteser International



"The current pandemic shows that many people understand the need for global actions in solidarity."

In Pakistan, our efforts benefited families that include people with disabilities.

PHOTO: MALTESER INTERNATIONAL

"We need global solidarity!"

Since November 2020, Clemens Graf von Mirbach-Harff, Secretary General, and Annette Wächter-Schneider, Program Director and Deputy Secretary General, have constituted Malteser International's new senior management team. In this interview, they share their experiences of starting out in their new positions in what has been an extraordinary year and talk about the development of humanitarian aid during and after the pandemic, as well as their personal motivations.

You certainly did not envision starting out in your new role as Secretary General during a global pandemic. Employees work from home and project visits are hardly possible.

How are you dealing with this unusual situation?

Graf Mirbach: Getting to know a team of this size in the absence of face-to-face meetings is indeed very difficult. The opportunity to establish a personal relationship with the field teams and our employees there is definite-

ly something I miss, and I very much hope to be able to make up for this as soon as possible. Needless to say, we want to do our part in fighting the pandemic, but project visits are still necessary. In addition, the COVID-19 crisis has put us under massive pressure to continue our lifesaving work while adjusting our programs where necessary.

Wächter-Schneider: When you take over the management of a large team, the first goal is to bring everyone

together. For us, that meant not only the 79 employees at headquarters in Cologne, Germany but also our field teams in 32 project locations; a total of over 1,000 people in 2020. Unfortunately, that did not work at all last year. Fortunately, our strong digital infrastructure helps us to keep up our team spirit.

The COVID-19 pandemic happened against a backdrop of worsening global humanitarian conditions, with climate change disproportionately affecting vulnerable people and conflict still a major driver of displacement. In your view, how can an organization like Malteser International be better positioned for the future?

Wächter-Schneider: The crisis has hit the poorest people particularly hard. Many have lost their sources of income, healthcare systems in many countries now focus on the pandemic and are now covering basic health services to an even lesser degree than before. Many of our project countries have seen decades of development progress dwindle away. People in emergency situations, such as refugees, are particularly affected. Today, 75 percent of our program funding goes towards refugees and displaced people who are hit by several crises at the same time during the pandemic. We need to be able to become more flexible in the volatile environment that is the current humanitarian landscape by adjusting our work to the increasingly complex requirements and constantly reflecting on our role – especially with regard to our partnerships – to be as effective as possible.

Graf Mirbach: We need a clear vision and mission which that can provide a roadmap towards growth and development. We are planning an extensive strategy process for the summer of 2021 during which we will revisit our values and our goals. To that end, we are working on establishing milestones for every role in the programmatic aspects of our work as well as in all supporting departments.

What are the first milestones you would like to see at Malteser International?

Wächter-Schneider: I would like to see new enthusiasm for what we can achieve for people in need together with our partners! We want to show how strong people in need are when they have access to the necessary resources. And finally, on a more technical level, we would like to consolidate our over 100 stand-alone projects into regional and thematic programs. This would help us to leverage our expertise even more effectively and achieve economies of scale in the quality and scope of our programs, allowing us to empower more people in need.

Graf Mirbach: For me personally, it is first of all important to grow into the job, to listen to my colleagues and understand the work they do while maintaining basic



operations and preparing the strategy process. I firmly believe that through the work of Malteser International, we can be a valuable instrument for God's kingdom on earth, and in the medium term I would like to anchor the organization even more strongly within the Order of Malta as an important relief organization for people in need.

Graf Mirbach, you previously worked for Malteser International as a country coordinator in Lebanon. How does being in the headquarters in Cologne, Germany differ from working in the field? What can the headquarters learn from the field and vice versa?

Graf Mirbach: In the field, you only work with headquarters via country and administrative teams. All supportive functions come into play when problems arise, and fortunately I hardly ever had any. There is often an impression that the headquarters revolves very much around itself; I think we can imbibe the spontaneity and positive thinking from the field. However, the headquarters is in fact a very intense workplace that sets the course to enable colleagues in the field to work as peacefully and safely as possible. The field teams can take inspiration from the foresight and organized, level-headed actions of the headquarters.

In one sentence: what makes working within the Order of Malta so special?

Graf Mirbach: The people are extraordinary and willing to do what is necessary to achieve the greatest, universally recognized feat: helping people in need.

Wächter-Schneider: It gives me great pleasure! Ours is a wonderful profession, in which we can change things for the better if properly practiced, and Malteser International is just the right place to do that.

Clemens Graf von Mirbach-Harff during a visit to a center for physiotherapy supported by Malteser International in Gaziantep, Turkey.

FOTO: MALTESER INTERNATIONAL

“*The Malteser model is timeless and is always in demand.*”



Clemens Graf von Mirbach-Harff: “My intrinsic motivation comes from the firm belief that we experience Christ in the service of the weakest, poorest, and most marginalized people.”

PHOTO: DIRK MOLL

Clemens Graf von Mirbach-Harff
Secretary General Malteser International

Graf von Mirbach-Harff joined Malteser International in 2017 as Country Coordinator in Lebanon. Before joining Malteser International, the graduate of Business Administration worked as a strategy consultant with the management consulting firm Boston Consulting Group (BCG) after which he worked as Operations Manager in a family-run agricultural and forestry business for seven years. He has been a Knight of the Order of Malta since 2004 and Vice President of the German association of the Order of Malta since 2015. He resigned from his post when he took up his new position as Secretary General. He is married and has four children.

What is your motivation?

Graf Mirbach: I am motivated by my colleagues in operative and management positions. Thanks to their wealth of experience and great tenacity they are relentless in their zeal to provide support. My intrinsic motivation comes from the firm belief that we experience Christ in the service of the weakest, poorest, and most marginalized people. This service intrigues me more than any over-hyped consumer product. The Malteser model is timeless and is always in demand.

Wächter-Schneider: We work for and with people in great need and can support them through extremely difficult situations, whether they are displaced or affected by natural disasters. It is very motivating to see the level of dedication shown by our team members all over the world. In carrying out their duties, they often sacrifice their safety and comfort. There is also no “working by the book”. The support of donors for our work will also always be a source of motivation for me.

What experiences or which people had a particular influence on you? What was especially helpful for your current role with Malteser International?

Graf Mirbach: First and foremost, there is my wife, who moved to Lebanon for three years with me and the children. Then, getting to know the work and the people at the Lebanese association of the Order of Malta was also very formative for me. In spite of the most severe crises and recurrent setbacks, they continue to serve the weakest in the society. I would also like to acknowledge Janine Lietmeyer and the Middle East team for their patience and care in helping me gain insight into the details of humanitarian aid. Sid Peruvemba and Ingo Radtke have also continued to share their know-how generously.

Wächter-Schneider: I was very much shaped by geopolitical events at the start of my career – the war in former Yugoslavia was right at our doorstep. This war showed me how fragile our societies can be and how quickly hate and violence can break through the varnish of civilization – including violence that is specifically directed against women. It became very clear to me that people in crisis situations urgently needed protection. I was also influenced by encounters with human rights organizations in India which worked in support of underprivileged and marginalized people with whom we have the honor to work. Advocating for human rights is a central concern for me.

Mrs. Wächter-Schneider, except for a short time away, you have worked for Malteser International since 1994. How has the organization changed from your point of view since then?

Wächter-Schneider: Malteser International has tremendously expanded its own capacities in the past 25 years. We have gone from providing rapid emergency relief

in a small number of crises to successfully engaging in complex crises all around the world – Myanmar, Syria, Iraq, South Sudan, DR Congo, Colombia – with so much expertise in emergency aid and development assistance within the so-called “humanitarian-development-peace nexus”. This has allowed us to now reach more than three million people every year with public and private donors entrusting us with more funds.

Five years have passed since the World Humanitarian Summit of 2016. Where are we today regarding the commitments made at the summit?

Wächter-Schneider: We pledged to undertake a great deal more of our work with and through local actors and this has worked out quite well. Today, our local partners shape around half of our aid programs. We have also developed engaging and effective ways to listen to people in need and make their voices heard. Our programs in the so-called nexus are particularly strong. This means that, together with our partners, we remain with the people, even in long-lasting crises, and provide humanitarian and developmental aid in a closely intertwined way. On page 20 of this report, we describe in-depth how Malteser International contributes to the further improvement of humanitarian aid in the context of our commitments at the World Humanitarian Summit.

Graf Mirbach: Today, the development towards a stronger localization of relief efforts has progressed much more than even five years ago. Local communities and grassroots organizations have played a vital role in the COVID-19 crisis with their resources. We will certainly be relying on their expertise going forward.

We are currently facing multiple severe crises including the COVID-19 pandemic, climate change, and the Syrian war. How hopeful are you of improving the situation for people in need around the world? In your view, what does it take to do just that?

Graf Mirbach: I have a strong and firm hope that things will get better and that we may truly be a part of this development. In his book “Factfulness”, Hans Rosling tells us how humanitarian aid has verifiably and measurably contributed to turning the world into a place where life in dignity is possible. In the past, including in Europe, it was religious orders and congregations advocating for people in need. Today, non-governmental organizations have taken on this task.

Wächter-Schneider: We need global solidarity! The pandemic has shown that many people around the world understand the need for actions of solidarity. If everybody realizes that a pandemic can only be overcome together, I remain hopeful that we can also face the climate crisis.

“Today, our local partners shape around half of our aid programs.”



Annette Wächter-Schneider
Program Director and Vice Secretary General Malteser International

Annette Wächter-Schneider is an economist and has worked for Malteser International since 1994. Her qualifications include a post-graduate certificate from the German Federal Ministry for Economic Cooperation and Development. After 15 years as head of emergency aid programs in the Balkans, Central America, India, and Iraq at Malteser International, she went on to spend a few years as managing director of a Catholic social organization. In 2014 she returned to Malteser International, where she helped establish the internal audits division and the department for organizational development. Annette Wächter-Schneider lives in Cologne, Germany. She is married and has two children.

Annette Wächter-Schneider: “Many of our project countries have seen decades of development progress dwindle away.”

PHOTO: DIRK MOLL



John Leandres Guadez fled with his mother from Venezuela to Colombia. He is photographed receiving medical care in one of Maltaser International's health-care centers in La Guajira. Refugees and other displaced people are particularly at risk during the pandemic. Our services focus on the most marginalized and vulnerable of society.

PHOTO: MALTESER INTERNATIONAL

Keeping an eye on the existing humanitarian crises even during the pandemic

Thanks to the tireless efforts of our employees and partner organizations, we were able to continue our lifesaving work for people in need last year—even under the most difficult and unprecedented conditions.

Annette Wächter-Schneider, Deputy Secretary General and Program Director

The COVID-19 crisis hits people hard in the already economically weak regions of the world: The pandemic causes incredible economic hardship that affects many areas of life. People in crisis situations are particularly affected, such as many displaced persons or refugees who experience several crises in the pandemic: loss of protection and home, hunger and economic hardship, and now the additional threat of COVID-19.

In this pandemic—in which our thoughts so often revolve around our own safety—it is therefore particularly important not to lose sight of people in need and the world’s humanitarian crises, and to practice international solidarity now more than ever. When the pandemic began in spring 2020, it was our top priority to continue the aid programs for the people in all countries of operations. We are happy that we were able to achieve this.

Our global humanitarian and development program has been covered by the overarching task of combating pandemics and the consequences of pandemics. Together with our partners, we have set clear priorities:

First, keeping the urgent humanitarian programs going. Second, containing the spread of the pandemic through prevention programs while strengthening health, water and hygiene infrastructure. Third, helping the poorest and most needy by mitigating the economic impact of the pandemic.

In recent years, pushing ahead with our own localization agenda and the strengthening of local civil

“Pushing ahead with our own localization agenda and the strengthening of local civil society organizations as first responders in crisis has paid off.”

society organizations as first responders in crisis has paid off. Our national employees and especially our partner organizations did not sit back idly but struggled with all possible effort under often very difficult circumstances to ensure that our programs continued to run.

Our newly launched digital infrastructure also played a key role in helping us get through the pandemic. Thanks to video conferencing and tech solutions for collaboration, we were able to maintain contact with field teams and remained connected to our programs throughout the lockdown phases.

The next pages will feature aspects of our work in the respective regions and show you how the COVID-19 pandemic has permanently changed humanitarian aid. Several topics that have been on the humanitarian aid agenda for years, including the localization, flexible financing, innovation, or the inclusion of communities affected in crisis, have gained traction as a result of the COVID-19 crisis.

COVID-19: The catalyst for localization of humanitarian aid

As with other crises before it, COVID-19 is being dealt with by mostly local and national actors at the forefront of community response. A look at Malteser International's Asia region shows how the pandemic is ushering in changes for the global humanitarian aid system.



In Bangladesh, partner organization Gonoshasthaya Kendra responded swiftly to the pandemic by providing health posts inside refugee camps with protective equipment. Director Nasima Yasmin (pictured right).

PHOTO: GONOSHASTHAYA KENDRA/MALTESER INTERNATIONAL

When the novel coronavirus was declared a pandemic, many governments acted quickly: “Most of our project countries were able to avoid total collapse of their not so strong healthcare by enforcing strict lockdowns during the first wave,” said Cordula Wasser, Head of the Regional Group Asia at Malteser International. The economic impacts of the pandemic have been more severe for already vulnerable groups who barely had enough to live on. “It was never an option for us to leave those affected in our project regions to their own devices,” said Wasser. While many organizations had to suspend their programs due to regional lockdowns, Malteser

International's work continued – thanks to strong local structures and national partner organizations.

Previously established local capacities crucial in pandemic response

Even before the localization agenda came to the limelight at the World Humanitarian Summit of 2016, Malteser International has always been committed to working with and supporting local organizations. In 2020, we teamed up with three other organizations in Germany, Welthungerhilfe, Caritas International and Diakonie Katastrophenhilfe, to launch a ToGETHER!, a localization program funded by the German Federal Foreign Office to work with 40 local organizations in eight countries. The program aims to translate the localization rhetoric into practical measures in the participating countries by supporting local capacity in emergency response, crisis prevention, coordination and funding as well as in the representation of their interests

The COVID-19 crisis has been a catalyst for this development. Local and national organizations are usually the first responders after disasters, providing swift relief on the ground. They have also played an important role during the pandemic. While international NGOs lost capacity to operate due to the movement restrictions imposed in many countries, local actors led the response on the ground, reaching communities in need with vital assistance.

Bangladesh: Our work unhindered thanks to local partners

The refugee settlements in Ukiya and Teknaf in Bangladesh's district of Cox's Bazar are the hotspots of the country's humanitarian crisis. More than 890,000 ethnic Rohingya from Myanmar have been living here

in cramped conditions after fleeing targeted violence in their home country in 2017. The makeshift shelters of shelters of bamboo and plastic sheeting house up to twelve people. There is a lack of clean drinking water, sanitary conditions are precarious – a rather ideal breeding ground for the spread of coronavirus. In May 2020, the first cases of COVID-19 were reported in the camps.

Through our local partner organization, Gonoshasthaya Kendra (GK), we were not only able to continue our work during the lockdown but to expand it greatly with measures to prevent COVID-19. “The lack of laboratories had extremely limited testing capacities, making preventive measures all the more important. Therefore, we equipped health facilities with medication, protective equipment, disinfectants, and other materials. We set up hand-washing stations and isolation wards, trained healthcare personnel and carried out information campaigns,” said Nasima Yasmin, Head of GK. The intervention has helped to prevent mass outbreaks. The UNHCR reported a total of 366 cases and ten deaths in the camps as at the end of December.

Robust programs made possible by solid local structures

We continue to localize aid within our own organization as well: wherever possible, job vacancies are filled with national applicants and decision-making processes are moved to the respective locations.

Just like in Bangladesh, we were able to continue the work on our programs in Myanmar and Pakistan during the lockdowns thanks to strong local organizational structures. Our education campaigns on proper hygiene during the pandemic and the installation of communal hand-washing stations, for example, reached about 12,000 people in the villages of the Sanghar region of Pakistan. In Myanmar, more than 62,500 people benefited from the information campaigns.

Having people from the communities carry out awareness further increases the acceptance of these activities. These local actors are often closer to the needs of people affected in crises. With their knowledge of the context and language, they are able to encourage people to help each other and develop their own solutions. This is particularly important for communities already vulnerable before an emergency, for example people with disabilities. In Pakistan, many families lost their livelihoods in the wake of the nationwide lockdown. “By providing cash and food assistance, especially for families including a person with disability, we were able to support them as they coped with the severe impacts of the pandemic,” said Fayyaz Shah, Country Coordinator for Malteser International in Pakistan.



Making genuine participation work

The economic impacts of the pandemic will be felt in our countries of operation for many years to come. Development has been set back several decades in many regions. “Only strong partnerships can work out sustainable long-term solutions for the people. Local partners have a central role to play and they rightly demand equal participation, a fair share of institutional funding and long-term financing,” said Wasser. “We are still far from equitable partnerships between international and local aid organizations, particularly due to the fact that long-term funding opportunities are hardly available. Still, humanitarian aid is changing, and there is no turning back!”

An overview of our regional program for Asia in 2020 can be found here: [↑ mint.ngo/program-asia](https://mint.ngo/program-asia)

In Pakistan, 100,000 people received food and cash distributions as part of our COVID-19 response.

PHOTO: MALTESER INTERNATIONAL



Our COVID-19 response in Asia

3,000	water facilities and hand-washing stations installed
208,000	people reached with hygiene items and COVID-19 protective gear (soap, disinfectants, masks)
65,000	people received food packages
1 mm	people reached with vital information on COVID-19

Program funding enables rapid assistance – not only in pandemic situations

In the Africa region, we are committed to the long-term development of our partner countries' societies and help to relieve people's hardship in humanitarian crises. In order to improve our ability to respond, we are participating in a pilot project for a more flexible program design which is spearheaded by the German Federal Foreign Office. In the coronavirus pandemic, the strengths of this approach are becoming apparent.

Once the decision was made, things moved quickly: “When we realized in early March that the pandemic was spreading worldwide and that we had to prepare for it in all our partner countries, the very next day we were able to start the first measures to protect the population against COVID-19 in various countries,” reports Roland Hansen, Head of the Regional Department Africa at Malteser International.

In DR Congo, the highly specialized international-Congolese health team could build upon their experience from previous Ebola outbreaks and reactivate an existing isolation ward. In addition, we were able to reach more than a million people in the vast rural region through a comprehensive education program,

including radio spots, educational work in the communities, and posters about the coronavirus.

“We were also able to provide our employees and partner organizations with protective materials very quickly. In Uganda, our partner, the Lubaga Hospital in the capital city of Kampala, could offer infection prevention trainings for employees, set up an isolation ward, equip two ambulances and the emergency room with medical ventilators and train the staff in using them right away,” Dr. Solomon Razafindratandra, Regional Emergency Advisor for the Africa regional program, reports.

Planning reliability, agile project management and less administration

One reason our aid has been able to ramp up so quickly: Since 2018, Malteser International has been developing a pilot project together with the German Foreign Office to test a new format of program-based project funding for more planning certainty, flexibility and responsiveness in humanitarian aid.

The idea behind the new funding instrument: in order to react faster and more agile to crises arising on short notice, the program's financial budget is deliberately flexible with regard to the application of funds. This means that funds can be spent within a defined region and are not—as was previously the case—tied to a specific project or location. In the event of a crisis, the pilot program allows funds to be quickly reallocated or made available without the need for long coordination and request loops between partners. Regular meetings with staff at the German Foreign Office ensure the necessary exchange of information and overall coordination.

This is how the emergency aid mission of our Emergency Medical Team (EMT) in Cameroon commissioned by the World Health Organization (WHO) to support

Thanks to our partnership, the Lubaga hospital in Uganda's capital city Kampala was able to set up an isolation ward as part of its efforts against COVID-19.

PHOTO: MALTESER INTERNATIONAL



local health facilities in containing the pandemic in the summer of 2020 became possible after only a short coordination process. Excessive red tape was avoided: According to an external evaluation, a total of more than 50 contract amendments were trimmed during the two-year duration of the pilot program, 10 of which related to the pandemic alone. The ability to plan aid was significantly improved. Another advantage is that the program approach enables regional training on quality instruments and for the exchange of experience and good practice to be systematically introduced into individual project measures.

Rapid and adapted assistance in the region's major crises

The pilot program's modified mission framework also represents a fundamental shift in funding from the project to the program level. Cross-country and sectoral focal points have been defined, replacing the usual project approach, which was limited to one country and specific sectors. In line with its overall strategy, Malteser International is engaged in the areas of health, food security as well as water, sanitation, and hygiene (WASH). The pilot program covers all of Malteser International's project countries in the region – Nigeria, Cameroon, DR Congo, Uganda, Burundi, Tanzania, South Sudan as well as Kenya and southern Ethiopia – and, after a first test phase, has already been extended until 2023.

From Malteser International's point of view, so far the concept has worked very well: "The outbreak of the coronavirus pandemic is just one example of how the pilot program has facilitated agile aid. It has also allowed us to deliver aid much faster and with better preparation in the case of the devastating locust plague in the countries of East Africa, the renewed Ebola outbreak in the DR Congo and, in particular, the severe flooding in Uganda," reports Dr. Razafindratandra.

In May 2020, there was devastating floods in western Uganda after unusually heavy rains. The Kasese district was hit particularly hard: Tens of thousands of people lost their homes; schools, bridges and hospitals were destroyed. Thanks to the flexibility of the new approach, our partner organizations were able to send eight ambulances to the crisis region in a timely manner to provide the people with medical care. An emergency aid team also ensured water supplies in 26 camps for people who lost their homes in the floods.

Learning from epidemics: focus on one-health approach

"It is a great advantage that we can build on existing development projects with our emergency aid. Our partners and technical teams know the needs in their project regions very well, and we now have a better



tool to respond more quickly to emerging scenarios. Overall, this improves the transitions in our aid between crisis-related humanitarian support and longer-term development cooperation," says Hansen.

In the future, Malteser International will particularly focus on the approach of "one health" to respond to diseases like Ebola or COVID-19 that were transmitted by animals. "We need to think even more holistically and take environmental and animal health into account as well," Hansen says. "The coronavirus pandemic has shown us in many areas that we need to reposition ourselves in a more flexible way to face current and future challenges."

An overview of our regional program for Africa in 2020 can be found here: mint.ngo/program-africa

Our response to the devastating floods of May 2020 in Uganda was rapid thanks to the flexibility of our new approach. Pictured left: Dr. Solomon A. Razafindratandra, Regional Emergency Advisor for the Africa Regional Program.

PHOTO: MALTESER INTERNATIONAL

To help reach as many people as possible, Malteser International's health worker in DR Congo, Dr. Joseph Itama composed a song to provide information on the coronavirus:



Our COVID-19 response in Africa

11,500	water and handwashing stations installed
286,000	people received hygiene materials (soap, disinfectants, masks, other protective equipment, etc.) to prevent COVID-19
1.2 mm	people reached through educational campaigns to prevent COVID-19
113	health institutions received our support

Colombia: Relationship of Trust – the Key in the Fight Against COVID-19

The Wayuu believe that a person dies twice: The first time when the soul leaves the body, and the second time when the soul meets “Maleiwa”, the Creator. Therefore, they celebrate two funerals, each of which brings together people from all over the region to celebrate life, death and community.

These ceremonies are important to the mourners, but were barely possible over the past year due to the pandemic, and people had to adapt. When Colombia experienced the first COVID-19 wave in June 2020, Malteser International started an aid program for 14 Wayuu communities in rural areas around the city of Riohacha, located in the La Guajira department on the border with Venezuela. The six-month aid program was funded by the Bureau for Humanitarian Assistance (BHA) of the United States Agency for International Development (USAID) and is the agency’s first joint project with Malteser International.

At the beginning of the program, the fear of the virus was noticeably high in the indigenous communities. “I heard about COVID-19 on the news and was wondering how we would survive,” reports Rosa Ipuana, one of the community elders in the Wayuu community of Caimito in northern Colombia, who works closely with Malteser International.

Building Trust and Solidarity

The Wayuu are a very withdrawn, autonomous community that is very skeptical of “Arijuna”, the foreigners. Generations have suffered violence, displacement, exploitation and discrimination that continue until today. Their relationship with state institutions is more than strained. The poverty index in the La Guajira department, where the Wayuu make up half of the population, is 53 percent. The influx of Venezuelan refugees in the border areas further exacerbates the existing problems.

Since 2015, the Maltese have been helping the people in the region, and the relationships with the village elders such as Rosa Ipuana have now developed into a real relationship of trust, without which our work in current form would not be possible. For this reason, the cultural component built the basis for the successful implementation of our COVID-19 aid program, which, in addition to preventive measures and their monitoring, also included health training for communities and the construction of water supply infrastructure.

Our Approach: Culturally Sensitive Healthcare

At the beginning of our work, our medical teams, dressed in protective gear, went to the village elders to present our program, determine the needs of the communities and obtain the consent of the elders. Each team had translators who paid particular attention to compliance with the traditions and cultural regulations of the Wayuu. The close coordination of the individual needs also ensured that our project was accessible to people with disabilities and that they were given special consideration.

At these meetings it turned out that there was already good knowledge about the prevention of COVID-19 in the communities, but the implementation of this was still expandable. The lack of water in particu-



Our COVID-19 response in Colombia

2,100	water and hand-washing stations installed
5,000	people received hygiene materials (soap, disinfectants, masks, other protective equipment, etc.) to prevent COVID-19
10,000	people received food distributions
7,500	people reached with information campaigns to prevent COVID-19

lar was a major problem. We also learned a lot about the traditional healing art of the Wayuu, who have treated respiratory diseases for generations with herbs such as verbena and eucalyptus, the anamu plant to strengthen the immune system and the fruit of the Divi-Divi tree against Infections set in. The pandemic has led communities to rediscover and revitalize this knowledge.

Innovation: Anchoring Health Issues in the Communities for the Long Term via Digital Platforms

The core of our strategy was formed by 60 volunteer community workers, mostly women, who were trained as health promoters to implement COVID-19 aid in their communities. They developed action plans, offered workshops on COVID-19 prevention and regularly visited households in their communities to help people use the provided water tanks, hygiene kits and hand washing stations properly.

For Celina Cotes, a doctor from Venezuela, working as a health promoter was a welcome opportunity to give something back to the community that had taken her in as a refugee a few years earlier. “Neighbors feel better when they can tell someone like me about symptoms such as headache or fever without worrying about being taken to the nearest hospital and not coming back,” she says.

The social media channels of Malteser International Americas developed over time into platforms for digital engagement. Young people from our Youth Leadership



Strengthening Program published short videos and postings on public health issues in Wayuunaiki, the Wayuu language. These were disseminated in the region via Facebook and WhatsApp.

The voluntary promoters also use WhatsApp and Facebook to exchange ideas, motivate each other and to strengthen the sense of belonging in the communities. Pictures and stories of how well some families implement the hygiene measures in their household, in turn, motivated other families to better integrate the preventive measures into their everyday lives. Photos, blog entries and audio stories about the people in and behind our projects also focused on stories that were barely noticed in the mainstream media in Colombia.

Water Supply Remains an Important Issue

“Many of the churches gave us feedback that they felt they had been seen for the first time in their lives. In addition, we kept hearing that the number of respiratory and diarrheal diseases, especially among children, had decreased significantly since we started working,” reports Jelena Kaifenheim, head of the Americas regional department at Malteser International. If this trend is confirmed, it would be a great step forward in a region that has traditionally been severely affected by diseases that are transmitted through contaminated water.

Access to clean drinking water will remain one of the most important issues for the region in the future. “The public institutions must meet their responsibility and ensure basic services for the people in rural communities. This includes the reliable supply of clean drinking water as well as culturally appropriate health care currently within the framework of the COVID-19 vaccination strategy. This is the only way to permanently overcome the systemic disadvantage of the people in the La Guijira region,” says Kaifenheim.

An overview of our regional program for Americas in 2020 can be found here: mint.ngo/program-americas

As a special highlight, we organized a competition in November for the most beautiful wall design for the new water and hand-washing stations in the Wayuu communities. The colorful pictures are intended to anchor topics such as hand hygiene—even beyond the pandemic—in the communities.

FOTO: MALTESER INTERNATIONAL

Rosa Ipuana is a community elder in the Wayuu village of Caimito in northern Colombia.

FOTO: USAID

Syria: a decade of war

The war in Syria has been raging for ten horrific years now. More than half a million people have lost their lives in the conflict, and an entire generation of children has only known a life in war and displacement.

The people in the embattled areas are suffering from the ongoing violence and its consequences: roughly 13 million people have been displaced from their homes, more than half of the country's population are going hungry, the people are facing disastrous health conditions. In July 2020, the outbreak of COVID-19 in the Idlib region of northwestern Syria further exacerbated the humanitarian situation of communities that have seen their lives ravaged by the long-running conflict.

Measures to contain COVID-19 almost impossible to implement

After the first cases were reported among medical personnel in the region's refugee camps, aid workers feared the worst: two-thirds of the population in Idlib are living in overcrowded camps or informal settlements with insufficient access to clean water and sanitation. Measures to contain the pandemic, such as social distancing, hand washing, and quarantine, are nearly impossible to apply under these conditions. Testing facilities are extremely limited and treatment capacities are insufficient.

"The late outbreak of the pandemic in northwestern Syria allowed the healthcare sector to be partially prepared for the expected crisis," said Dr. Salah

Safadi, Coordinator of Malteser International's medical program in Syria. In healthcare facilities supported by Malteser International, staff received protective equipment and training in infection prevention long before the first cases were reported. Hospital premises were disinfected and information on proper hygiene measures during the pandemic were duly disseminated. In addition, triage tents were set up outside each health facility where patients received masks, disinfected their hands, and had their temperature taken before admission. The medical teams also limited surgeries and treatments to absolute emergencies.

A difficult winter

"The winter of 2020 was a difficult one for vulnerable people in Syria. In November and December, the ICU occupancy rate soared to over 90%, and many patients were unable to find a hospital bed. We were always short of oxygen and personal protective equipment," said Dr. Safadi. In the midst of this situation, Malteser International was able to provide additional protective equipment for healthcare workers as well as oxygen devices and monitors to keep track of the medical data of COVID-19 patients.

According to Dr. Safadi, the infection situation slightly improved in the spring of 2021, but the virus remains unpredictable. While he is looking forward to the World Health Organization's (WHO) vaccination campaign, planned for May 2021 and intended for the elderly and medical personnel, Dr. Safadi has drawn hope and strength from the commitment of aid workers on the ground to people in need: "We were able to overcome the winter thanks to the bravery of healthcare workers and an amazing response from health organizations."

Support from the international community is still urgently needed. In the absence of a political will to resolve the conflict, an end to the unimaginable suffering of the Syrian people is not yet in sight. "Malteser International will continue to support people in Syria. We will remain present on the ground as long as necessary," said Janine Lietmeyer, Head of the Middle East Department at Malteser International, says.

An overview of our regional program for the Middle East in 2020 can be found here:

 mint.ngo/program-middle-east



Our COVID-19 response in Syria

- 340** water and hand-washing stations installed
- 130,000** people received hygiene materials (soap, disinfectant, masks, other protective equipment, etc.) to prevent COVID-19.
- 458,000** people were reached through information campaigns to prevent COVID-19
- 13** healthcare facilities received additional support to prevent the spread of COVID-19
- 633,000** treatments were carried out in healthcare facilities supported by Malteser International

Our partners

We were able to achieve a great deal in 2020 thanks to our partners:

Region Africa

- Amref Health Africa
- AAPU: Association of Ambulance Professionals Uganda
- Benedictine Fathers
- CAAMENIHU: Centrale d'Achat et d'Approvisionnement en Médicaments Essentiels du Nord-Ituri et du Haut-Uélé
- CAFOMI: Care and Assistance for Forced Migrants
- Caritas Nebbi
- Catholic University of South Sudan, Campus Wau
- Department of Public Utilities, South Sudan
- Don Bosco Vocational Training Institute, Wau
- ECO: Ecological Christian Organization Uganda
- EMK: Emergency Medicine Kenya Foundation
- Ethiopian Catholic Church Social and Development Commission – Coordinating Office
- EUP FASS: Etablissement d'Utilité Publique – Fonds d'Achat de Services de Santé
- Fondation Stamm
- German Toilet Organization
- Health authorities, health centers and general referral hospitals in the Provincial Health Divisions (DPS) of Ituri, Haut Uélé, Bas Uélé, Kasai Central, DR Congo
- IBSF: Impact Building Solutions Foundation
- IECE: Integrated Education for Community Empowerment
- Kakuma Mission Hospital
- KCEMT: Kenya Council of Emergency Medical Technicians
- KHF: Kenya Healthcare Federation
- Kolping Tanzania
- Kulika Uganda
- Lubaga Hospital
- Mary Help Association
- Ministry of Agriculture and Forestry, South Sudan
- Ministry of Animal Resources and Fisheries, South Sudan

- Ministry of General Education and Instruction, South Sudan
- Ministry of Health, Uganda
- Ministry of Water Resources and Irrigation, South Sudan
- Nsamizi
- PACIDA: Pastoralist Community Initiative Development and Assistance
- Schools in Wau and Juba in South Sudan
- Suubi Lyaffe
- Swim Safe Uganda
- TVRA: The Victim Relief Alliance
- UN MONUSCO: Mission de l'Organisation des Nations Unies pour la stabilisation en République démocratique du Congo
- UPA: Ugandan Physiotherapist Association
- WHO: World Health Organization
- Yei Civil Hospital

Region Americas

- ABIUDEA: Asociación de Biólogos de la Universidad del Atlántico
- AHAAMES: Association Haïtienne d'Assistance Agricole, Médicale, Educative & Sociale
- All Hands and Hearts
- Arch Care
- Every Child Counts
- IPSI Anashiwaya: Anashiwaya Institución Prestadora de Salud Indígena
- Malteser Peru
- Order of Malta American Association
- Order of Malta Colombia
- Order of Malta Guatemala
- Order of Malta Mexico
- Order of Malta Venezuela
- PDPC: Programa de Desarrollo y Paz del César
- PENAH: Pépinière des Enfants pour l'Avenir d'Haïti
- RRHCIPROG: Rassemblement des Rapriés Haïtiens et des Citoyens Progressistes
- SAHEP: Sociedad Amigos del Hospital de Especialidades Pediátricas
- UJEDCOCIS: Union des Jeunes pour le Développement durable de la commune de Cité Soleil

Region Asia

- Backpack Health Worker Team
- CERA: Community Empowerment and Resilience Association
- CHHRA: Cambodian Health and Human Rights Alliance
- COAST Trust
- FLD: Farmer Livelihood Development
- GK: Gonoshasthaya Kendra
- Humanity and Inclusion
- KDHW: Karen Department of Health and Welfare
- KDN: Karen Development Network
- Koshish
- MILI: Myanmar Independent Living Initiative
- Order of Malta Philippines
- PKPA: Pusat Kajian dan Perlindungan Anak
- RSDC: Rural Self-reliance Development Centre
- Union Aid
- Unnati

Region Europe

- Malteser Albania
- Malteser Ukraine
- Mental Health Service
- Words Help

Region Middle East

- DAMA: Doctors Aid Medical Activities
- Directorate of Health Dohuk
- HIHFAD: Hand in Hand for Aid and Development
- IDA: Independent Doctors Association
- LAKM: Lebanese Association of the Knights of Malta
- Local Rehabilitation Committees
- Mercy Hands for Humanitarian Aid
- MFRD: Maram Foundation for Relief and Development
- PFO: Peace and Freedom Organization
- Samaritans Purse
- TOF: The Orient Face
- Un Ponte Per
- WFBH: Women for a Better Healthy Life
- WRO: Women Rehabilitation Organization

Five years of World Humanitarian Summit and Grand Bargain

How Malteser International has used the summit to improve its own aid

On 23 and 24 May 2016, more than 9,000 people representing United Nations (UN) member states, aid organizations, civil society, and the private sector came together in Istanbul for the first ever World Humanitarian Summit. The summit was convened on the initiative of the then UN Secretary General, Ban Ki-moon with the goal of improving international humanitarian action. A key outcome of the summit was the Grand Bargain, an agreement between major donors and humanitarian organizations to increase the effectiveness and efficiency of humanitarian aid. Annette Wächter-Schneider, Program Director and Vice Secretary General at Malteser

International said: “A common knowledge over the years has been the critical role of local actors as first responders in crises. To enhance their potential, they need more financial support and greater participation in humanitarian decisions. We also needed to close the gap between crisis-related humanitarian action and longer-term development aid, to create an interlinkage of aid approaches in a ‘nexus’. Furthermore, we were clearly intent on increasing the quality of our work through accountability in all directions and involving those who need our support to a much greater degree in program design and planning.”

Commitments of Grand Bargain and Malteser International’s implementation

1. Greater transparency:

Malteser International designs its programs according to clear quality guidelines and operational standards. We are also committed to using the donations and public grants entrusted to us in a well-documented and transparent manner. We have received a quality seal from the Deutscher Spendenrat, the umbrella association for fundraising non-profit organizations in Germany. Our work also adheres to strict guidelines of our institutional donors like the European Commission with whom we have a certified partnership. In 2021, Malteser International also successfully passed a quality audit as part of the German Federal Foreign Office’s quality assurance requirements. For more information on the standards of our aid, please visit mint.ngo/standards-2020

2. More support and funding for local and national aid organizations:

At the summit, public donors and aid agencies committed to providing a quarter of their aid through local actors and partner organizations by 2020. Our experience shows that local actors can do more. They were responsible for about half of Malteser International’s programming in 2020. In partnership with Caritas,

Diakonie, and Welthungerhilfe, our ToGether program is supporting 40 local organizations in eight Asian countries to strengthen their capacities for aid delivery. You can read more about our efforts to localize aid on p. 12 of this report.

3. Increase use of cash-based assistance:

Cash transfers are considered the best aid measure in countries with functioning markets. They offer people affected by crises the flexibility and dignity to choose how to cover their needs. This way, the aid is often more need-based and targeted than standardized aid deliveries. In 2020, Malteser International reached some 55,000 with COVID-19-related cash assistance.

4. Reduce management costs:

Since 2018 and in collaboration with the German Federal Foreign Office, Malteser International has been experimenting with a new funding format for our Africa program, aimed at ensuring a more flexible, more secured, and swifter response by reducing administrative hurdles. The experiences have been positive: In case of a crisis, funds can now be appropriated or reallocated quickly, without the need for time-consuming

coordination or application processes between partners. Regular meetings ensure the necessary exchange of information and overall coordination. Read more about our pilot project on p. 14 of this annual report.

5. Improve joint and independent assessments of needs:

In 2019, while revising our internal regulations for quality and accountability, we also streamlined the standards for identifying needs in crisis situations. Specifically, we conduct needs assessments with the local population in an unbiased and participatory manner. We also seek to assess needs along with other humanitarian organizations to pool expertise and avoid a duplication of activities.

6. A Participation Revolution: include people who receive assistance in making decisions that affect their lives:

We have refined our participatory approaches. Since 2017, for instance, our use of the People First Impact Method (P-FIM) has helped us engage with people affected by crisis in a way that is respectful of their needs, values, and worries. They articulate whether and how they want to be assisted, what they need, and how they plan to respond to an emergency. We do not specify any objectives prior to this engagement. Together, we work out what knowledge, resources, and capacities are available locally and what gaps our assistance can fill.

7. and 8. Increase collaborative multi-year planning and reduce earmarking of donor contributions:

Malteser International's new regional program for Africa,

a pilot project funded by the German Federal Foreign Office, now favors transnational and sectoral points of focus in our assistance, replacing the traditional country and sector-specific project designs. This allows for more flexibility in our work as we can now provide rapid support where it is needed most. Furthermore, simplified follow-up funding for ongoing crises affords us the security to plan more interventions.

9. Harmonize and simplify reporting requirements:

Complex and varying donor reporting requirements have increased the administrative workload of aid organizations over decades. Lean processes like the option of handing in reports in English language to donors in non-English speaking contexts or the possibility of program funding are already contributing to a simplification of reporting processes. However, there is still a lot of room for a further harmonization in donor requirements.

Cross-cutting issue "humanitarian-development-peace nexus":

For more than 20 years, Malteser International has been working with great experience in the transition between humanitarian aid and longer-term development. As armed conflicts become more protracted, worsening global humanitarian conditions, and leading to more displacement, we have strengthened our commitment to peacebuilding. The Ninewa Return Program, for example, has seen us play a key part in promoting social cohesion in the Nineveh Plains of northern Iraq, while supporting the return of displaced communities in the area.

Network Partners

As crises become more complex, coordination and collaboration between humanitarian actors takes on an increasingly important role. At Malteser International, we are committed to establishing partnerships and consoli-

dating existing ones with local institutions in order to react swiftly in times of crisis. Malteser International is affiliated with the following networks, alliances and campaigns:



* Consortium partners: Welthungerhilfe, Caritas, Diakonie Katastrophenhilfe



Widespread destruction:
More than 200 people
were killed in the Beirut
blast and 300,000
people lost their homes.
PHOTO: SINA SCHWIELKE



Lebanon: Responding to the Beirut blast

“I had never seen so many injured people in my life. Hospitals in the city were destroyed. Thousands of families lost their homes and had to sleep on the streets. The city was in chaos.” Raymond Tarabay, Country Coordinator for Lebanon, clearly remembers the events of August 4, 2020 when at approximately 6:00 pm a massive explosion rocked the Port of Beirut. More than 200 people died from the disaster, which left 7,000 injured and 300,000 people without homes.

In coordination with Order of Malta Lebanon, Malteser International deployed mobile medical units to address immediate health needs, relieving the pressure on the city’s hospitals which were packed with injured and traumatized individuals. “Three of our six mobile clinics were mobilized from outside Beirut in a rotational manner that responded to the emerging needs rising from the explosion, all without affecting the response action to the existing needs in the other regions of the country,” said Tarabay. “This way, we were able to treat 300 patients a day in the city in the first days after the explosion, while continuing our aid in the ongoing programs at the same time.”

Responding to a crisis during a pandemic

“With infection rates on the rise and healthcare centers already overburdened, it was a challenge to carry out humanitarian operations while the COVID-19 pandemic was raging,” said Tarabay. “However, we made sure to adhere to all the safety measures and followed up our medical care with the distribution of 500 hygiene kits containing soap, reusable masks, and disinfectants.”

Some 200 Order of Malta volunteers also participated in operations aimed at providing livelihood support for people affected. Working around the clock, the volunteers were split into three groups of several teams tasked with removing rubble and debris from damaged homes, providing food to families in need, and sup-

porting the elderly. “It was great to see mostly young people stepping up to help with such enthusiasm,” said Tarabay. “With that action, our message was clear: we are with you in this!”

Seventy-two hours after the explosion, a team of emergency responders from Malteser International’s headquarters in Cologne were deployed to provide support for medical care and humanitarian aid logistics for food, medicines, and hygiene items. “In addition to responding rapidly to save lives and reduce suffering, our objectives during an emergency relief operation includes the prevention and reduction of the impact of emer-

Order of Malta volunteers in Lebanon played a major role in relief efforts after the explosion: They distributed food and hygiene kits to families in need, assisted affected elderly people, and helped to clean the city.

FOTO: MALTESER INTERNATIONAL





In the days following the explosion in Beirut, our mobile medical units provided treatment to 300 people every day.

FOTO: SINA SCHWIELKE

gencies,” said Oliver Hochedez, Malteser International’s Emergency Relief Coordinator. “Our focus in Beirut was to prevent further spread of COVID-19 while supporting the rehabilitation of damaged healthcare centers. We also provided mental health training for volunteers.” In the healthcare centers supported by Malteser International, psychosocial support was provided alongside treatments for physical injuries.

The road to recovery

Lebanon was already enduring a protracted economic crisis that brought about a rise in poverty, high unemployment, and massive inflation. The country has also

been caught in the crossfire of regional conflicts and has the largest concentration of refugees per capita in the world. It is currently hosting 1.5 million Syrian refugees. Along with refugees from other places, they make up one third of the country’s population. The explosion also happened amid the global COVID-19 pandemic that had taken the country’s fragile health-system beyond its capacity.

However, an outpouring of solidarity from private donors, partners and the unwavering support of institutions like the German Federal Ministry for Economic Cooperation and Development (BMZ and the German Federal Foreign Office have provided Malteser International the resources to support the country on its road to recovery. In partnership with the Order of Malta Lebanon, Malteser International is helping to strengthen the structural and organizational capacities of health facilities across Lebanon to guarantee access to high-quality essential health services. The program will also see new livelihoods created and food security improved in urban and rural communities.

“The Order of Malta has been around in Lebanon for nearly seven decades, and in this time, has established itself as one of the most recognized and trusted institutions in Lebanese civil society,” said Clemens Graf von Mirbach-Harff, Malteser International’s Secretary General. “We can leverage this wealth of experience to support recovery for Lebanon’s most vulnerable communities. Our vision is a country strengthened by its religious diversity and built on the common core values of love, peace, justice, and peaceful coexistence.”

First mission of the Emergency Medical Team in Cameroon

In June 2020, Malteser International deployed its Emergency Medical Team (EMT) on their first operation. From June to August, the team worked with the Cameroonian Ministry of Health to prepare its response against the COVID-19 pandemic.

As part of the mission, Malteser International’s EMT conducted assessments in hospitals in Yaoundé and

Douala and made recommendations on how to improve their pandemic response in the areas of treatment, hygiene, and waste management. The team also trained medical staff on self-protection and provided training on patient treatment. At the end of the mission, the team issued recommendations for both the Ministry of Health in Cameroon and the World Health Organization (WHO).

“Under pandemic conditions, executing the operation turned out to be very complex,” said Oliver Hochedez, Head of the Emergency Department at Malteser International. “Flights were hard to come by at the time. The team was only able to enter the Cameroon using both commercial offers and UN aircrafts. “The Embassy of the Order of Malta in Cameroon was also of great support to us regarding all entry requirements,” said Hochedez. The deployment to Cameroon was Malteser International’s first EMT operation since the organization received WHO classification in 2018.

Malteser International’s EMT worked with Cameroonian healthcare workers to prevent the spread of COVID-19.

PHOTO: MALTESER INTERNATIONAL



“... a beacon of hope in crisis”

An Interview with Dr. Gerd Müller, Germany’s Minister for Economic Cooperation and Development

The COVID-19 pandemic is aggravating the already precarious economic situation in many poor countries around the world. Beyond fighting the pandemic, what else needs to be done to address growing social inequality worldwide?

The COVID-19 pandemic has long since become a poly pandemic, a multiple crisis. More people are dying from the crisis than from the virus itself. Supply chains have collapsed, and some 130 million people have been thrown back into hunger and extreme poverty. Our development policy response was to launch a three-billion-euro global COVID-19 emergency program, some of the initiatives included the construction of makeshift hospitals, and provision of food supplies to millions of people – especially for children living in displacement or regions in crisis.

Last fall, you announced a new focus in the pandemic response and the One Health approach. What role does “One Health” play in the fight against COVID-19 and other challenges of our time?

We must not fight the symptoms only – we also need to tackle the causes. Our exploitation of the environment is increasing encounters with wildlife and creating conditions for new pathogens. With deforestation and loss of biodiversity on the increase, viruses lose their original host and spread to humans more easily. Even before the COVID-19 pandemic, 2.7 million people died from zoonotic viruses – such as Ebola or bird flu – every year. That is why we need to strengthen “One Health” worldwide, an approach that recognizes the interconnectedness and interdependence of humans, animals, and the protection of the environment. This also includes developing the World Health Organization into a world pandemic center – for monitoring new infections, an early warning system for pandemics as well as improved measures of fighting them.

Peace and stability are crucial for sustainable development. How vital is the contribution of organizations like Malteser International in creating a foundation for long-term development in regions with severe humanitarian crises?

Aid organizations like Malteser International are a beacon of hope in crisis and often the last lifeline for millions



In a recent issue of the newsletter “Entwicklungspolitik aktuell,” German Development Minister Dr. Müller called upon everyone to stop the dramatic loss of biodiversity – not least in order to safeguard our health. A healthy life is only possible in a healthy planet.

FOTO: BMZ POOL / JANINE SCHMITZ / PHOTOTHEK.NET

of people in need. I would like to thank aid workers for their relentless efforts under the most difficult conditions! This is not merely vital emergency aid. It is also proactive peace policy, because they contribute significantly to breaking the vicious circle of suffering, poverty, conflicts, and displacement. These efforts make long-term development possible in the first place.

What has been your impression of Malteser International during the course of our cooperation and what piece of farewell advice would you like to give us?

As Christians, we are united by many shared values: the strong helps the weak, at home and abroad. However, our prosperity in Germany and Europe is still far too often based on the exploitation of people and nature in developing countries. Over the course of my career, I have spoken with children in mines or on plantations and have gotten to learn about their suffering. Therefore, I am fighting for a supply chain law to finally end child labor or exploitation in supply chains. The challenge of the 21st century remains the social issue of making globalization fair. I am calling on everyone to join us, as producers and consumers: Let us produce fairly! Let us buy fair products!



One Health is an approach that recognizes the interconnectedness of human, animal and environmental health, and promotes interdisciplinary collaboration, particularly between the medical, animal and environmental sciences.

SOURCE: FEDERAL MINISTRY OF ECONOMIC COOPERATION AND DEVELOPMENT (BMZ)

2020 Program overview

In 2020, Malteser International worked on more than 130 projects reaching people in need across 32 countries. In the Middle East, we delivered € 25.7 million worth of aid. Our program funding for Africa and Asia totaled € 25.3 million and € 15.2 million respectively. In the Americas, we provided assistance to the tune of € 7.5 million. Healthcare remains the largest sector of our work, accounting for more than half of the total program funding (54.5 percent).



Americas		
Detailed program overview: mint.ngo/program-americas		
€7.5_{mm} in program funding	8 countries	21 projects
 Health	 Water, Sanitation, and Hygiene (WASH)	 Strengthening civil society
 Food and nutrition security	 Disaster risk management and climate change adaptation	

Africa		
Detailed program overview: mint.ngo/program-africa		
€25.3_{mm} in program funding	8 countries	52 projects
 Health	 Water, Sanitation, and Hygiene (WASH)	 Food and nutrition security
 Disaster risk management and climate change adaptation		 Livelihood security

Europe

Detailed program overview: mint.ngo/program-europe

€0,2^{mm} in program funding	2 countries	2 projects
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 Health	 Water, Sanitation, and Hygiene (WASH)	 Food and nutrition security	 Shelter
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Asia

Detailed program overview: mint.ngo/program-asia

€15.2^{mm} in program funding	10 countries	47 projects
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 Health	 Water, Sanitation, and Hygiene (WASH)	 Food and nutrition security
 Livelihood security	 Disaster risk management and climate change adaptation	 Strengthening civil society

Middle East

Detailed program overview: mint.ngo/program-middle-east

€25.7^{mm} in program funding	4 countries	16 projects
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 Health	 Livelihood security	 Shelter
 Humanitarian protection	 Water, Sanitation, and Hygiene (WASH)	 Strengthening civil society

Financial overview 2020

Financial development, annual financial statements and structures at a glance

Revenue sources (Consolidated financial statements for 2020)*

	Total revenue (in euros)	105,216,346
Revenues from public-sector grants amounted to € 88.17 million (€ 33.9 million in 2019).	Germany	80,787,110
	Federal Foreign Office (AA)	37,268,556
	– Direct grants	34,873,220
	– Consortial grants ToGETHER / Welthungerhilfe	2,395,336
	Federal Ministry for Economic Cooperation and Development (BMZ)	43,518,553
	European Union	5,502,286
	EuropeAid	5,496,679
	– Direct grants	5,305,873
	– Sub grant ADRA Germany	190,806
	ECHO (Directorate-General for European Civil Protection and Humanitarian Aid Operations)	5,607
	USA	842,618
	Bureau for Humanitarian Assistance / United States Agency for International Development (BHA/USAID)	656,628
	U. S. Department of State – Bureau of Population, Refugees, and Migration (PRM)	185,990
	– Sub-Grant International Rescue Committee (IRC)	185,990
	United Nations	1,016,336
	United Nations Food and Agricultural Organization (FAO)	213,245
	United Nations High Commissioner for Refugees (UNHCR)	300,652
	United Nations International Children's Emergency Fund (UNICEF)	155,223
	United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA)	194,340
	WorldFish	127,836
	World Food Program (WFP)	25,040
	International	18,896
	The Global Fund to Fight AIDS, Tuberculosis and Malaria	18,896
	– Sub-Grant Save the Children	18,896
	Total	88,167,245
The total revenue includes a sum of € 28.4 million earmarked for the four-year Lebanon Lighthouse Program. Expenses for multi-year projects are spread over the planned project duration.	Donations & International Order of Malta network	
	Malteser Hospitaldienst Austria	144,408
	Global Fund for Forgotten People, Order of Malta	53,904
	Stiftung Seliger Gerhard	350,000
	Donations and own funds	6,131,631
	Other revenue	6,412,711
	Total	13,092,655
Other revenue includes adjustments of partner contracts, sales revenues, exchange gains, income from the release of provisions.	Coalitions	
	Aktion Deutschland Hilft	2,667,687
	Nachbar in Not	230,000
	Total	2,897,687
Our coalitions helped us raise € 2.9 million (€ 3.7 million in 2019).	Foundations and other NGOs	
	Alfred Neven DuMont-Stiftung	350,000
	Christus Health Foundation	35,090
	Else Kröner-Fresenius-Stiftung	300,000
	Merck Family Foundation	250,000
	War Child Canada	123,516
	Other	153
	Total	1,058,759
We received € 1.06 million (€ 320,000 in 2019) through grants from foundations and other non-governmental organizations.		

Total revenue (in millions of euros)

105.22

National and international public grants

88.17

Donations & International Order of Malta network

13.09

Coalitions

2.9

Foundations and other NGOs

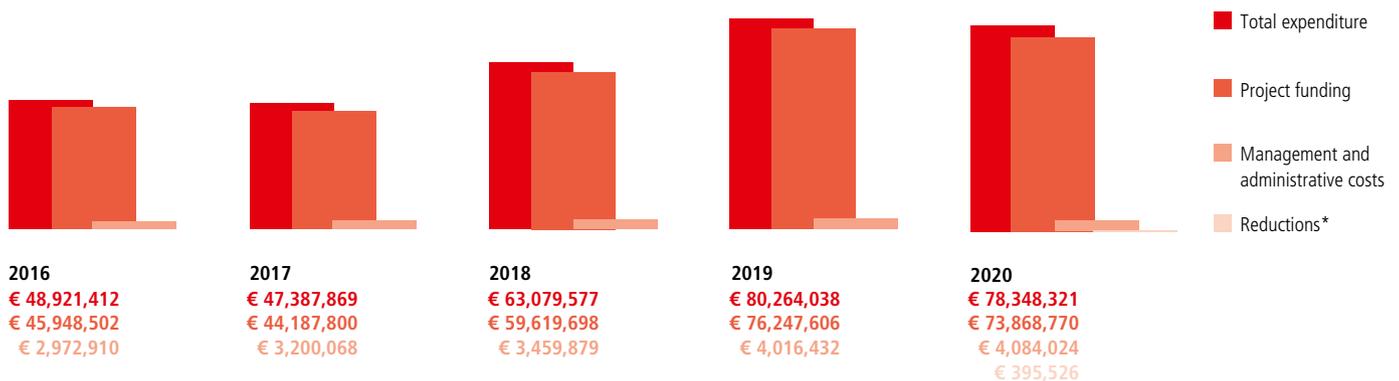
1.06

*Please note that minor differences can arise in rounded amounts and percentages due to commercial rounding of figures.

Development of revenue



Development of project volume



2020 financial results: € -18,834

*Due to adjustments to donor agreements

These are the consolidated financial accounts of Malteser International and the regional entities – Malteser International Europe and Malteser International Americas, as of December 31, 2020. Malteser International's 2020 revenue rose to €105.2 million – up from €80.3 million in the previous year. This was largely due to the signing of a €28.4 million contract at the end of 2020 for the four-year program to support healthcare and agriculture in Lebanon.

In 2020, we spent a total of €73.9 million on our program activities. Funds not applied in a given fiscal year are transferred to liabilities and earmarked for projects in the following year. Surpluses were transferred

to the reserves. Contract adjustments amounted to reductions in project funding totaling €400,000. These adjustments to project contracts are necessary, if, for example, project components of the project cannot be implemented due to COVID-19 (or other risks, such as war, insurgency, etc.). Malteser International uses all entrusted funds economically, efficiently and in a goal-oriented manner to fulfill its tasks while working to ensure that administration and management costs remain proportional to the project expenses. At around 4 million euros, management and administrative costs remained the same as in the previous year.

Complete financial facts and figures:
mint.ngo/finances-2020

Annual accounts

Consolidated Balance Sheet as of December 31, 2020

Assets (in euros)	MI Europe Cologne €	MI Americas New York €	MI e. V. Cologne €	Elimination of internal transactions €	MI total 31/12/2020 €	MI total previous year €
A. Fixed Assets						
Property, plant and equipment						
Other equipment, operating and office equipment	137,228.33	12,888.80	0.00	0.00	150,117.13	256,691.38
B. Current Assets						
I. Receivables and other current assets						
1. Trade receivables	7,525.20	0.00	0.00	0.00	7,525.20	2.09
2. Receivables from related corporate entities	153,381.26	358,219.12	0.00	-444,177.26	67,423.12	865,702.63
3. Receivables from Malteser Hilfsdienst e. V. – internal –	6,387,679.71	0.00	0.00	0.00	6,387,679.71	4,526,141.04
4. Other assets	72,133,430.15	226,098.97	6,000.00	0.00	72,365,529.12	50,003,163.81
	78,682,016.32	584,318.08	6,000.00	-444,177.26	78,828,157.15	55,395,009.57
II. Cash in hand, bank balances, and checks	21,628,859.09	642,798.56	129,622.41	0.00	2,401,280.06	20,281,931.36
	100,310,875.41	1,227,116.64	135,622.41	-444,177.26	101,229,437.20	75,676,940.93
C. Prepaid expenses	154,338.47	4,940.08	4,166.67	0.00	163,445.22	158,842.71
	100,602,442.21	1,244,945.52	139,789.08	-444,177.26	101,542,999.55	76,092,475.02
Equity and liabilities						
A. Equity						
I. Consolidated equity	5,461,264.91	252,759.33	93,122.02	0.00	5,807,146.26	5,931,799.35
II. Accumulated translation difference in equity	0.00	0.00	0.00	40,900.49	40,900.49	-18,009.17
III. Profit/loss for the period	-105,362.85	82,502.01	4,027.06	0.00	-18,833.78	15,956.08
	5,355,902.06	335,261.34	97,149.08	40,900.49	5,829,212.97	5,929,746.26
B. Provisions – other provisions	2,038,609.67	0.00	7,640.00	0.00	2,046,249.67	1,171,537.13
C. Liabilities						
1. Trade payables	1,434,722.64	16,810.60	0.00	0.00	1,451,533.24	2,262,939.74
2. Liabilities to affiliated companies	2,137.65	0.00	0.00	0.00	2,137.65	0.00
3. Liabilities to other longterm investees and investors	0.00	0.00	0.00	0.00	0.00	9,309.85
4. Liabilities to related corporate entities	400,672.85	50,927.96	35,000.00	-485,077.75	1,523.06	50,071.41
5. Liabilities to Malteser Hilfsdienst e.V. – internal –	392,561.98	0.00	0.00	0.00	392,561.98	649,232.04
6. Liabilities related to earmarked allocations	70,708,030.24	802,747.51	0.00	0.00	71,510,777.75	44,576,680.66
7. Other liabilities	20,269,805.12	39,198.11	0.00	0.00	20,309,003.23	21,442,957.93
	93,207,930.48	909,684.18	35,000.00	-485,077.75	93,667,536.91	68,991,191.63
	100,602,442.21	1,244,945.52	139,789.08	-444,177.26	101,542,999.55	76,092,475.02

Income statement for January 1 through December 31, 2020 (in euros)

	MI Europe Cologne €	MI Americas New York €	MI e. V. Cologne €	Consolidation €	MI total 31/12/2020 €	MI total previous year €
1. Revenue	260,096.43	0.00	0.00	0.00	260,096.43	157,353.75
2. Other operating income	102,807,515.32	3,781,225.23	59,503.86	-1,698,412.15	104,949,832.26	50,283,582.97
	103,067,611.75	3,781,225.23	59,503.86	-1,698,412.15	105,209,928.69	50,440,936.72
3. Material costs						
a) Costs for raw materials, consumables, and supplies of purchased merchandise	11,143,643.55	437,690.08	0.00	0.00	11,581,333.63	5,066,421.11
b) Costs of purchased services	4,225,791.00	60,426.84	0.00	0.00	4,286,217.84	6,611,214.38
4. Personnel expenses						
a) Wages and salaries	13,714,617.26	1,162,503.88	0.00	0.00	14,877,121.14	13,576,778.65
b) Personnel expenses and other employee benefits	1,209,272.67	81,279.15	0.00	0.00	1,290,551.82	1,257,855.32
	30,293,324.48	1,741,899.95	0.00	0.00	32,035,224.43	26,512,269.46
Subtotal	72,774,287.27	2,039,325.28	59,503.86	-1,698,412.15	73,174,704.26	23,928,667.26
5. Income from release of liabilities related to earmarked allocations	69,941,438.95	0.00	0.00	0.00	69,941,438.95	70,490,428.49
6. Expenses due to addition to liabilities related to earmarked allocations	96,492,463.77	335,832.87	0.00	0.00	96,828,296.64	40,655,647.21
7. Amortization and write-downs of intangible fixed assets and depreciation and write-downs of property, plant and equipment	131,373.27	4,052.71	0.00	0.00	135,425.98	144,932.13
8. Other operating expenses	45,854,803.68	1,598,717.35	55,476.80	-1,698,412.15	45,810,585.68	53,481,042.82
Subtotal	237,085.50	100,722.36	4,027.06	0.00	341,834.92	137,473.59
9. Other interest and similar income	6,415.95	0.00	0.00		6,415.95	4,276.54
10. Interest and similar expenses	16,769.62	0.00	0.00	0.00	16,769.62	12,906.54
11. Results from ordinary activities	226,731.83	100,722.36	4,027.06	0.00	331,481.25	128,843.59
12. Other taxes	332,094.68	18,220.35	0.00	0.00	350,315.03	112,887.51
Profit/loss for the period	-105,362.85	82,502.01	4,027.06	0.00	-18,833.78	15,956.08

The consolidated balance sheet of Malteser International comprises the accounts of the three entities: Malteser International e.V. with headquarters in Cologne, Germany, Malteser International Americas Inc.* with headquarters in New York, and Malteser International Europe. Malteser International Europe is a legally dependent division of Malteser Hilfsdienst e.V.

with its own financial statement. The internal transactions of the three entities are eliminated in the combined balance sheet. For the sake of transparency, we prepared the financial statement to reflect the individual balance sheet of the three entities as well as an overall view of Malteser International's accounts.

*Order of Malta Worldwide Relief Malteser International Americas Inc.

Notes on the income statement for the fiscal year 2020

The following statements explain the figures presented in the consolidated profit and loss statement of Malteser International

1. The activities of Malteser International are generally financed by donations or public grants. The sales revenue referred to here as *Revenue* are of negligible volume.
2. Donations and grants are subsumed into the figure for *Other operating income*. For the most part, this refers to earmarked donations and grants which must be used for designated projects. These funds come from public donors in Germany, the EU, and other countries as well as from private donors (see also the diagram Revenue Sources on p. 28). They are supplemented by unrestricted donations, which can be used freely without reference to a particular designation.
3. Donations are expended in the course of our work on *Material costs* such as medical and aid supplies, or payment of building contractors in rehabilitation and reconstruction projects.
4. Furthermore, we require local and international staff to carry out and coordinate our aid projects. These costs can be seen under the item *Personnel expenses*. This includes a proportion of costs for personnel administration.
5. Our aid projects often have a duration of more than one year. Earmarked donations that cannot be completely used during the course of the relevant fiscal year are included as liabilities related to earmarked allocations. When the project is continued in the following year, this liability is resolved. This leads to the *Income from release of liabilities related to earmarked allocations* seen in the statement.
6. In the relevant fiscal year, the liability for these unused donations leads to the *Expenses due to addition to liabilities related to earmarked allocations*.
7. Planned and regular *amortization* of intangible assets as well as write-downs of property, plant, and equipment are shown here.
8. A number of items are included under *Other operating expenses*. Among these are, for example, direct project costs, such as support of project partners, vehicle expenses, costs of premises, costs of maintenance and repair; indirect project costs such as communications and coordination as well as IT infrastructure and finance management. In 2020, the share of administrative expenses was less than 10% of total expenditure.
9. Funds that are not needed for aid activities in the short term are deposited for investment. The resulting interest income and yields on securities are recognized as *Other interest and similar income*.
10. As a rule, *interest and similar expenses* are the result of project funds not being disbursed in a timely fashion.
11. The *results after taxes* activities are the pre-tax earnings.
12. *Other taxes* are most often due to tax legislation in project countries.

AUDITOR'S REPORT

The financial statements presented in this report have been audited for accuracy by Deloitte. The auditors report can be found here:  mint.ngo/report

“Minding future” – Strategy process 2025

Increasing worldwide funding needs that is not growing nearly adequately, climate change, advancing digitalization – humanitarian aid is facing enormous changes and challenges. In order to best position itself for the future in this extremely demanding environment, Malteser International began an extensive strategy process in May 2021.

Under the „Minding future“ motto, a series of workshops are planned to address key issues of our work as well as the structure and profile of Malteser International. All processes, the role of Malteser International in the network of the Order of Malta, our vision, mission and the fundamental values of our actions will be put to the test. The aim of this broad and open process is to gain a new perspective on our work and to develop a strong common vision for the future of Malteser International.

After a comprehensive stocktaking with detailed situation analyses in Fall and Winter 2020, a working group consisting of Malteser International executives



and external „influencers“ from the Malteser network and humanitarian aid started the process in May 2021. Discussion on strategy development will be held during the summer and the new strategy is expected to be finalized in Fall 2021.

The management team of Malteser International at the kick-off of the strategy process “Minding future” in Cologne, Germany.

PHOTO: MALTESER INTERNATIONAL

“Malteser International Common Home Initiative (MICHI)” for more sustainability in our work

200 million: That’s how many people will have to leave their homes in 2050 due to climate-related environmental changes, according to a projection by Greenpeace. Climate change hits the world’s poorest people – whom we support in our programs – the hardest. Thus, it is of particular concern for us to anchor the issue of sustainability more firmly in our own work as well.

We are aware that the way we work – for example, through air travel or the CO² emissions in our offices – contributes to global and local environmental pollution. With MICHI, we want to proactively change processes and establish climate and environmental protection

issues in all areas of the organization as part of a multi-year process.

Specifically, we plan to record and reduce the carbon footprint of all our teams and programs by switching to renewable energy in country and project offices, for instance. We are also working on logistics standards for the procurement of climate-neutral project and utility goods in all departments. Environmental standards are to be adhered to in all our projects in the future, and we plan to switch to actively promoting renewable-sustainable project designs and partner organizations.

Ultimately, we want to transform our processes so that we can use our newfound expertise to offer innovative climate offset products that stand out noticeably from the existing market. The goal is to be completely carbon-neutral as an organization by 2027 and serve as a role model in the field of environmentally friendly humanitarian aid and development.

The “MI Common Home Initiative” was recently admitted into “Gewächshaus M”, a program that brings social entrepreneurs and teams within Malteser together in joint development processes to create socially innovative products and services.

Proactively transforming processes and mainstreaming climate and environmental issues in all areas of the organization: Matthias Witt, Michael Etoh and Anja Müting (l–r) make up the MICHI team at Malteser International.

PHOTO: MALTESER INTERNATIONAL



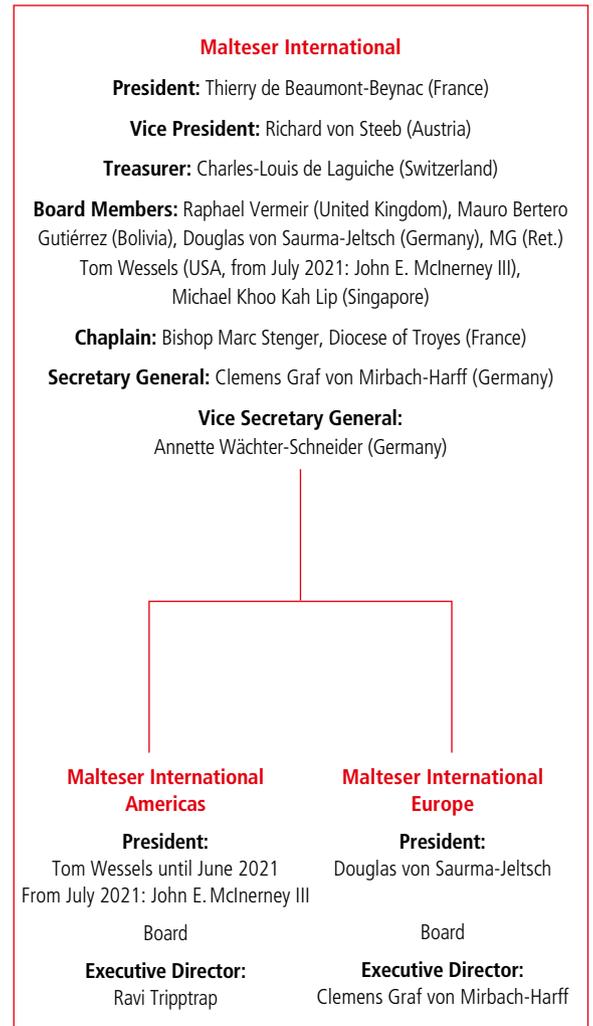
Our organizational structure

The membership of Malteser International currently consists of 27 national associations and priories of the Order of Malta that actively support the organization within their jurisdictions. Regional branches in both Europe and the Americas also serve as associate members.

Their representatives, together with the Board of Directors, the Grand Hospitaller of the Order of Malta, the Chaplain, the Secretary General, and the Vice Secretary General form the General Assembly: the organization's highest decision-making body. The General Assembly is responsible for electing and discharging the Board of Directors, accepting the annual accounts and ordering financial audits as well as passing amendments to the by-laws. The President convokes the General Assembly once a year.

The Board of Directors, which is elected for a four-year term, consists of the President, the Vice President, the Treasurer, and up to two additional elected members as well as representatives from the regional branches in Europe, the Americas, and the Asia-Pacific region. The Board of Directors works on a purely voluntary basis and is responsible for approving the financial plans and the annual budget as well as commissioning the financial auditing of the annual accounts. The Board of Directors bears the overall responsibility for the organization's operative tasks.

The salaried Secretary General manages the organization's General Secretariat and is responsible for the operational management activities in line with the financial plan and the annual budget.



Malteser International – a work of the Sovereign Order of Malta



More than nine centuries of service to the poor and the sick

The Order of Malta is one of the oldest institutions of the Western world. The lay religious order has 13,500 members all over the globe, bound to the service of Christian charity. Their motto is “Tuitio Fidei et Obsequium Pauperum”– serve the poor, guard and witness the faith. They are engaged in a vast number of medical, social, and charitable activities in more than 120 countries, including the Order's own aid organizations.

The Order – whose seat is in Rome – has diplomatic relations with 108 states as well as observer status at the United Nations and representing missions at a range of European and international organizations. This network allows the Order and its agencies to rapidly provide aid during crises and disasters around the world. The embassies of the Order also support the activities of the Order's national associations and of Malteser International. The Order is neutral, impartial, and apolitical.

Thank you!

None of the achievements set out in this report would have been possible without our supporters. We would like to give our most sincere thanks to all the institutional and private donors, schools, local and international partners as well as to the associations and organizations of the Order of Malta that made a valuable contribution to providing fast, effective, and sustainable relief for people in need by supporting Malteser International in 2020!

Our donors:

- Aktion Deutschland Hilft
- Alfred Neven DuMont-Stiftung
- AMREF Health Africa
- APOTHEKER HELFEN e. V.
- Bank of America
- Bärbel Meinersmann Stiftung
- BILD hilft e. V. »Ein Herz für Kinder«
- Bureau for Humanitarian Assistance/ United States Agency for International Development (USAID)
- Christus Health Foundation
- Conrad N. Hilton Foundation
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
- Directorate-General for European Civil Protection and Humanitarian Aid Operations (ECHO)
- Else Kröner-Fresenius-Stiftung
- EuropeAid
- European Investment Bank (EIB)
- Federal Ministry for Economic Cooperation and Development, Germany (Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung)
- Food and Agriculture Organization of the United Nations (FAO)
- German Federal Foreign Office (Auswärtiges Amt)
- Global Fund for Forgotten People
- Hilfe zur Selbsthilfe e. V.
- Lynch Foundation
- Merck Family Foundation
- Mingalaba-Hilfe (Gräfin Christine Henckel von Donnersmarck)
- Nachbar in Not
- Raskob Foundation
- St.-Bernhard-Gymnasium Willich
- Stephan Schmidt Stiftung
- Stiftung Entwicklungs-Zusammenarbeit Baden-Württemberg (SEZ)
- Stiftung Indien-Kinderhilfe
- Stiftung Seliger Gerhard
- The Global Fund to Fight AIDS, Tuberculosis and Malaria
- United Nations High Commissioner for Refugees (UNHCR)

- United Nations International Children's Emergency Fund (UNICEF)
- United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA)
- United Nations World Food Programme (WFP)
- U. S. Department of State – Bureau of Population, Refugees, and Migration (PRM)
- War Child Canada
- World Child Future Foundation
- WorldFish

Our members:

Nationale Assoziationen und Priorate des Malteserordens

- Australia
- Austria
- Belgium
- Canada
- Colombia
- Cuba
- Czech Republic (Grand Priory of Bohemia)
- France
- Germany
- Hungary
- Ireland
- Italy
- Lebanon
- Malta
- Mexico
- Netherlands
- Philippines
- Poland
- Portugal
- Switzerland
- Singapore
- Scandinavian Association of the Order of Malta
- Spanien
- United Kingdom
- USA: American Association, Federal Association, Western Association

There's still a lot to be done!



**Donate
now**

mint.ngo/give

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www.malteser-international.org

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