



Annual Report 2024

Cap Anamur / German Emergency Doctors

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VISION

Editorial: A glimpse of the project: the universal language of childbirth in Mozambique



My first journey on the African continent was many years ago: in 1989, age 19, I was in South Africa, all on my own. I had no clue how deeply I would be affected by this experience. I felt a liveliness which has never left me since. The thought of one day working in Africa had taken root, and many years later I had the opportunity of being part of a Cap Anamur project in Mozambique.

Giving birth is a thoroughly basic and vital human affair – and yet, there are considerable differences in context, cultural expectations and medical facilities. In the province of Cabo Delgado where I worked since February 2024, my days were marked by contrasts: modern clinical maternity on the one hand, traditional procedures and lack of resources on the other. But even so, there were many things in common.

Maternity is a very basic affair in Mozambique, marked by very simple circumstances. Technical facilities are limited; pain medication is often not available, hygienic standards vary. Most women give birth without analgesia, usually assisted by female family members who have practical experience, but not much background knowledge. As time went on and with mutual trust growing, I was able to modify some crude procedures which had startled me in the beginning – like pushing

hard on the belly in order to hasten the birth process – into somewhat milder, safer procedures.

What impressed me most was the vigor of the Mozambique women. The way they accept pain and loss, and the impressive stamina and dignity with which they master the process of childbirth. They are always fully present – in pain, in joy, in life. This way of life has deeply touched me and has taught me what it means to live in the moment. It is an attitude which we as Europeans can surely learn a lot from.

At the same time, I experienced how to communicate professional knowledge at eye-level – crossing language, cultural as well as structural barriers. It was good to see how colleagues absorbed my knowledge, tried it out, questioned and refined it.

As for me, I learned about cultural taboos, about the body as a vessel for the soul during childbirth, about what remains when technical devices are not available.

The work of a midwife in Mozambique has not much in common with that of a midwife in Germany. But even so: what unites us is the deep understanding of the miracle of childbirth and of the responsibility associated with it. During these 16 months I not only had the chance to teach, but also to listen, to watch and to marvel at the many ways life begins.

I consider it an honor that I had the opportunity to be part of this joint experience. It is my wish and desire that the exchange, the mutual openness and the respect we shared in the delivery room will carry on – across national and professional borders.

"Life is for living and living is free", I once said.

"Life is for surviving", is what my Mozambique friend and teacher answered.

In Mozambique, I experienced both, and I cherish both.



VISION

Considerable impact



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Short-term help with long-term effects

Our work often starts in crisis situations – natural disasters, conflict zones, needy areas. Even so, however, our help is not only aimed at short-term relief: what we create are lasting structures. Thanks to us being a small, flexible organization, we can be with the people, understand their needs and, together with them, find solutions.

Our impact can be assessed in numbers: in the patients we treated, the number of newly trained nurses and midwives, of renovated clinics and hospitals, of functioning infrastructure, of secure supply with food and medicine.

But our impact is also felt where there are no statistics: in the growing confidence of a mother or of a young trainee, in the trust between people that is returning after years of uncertainty.

These are the quiet but far-reaching changes that make Cap Anamur special, and which show that short-term help can have long-term effects.

Lean structures

Cap Anamur stands for quick, unbirocratic help – right on the spot, where it is needed: in projects with people on the spot. In order to make sure most of our donations reach that spot, Cap Anamur deliberately aims at lean structures. Our head office in Cologne is staffed by five full-term workers and an executive board staffed by three volunteers. These people manage all administrative tasks – including project coordination, publicity and fundraising, as well as bookkeeping and managing donations. World-wide, we have about 25 international professionals in medicine, nursing and technology, working alongside local colleagues – presently in ten countries.

Acting independently

Cap Anamur provides help based on humanitarian principles – not based on political, economic or religious interests. This is possible due to private donors. This independence opens us doors in areas where help is urgently needed – including forgotten crisis and war areas, unseen by public media attention. Our actions are consistently based on the principles of humanitarianism and impartiality. We help where help is most needed – independent of who is affected or how much public attention is drawn to the sight.

Promoting health and strengthening society

Cap Anamur promotes the basic right to healthy living. Ever since we were founded, we have worked in our project countries on facilitating access to medical care. Together with local partners we are creating structures with effects beyond the individual – able to strengthen the entire society long-term. Our goal is sustainable health care, continuing after our projects have been closed down. By training local personnel, we not only invest in their own individual development, but also in the improvement of medical care – today, and in the future.

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VISION

Access to Health Care

what we are trying to implement and what we achieve



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Providing access – strengthening structures

It is our goal to provide conditions in which our help will no longer be needed. Cap Anamur aims to provide equally distributed, accessible high quality health services, self-sustained and long-term. In order to avoid dependencies, we believe in subsidiary support - in strengthening existing structures rather than replacing them. Our commitment reaches beyond the immediate care in crisis situations: where it is appropriate, we stay long-term and work on establishing structures, always in close cooperation with local key players.

Passing on knowledge – locally based

A crucial part of our work is training local professionals. Our international teams pass on their knowledge in close cooperation with their local colleagues in workshops, training sessions, or hands-on in bedside teaching. This is not a one-way exchange but a mutual learning situation in the areas of medicine, nursing and technology. In Afghanistan, for example, Cap Anamur was running a

three-year training program for female nurses – a crucial contribution to strengthening the country's health care system long-term. Unfortunately, this program was closed down by the local authorities.

Efficient administration as a pre-condition for independence

Besides directly supporting health services we also work closely with our local partners on developing efficient administrative structures, as it is our goal to ensure their sustainable independence. This implies optimizing procedures on the ward, improving documentation and introducing solid financial concepts which are needed to identify sources of income and which enable a precise check on expenses in order to ensure sustainable financing of the institutions.

Creating infrastructure – a condition for sustainable supplies

Besides our medical work, we are also involved in building infrastructure, in order to improve or enable the work that is done. Constructing buildings, re-structuring and maintaining existing buildings as well as installing electricity and water supply are preconditions for safe and functioning rooms where patients can be treated under good conditions and get trustworthy medical care.

Supplies

Supplying medicines as well as medical and technical equipment and bandaging materials is a precondition for high quality medical care. Vaccination campaigns, antenatal care, family planning and the treatment of chronic illnesses are established parts of our daily work. Consequently, not only the individual patient benefits from improved health care, but the entire region.

Our activities are based on two major principles: Firstly, we take care of all those in need,

independent of their ethnic affiliation, skin color, political convictions, religion, language, social background, disabilities, age or gender. Secondly, our work is financed by private donations, which make us independent of politically or economically motivated donations. Due to this financial independence, we are able to actualize our vision: the right to health for all.

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ACTION

Lebanon: Every child counts: our medical work in Lebanon



Why are we here?

In 2024, the humanitarian situation in Lebanon remained dramatic. The economic crisis has brought the public health system to a virtual standstill. Many people, especially Syrian refugees, have no access to medical treatment. The war in Gaza made it even worse: rockets and air attacks in the South forced thousands to flee again. Many are now living under catastrophic conditions in improvised emergency shelters, among them many handicapped children who are especially in need of continuous medical care and therapy.

What are our objectives?

Our goal is to provide medical care for refugees - specifically for handicapped children from Syria - especially in places where State structures have failed. Children with special needs, such as physical or mental disabilities, should not be overlooked either. We want to be there for people who are in need. Even in times of heightened security, we want to be there for people who depend on our help: with reliable medical care and concrete emergency aid.

How do we proceed?

- Mobile clinic: In 2024, our mobile clinic was busy nearly every day – in spite of escalations near the border. Our clinic provided medical care for refugees around Sidon. Many times, it was the only place where treatment was free. Patients with chronic diseases like Diabetes or high blood pressure were treated on a regular basis and received medicine.
- Emergency aid after an escalation: after the air raids in the South, we established additional emergency clinics in improvised shelters. People who had to leave everything behind received first medical care, including medicines, bandages and psychosocial care.
- Physiotherapy for handicapped children: In our clinic in Sidon, we were treating up to 20 children with physical or mental handicaps daily in 2024. Our focus is on the promotion of each child individually: our local team, consisting of two experienced therapists, developed a comprehensive tailor-made therapy concept for each child, including individual mobilization and speech therapy. Our objective is to strengthen each child's abilities and to improve their participation in daily life.

- Food delivery: some of the poorest families in our project regions were regularly supported by us with food packages. Often, there were single mothers, widows or orphans. The packages contained staple diets like rice, noodles, bulgur, oil, sugar, salt and tomato sauce, and sometimes also some candies for the children.

Were we successful?

Our work in 2024 was more important than ever: in an environment where health services are hardly accessible, we were able to secure primary medical care for many people. Especially in times of acute crisis, we were immediately present and able to help where help was needed. The high level of acceptance and trust we experience from the refugee community demonstrate the value of our continuing presence.

How do we check?

We rely on an experienced local team that is familiar with everyday life in the settlements. Regular visits, patient feedback and precise documentation of treatments safeguard that our help reaches the spot where it is most urgently needed. All measures are continuously evaluated and adapted as needed.

What are our plans?

As long as the situation in Lebanon continues to be tense – politically, economically as well as regarding security, we will continue. We are planning to enlarge our mobile clinic, establish more therapeutic facilities for handicapped children, and we are hoping to be able to respond flexibly in crisis situations. Medical help must not depend on someone's immigrant status or financial resources – this holds true for 2025 as well.



ACTION

Sudan: a place to fight hunger – the new malnutrition ward in the Nuba mountains

Why are we here?

In 2024, the humanitarian catastrophe in Sudan escalated. The war starting in 2023 has displaced millions of people, many of whom sought refuge in the Nuba mountains, where Cap Anamur has been present for more than 25 years. In spite of the continuing overall insecurity, this region is still comparatively safe and one of the few places of refuge. Food supply, however, is still dramatically difficult: blocked trade routes and interrupted aid deliveries severely aggravate the situation. So we were present in 2024 with a maximum effort to provide life-saving medical help.

What are our objectives?

Our aim is to continue and expand health care for the refugees as well as the local population in the Nuba mountains, even under extremely difficult circumstances. A special need is the treatment of malnutrition in children, which has been rising dramatically this year. This is why we established a specialized malnutrition ward in Lwere hospital where malnourished children can be effectively treated.





How did we proceed in 2024?

We continued to run the Lwere hospital as the center for medical care. The new malnutrition ward has started, providing specialized care for malnourished children. Due to the tense war situation, logistics and security measures are a challenge. However, it is possible by close co-operation with local partners to secure provisions for the hospital. Our international experts are working closely with local staff in order to secure high quality medical care.

What did we achieve in 2024?

In spite of extremely challenging conditions, we were able to continue medical care on a stable level in 2024 and to secure uninterrupted care for the population. Treating malnutrition has gained increasing efficiency due to the new malnutrition ward where many children could be saved and stabilized. Despite all the adversities, the population's trust in our work is growing, which is reflected in the high level of acceptance and use of our services.

How do we check?

As always, every project step in Sudan has been thoroughly checked and adapted in 2024. Our local project coordinator is always in contact with our team in Cologne. The medical and logistical requirements - such as medicines, technical equipment and other resources - assessed, are reported, checked and ordered by the hospital administration in Lwere. Depending on the availability, provisions are supplied locally, or from the neighboring countries Uganda or Kenya.

As with all projects, the rule applies: no money without a receipt. Each payment is documented, receipted and transparently referred to the bookkeeping department in Cologne. Monthly accounts guarantee transparent and plausible financial management.

Our medical professionals, together with the project coordinators, monitor local developments by regular reports which not only document daily events in the clinics, but also the success of infrastructure, the attendance of the malnutrition ward, as well as planned training sessions for the local staff.

In 2024, the visit of our managing director Bernd Göken marked the cornerstone for new project approaches in 2025.



ACTION

Mozambique: Effective reconstruction: Sustainable health support and access to water



Why are we here?

Mozambique, particularly the province of Cabo Delgado, has been affected by conflict, terrorist attacks and natural disasters for years. These events have severely damaged infrastructure and significantly impaired medical care. Cap Anamur is on the ground to support reconstruction and help the people in this crisis-stricken region.

What are our objectives?

We want to restore infrastructure, improve health services and guarantee access to clean drinking water. By reconstructing health posts and providing professionals we want to sustainably improve living conditions for the local population.



How do we proceed?

- **Medical care:** by sending professionals like midwives and nurses, we support local teams and provide further training for them. We focus on improving standards of hygiene and training medical procedures.
- **Water projects:** prompted by the world water day in 2024, we constructed new wells for drinking water in order to improve access to clean water and stop the spread of diseases.
- **Disaster relief:** after the devastating cyclone Chido in December 2024, we provided instant medical help and supported the reconstruction of destroyed facilities.

What did we achieve?

Our projects have already had a positive impact. Medical care in the supported facilities has improved, and the training provided by our specialist staff is contributing to sustainable skills development. The newly constructed drinking water wells are supplying numerous communities with clean water.

How do we check?

We continuously supervise our projects by regular evaluations and by close co-operation with our local partners. Feedback from the local population and from local staff helps us to adapt and optimize measures.

How will we continue?

As the water project has been completed and medical staff has been sufficiently educated, we are now carefully, and in close coordination with our local partners, approaching the closing-down phase of this project. By mid-2025, we are hoping to hand over responsibilities to the locals and to integrate our activities with existing structures. However, strengthening health systems and sustainably improving living conditions will still be our goal, even after this project has been closed down.

ACTION

Further projects worldwide



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Central African Republic

Besides running the two health posts in Bossembélé and Yaloke, we are reconstructing schools in the Central African Republic. The school system has badly suffered during the years of civil war. Schools were destroyed, and not many have been rebuilt. Especially in rural areas, many children are not able to attend school, as they have to work at a young age, helping to contribute to the family's income.

In order to enable girls and boys to be educated, Cap Anamur has been supporting the construction of schools for several years. We also offer further training for local teachers. In 2023, we established the first secondary school in the region.

Uganda

From 2003 to 2014, St. Clare Health Center Orungo was renovated and expanded by Cap Anamur. Since then, the hospital has been administrated by local staff. In order to ensure this work can continue, we support the Health Centre with a basic stock of medicines every year which is used for the treatment of patients who cannot afford to pay for their treatment. This stock of medicines has helped to avoid shortages, for example during the pandemic.

Sierra Leone

Since 2003, we have been supporting the reconstruction of medical infrastructure in Sierra Leone, coupled with expanding the provision of facilities in the country. In Freetown, we are closely cooperating with the Pediatric Hospital Ola During Children's Hospital. Our contribution is to provide medicines, medical and technical equipment as well as bandages, in order to secure the care of the local population, especially children. Deaths can be avoided by giving the right medicines in severe illnesses. We support the medical work in this hospital by professionals who are treating patients.

Afghanistan

Besides running the dialysis post in the provincial hospital of Herat where about 330 treatments were carried out every month, we have also been training local nurses. Due to local directives, however, we had to end this training by the end of 2024. We will continue to provide medical care via the dialysis unit in order to ensure that seriously ill patients continue to have access to vital treatment in the future.

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ACTION

Further projects worldwide



Ethiopia

Since 2024, we have been back in Ethiopia in order to support the medical facilities which have been badly affected by the civil war in Tigray. The conflict, lasting from 2020 to 2022, not only killed more than 600 000 people, but has also thoroughly devastated the local infrastructure. Many hospitals lack supplies of medicines and medical equipment.

Our work is focused on supporting medical centers, especially with urgently needed medicines for the hospital in Shire. Apart from that, we are planning to reconstruct medical infrastructure as well as schools, to sustainably secure basic provisions for the local population. We are banking on local partnerships and get our supplies of building materials from regional providers, to support the local economy. In addition, we are also training local medical staff, hoping to establish sustainable, self-administrated health care.

Our goal is to establish – in cooperation with the local population – a sustainable, well-functioning health care system which will be able to stand on its own feet after our project has been closed down.

Ukraine

Since the Russian attack in February 2022, we provide medical emergency care in the Ukraine. We focus on supporting internally displaced people as well as hospitals near the frontline, whom we supply with medicines, medical equipment and whatever else is needed. In towns like Kramatorsk, Izjum and Dnipro, we provide supplies to the hospitals on a regular basis, and we help reconstruct destroyed infrastructure – for example by providing ambulance cars or building material in flooded regions like Cherson.

In the West of the country, we support refugee centers in Novoselytsia and Czermowitz. We help to establish community centers and provide stable water supply. Our local team is in close contact with the clinic administrations and other local institutions in order to ensure our help is efficient.

Syria

For several years, we have been present in Syria, providing medical care in the midst of war, destruction and displacement. After the devastating earthquake in 2023, we were present to provide immediate help, as well as 12 tons of relief goods.

The situation in the country is still extremely difficult: millions of people don't have access to sufficient food, clean water or medical care. Especially children and elderly people suffer from the effects of the continuing crisis. This is why we carry on in order to help where the public health system has long since broken down.

Bangladesh

Since 2007, we have been present in Bangladesh, one of the poorest countries in the world, in order to improve medical care for the most disadvantaged groups of society. Our special focus are women and children, who often don't have access to basic medical care.

In cooperation with four State administered and three non-state administered health posts, we provide free medical treatment for destitute patients. In return, partnering clinics are supplied with basic medicines, medical devices and other medical equipment. Our local project coordinator supervises the efficient organization and distribution of goods – activities which also help to strengthen the regional economy.

REFLECTION

Reflected, Active & Transparent



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Reflected

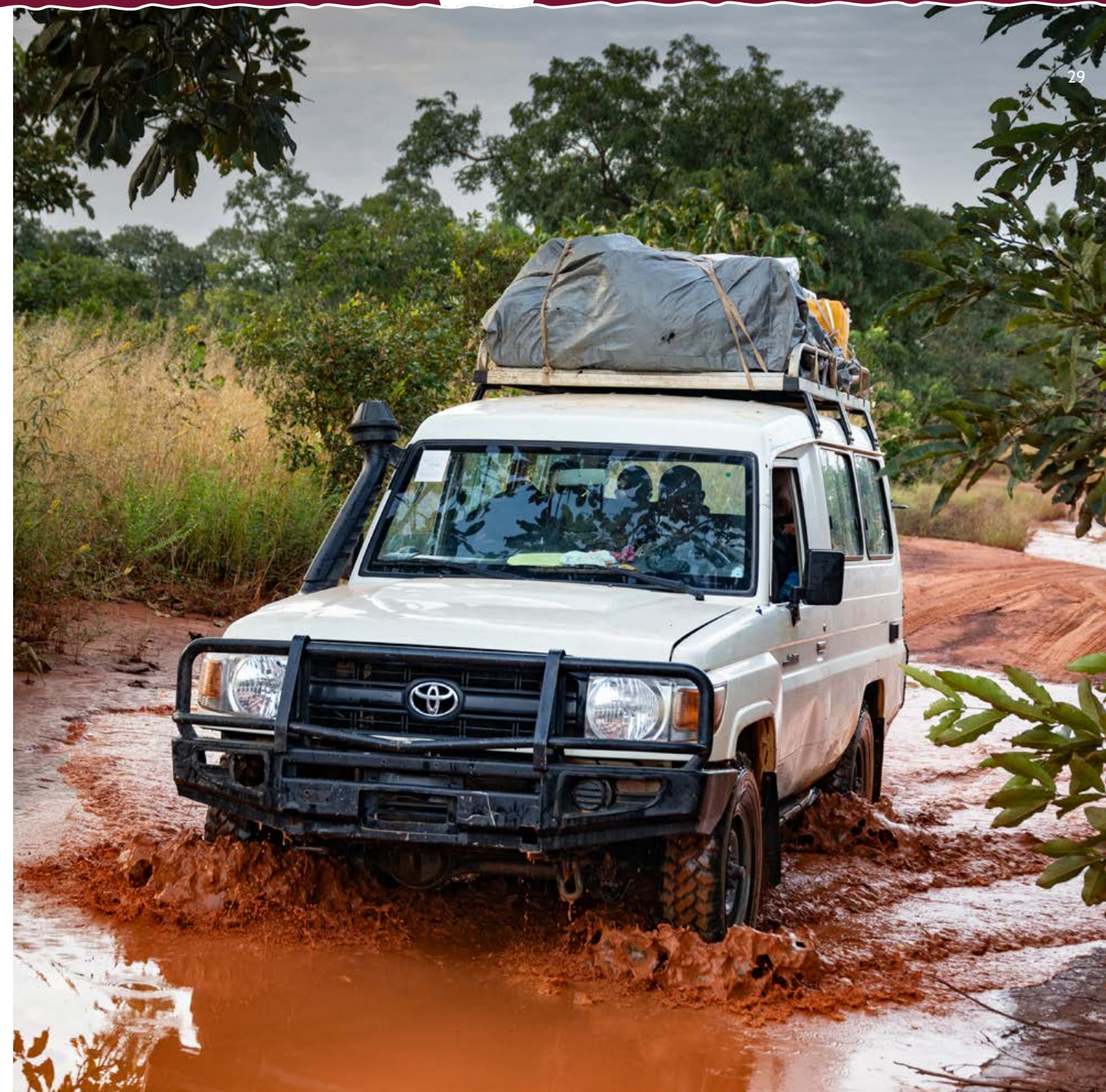
Our professional and experienced team in Cologne accompanies each of our projects with theoretical guidelines that underpin our practical commitment. Any new experiences and reports from our local staff are directly incorporated into this process. The focus is on observing the course of each project, analysing and managing risks and dangers, monitoring the impact of our work, and observing a set of principles to which we are committed. These are explained in more detail on the following pages.

Active

For many years we have been active in war and crisis zones. In order to achieve our goals, we employ active, open-minded, hands-on employees who put their specialist knowledge into practice. In the event of famine, natural disasters or acute conflict situations, they must act quickly to help people in need. However, even under time pressure development cooperation projects require intensive preparation, consistent monitoring and self-critical follow-up to remain sustainable and effective. In short: constant reflexion.

Transparent

The greatest possible transparency at all levels of our operation is important - to give our donors, relevant institutions and organisations, and anyone interested in our work the opportunity to understand our approach both in theory and practice. To ensure this we make our activities, plans, thought process and financial situation available to everyone in our print and online publications, and last but not least in this annual report. In addition, the German Central Institute for Social Issues (DZI) regularly audits our organisation and for many years has classified us as unreservedly recommended.



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REFLECTION

Controlled aid worldwide



Monitoring project progress

Humanitarian projects are of existential importance for the population in crisis regions, regardless of the type of emergency they face. In these situations, the affected population often depends on rapid and non-bureaucratic assistance. However, the mere distribution of relief goods is by no means sufficient. In order to ensure the sustainable success of the operations, each individual project must be monitored conscientiously and responsibly.

Cap Anamur has developed a comprehensive set of tools to meet this requirement. This enables us not only to provide meaningful and needs-based assistance, but also to fulfil our duty to use the donations entrusted to us appropriately and effectively.

In our operating regions we always work with a very high proportion of local aid staff. This has two big advantages over using only seconded employees in projects: Firstly, there is a high level of acceptance among the local population for our projects, which thus become their projects. Secondly, by creating employment opportunities, we help the staff involved to be part of economic life. At the same time, Cap Anamur employees are cons-

tantly on site during the course of projects and monitor the use of funds. This includes the appropriate use of building materials and the needs-based distribution of relief supplies and medicines. Logs, and proofs of necessity and use ensure that there is official and traceable documentation of how goods are used at all times. The employees we dispatch have the appropriate specialist knowledge and the necessary experience to carry out these processes in a professional manner.

When selecting staff for foreign assignments, we check the professional and personal suitability of candidates as part of a multi-stage process. Our decisions are always informed by the key question: What is best for the project and thus for the people in the emergency situation?

Our international operating teams are in constant contact with our Cologne headquarters. A lively exchange takes place via telephone and e-mail, so that ad hoc assistance can be provided and decisions made jointly. Digital means of communication are intensifying contact between all employees involved in administration, coordination and projects.

In addition, monthly reports from the countries of deployment document patient statistics, aid consumption, progress of con-

struction works and the general progress of projects as a whole. In this way, Cap Anamur ensures that projects can be tracked at any time. A project manager from the executive board or management regularly visits our current projects. Thanks to their medical expertise and project experience, they can quickly assess the status quo on site and, if necessary, intervene to optimize it.

Despite forward-looking planning, it is not always easy to make forecasts for the future, even within individual projects. Crisis situations and the associated needs can change dramatically within a few hours. Cap Anamur, with its flexible administrative apparatus, short decision-making paths and independence from public institutions, has created a broad plan of action that allows individual adaptations to such changes. Thus, we are not powerless in face of the inherent degree of uncertainty of such projects, but instead maintain our ability to act to provide flexible and sustainable assistance.

With these principles Cap Anamur also guarantees the responsible handling of donations. Because only when adapting projects to the conditions at the place of action can the responsible use of the money be guaranteed. So project monitoring does not only take place in the crisis regions. A comprehen-

sive control system has been put in place in the Cologne head office. Incoming donations are checked daily and analysed in monthly statements. Fluctuations in income can thus be identified in good time, and can be taken into account for further project planning. We reject donations from companies or institutions whose goals and principles are not compatible with the philosophy of Cap Anamur. In this way, we avoid undesirable influence by third parties on our work.

All expenses are monitored in the same way. Purchasing and procurement are also subject to a specific signature regulation. Management and admin staff monitor all cash flows on the basis of the four-eyes principle. In this way, we exclude the possibility that monetary control accumulates in just one person. If there is a violation by an employee at any point, the incident is examined individually and appropriate measures are taken with immediate effect.

REFLECTION

Risk and hazard analysis



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Managing Risk and Threats

The work of an international aid organisation engaged in war and crisis regions is inevitably linked to risks and threats. Cap Anamur therefore attaches great importance to an appropriate analysis so that the organisation can continue to support existing projects and plan new deployments without putting social, economic or ecological structures at risk.

Our analysis is based on a basic distinction between the terms risk and threat. While we actively take risks as a side effect of making decisions, threats mostly affect our work from the outside. We can therefore consciously take or avoid risks, whereas we cannot influence the emergence and extent of threats, but can only react appropriately to them.

Risks and Risk Management

An obvious example of a risk that we must take to make balanced decisions is the handling of the donations entrusted to us. Every investment carries the risk of loss. We must pay special attention to how we use funds at least on three levels: when purchasing goods for our projects; when spending funds on administra-

tion and public relations; and when we invest cash reserves that are not needed straight away.

The risk incurred by unnecessary financial losses is obvious: imprudent purchases of materials that are not required, disproportionately high administrative expenses or a speculative investment on the stock exchange may result in donations not actually reaching their proper destination - the people in need. For this reason, our decisions are strictly based on evaluating the actual requirements. This significantly minimises risk. Before we purchase goods such as building materials, medicines and technical equipment, we carry out an inventory which shows which supplies are already in stock. Taking into account the number of people affected and our targets, we then calculate any additional purchases required.

To gain insight into local pricing, we obtain quotes from various suppliers, compare risk and threat analyses, and finally decide on the supplier with the correct price to quality ratio for our purposes. Administrative expenses cannot be completely avoided. Without a functioning and effective administration the implementation of projects is not possible. For example, we need a cash register system in each country of operation, and staff to administer it.

Especially at our head office in Cologne we have to invest funds to enable the administration of donations, book-keeping, coordination and public relations activities necessary to control and steer our projects. However as we are convinced that a lean administration team can offer maximum effectiveness and adaptability, we deliberately keep our office staff - and thus costs - small, with just five employees. We do not operate branch offices, but coordinate all processes from our head office. In addition, our public relations work is modest and targeted. We do not invest in cost-intensive television or poster advertising where it is not clear which target groups are reached. Instead, we focus on providing factual information provided to our donors and other interested parties by means of newsletters, mailings or flyers.

We take the same care when managing our cash reserves, which enable us to act in the event of an unplanned emergency such as a natural disaster. With these money reserves we apply a consistently low-risk investment strategy. Risky stock market transactions are out of the question for us. Our donors' mandate to support people in need worldwide is too important to rely on the promise of share price increases. Following the advice of a number of banks and independent advisors,

we invest the money in a way that ensures that it retains its value.

Threat and Threat Management

We also focus our attention on dealing with threats so that ongoing projects will not suffer any damage. Examples of possible threats include a massive decline in donations, or the intensification of a military conflict in the vicinity of our projects. What all these threats have in common is that we have no significant influence on whether they occur or not. However, we can take measures to react appropriately to them. The causes for a decline in donations can be manifold: changes in the private finances of individual donors; additional financial burdens due to unforeseen events; or the deterioration of the general economic situation in a country which causes an increase in uncertainty and a focus on individual financial security. Elderly donors may suddenly have to find additional funds for long term care. Demographic change will further intensify this effect and is likely to have a negative effect on donors' willingness to give to charity.

As an organisation financed almost exclusively by private donations, we are depen-

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dent on donors. If they fail to materialise or decline significantly we must react accordingly. True to the ideal of far sighted planning, we are already extending our fundraising efforts to other avenues. For example, we apply to private foundations, international competitions and public donors for part financing of projects, always taking into account that the thematic orientation of the potential donors have to align with our own philosophy. It is very important that our self-determined work in the crisis countries is not influenced or even impaired by these new financing models. In addition, this type of fundraising must not be linked to a disproportionate increase in administrative costs.

Cap Anamur is active in countries where the security situation is often extremely sensitive. If conflicts in our regions of operation escalate they can seriously impact our work - especially now that health facilities and civilians are often the victims of targeted bombings. We address this threat by means of a close-meshed communication and networking strategy. All information at Cap Anamur is collected at a central location so that we can quickly identify potential threats. This enables us to react in a timely and appropriate fashion. Using short decision making

paths we can intervene flexibly and adapt rapidly to the situation on site. This way we can change the nature of the deployment at short notice, or even prematurely terminate the deployment and withdraw our employees. On site, we protect our employees with security guidelines aimed at de-escalation, and by networking and cooperating with other organisations and public institutions worldwide.



REFLECTION

Chronology of a project



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Success and Impact control

In all its projects, Cap Anamur pursues a course of action that has a particular focus on ensuring that the impact of operations is sustainable. Irrespective of the situation, we try to use existing structures found in crisis regions and expand them for long-term use. We permanently monitor processes during our missions: and offering support far beyond the duration of each project enables us to monitor success on an ongoing basis.

1. Evaluation journey

The reasons for a humanitarian mission in a crisis region can be manifold, and the needs of the affected people are just as diverse, ranging from acute medical emergency aid to the reconstruction of destroyed buildings and the delivery of professional training. As a rule, Cap Anamur first sends a team of experts to evaluate the situation on the ground, to formulate goals and to develop effective options for action. Based on this, each project can be adapted from the very first minute to the specific situation.

2. Leverage of existing structures

We always aim to implement new projects using existing structures. This avoids creating a temporary relief action, which is taken away from the local people after the project is completed. Instead, our approach is to integrate any project carefully into the existing infrastructure and staff situation, taking the local situation into account. This means that we can integrate local craftsmen, doctors and nurses into the project right from the start. Available buildings and equipment are also put to good use. The necessary building materials are purchased from local suppliers and transported in cooperation with local logistics companies. Together with the affected population, we reconstruct and expand a system that can continue to be used long after the project has been completed.

3. Staff training

If local doctors and nurses lack sufficient professional qualifications, our employees carry out intensive training. The range of training is very broad and is geared to fill the knowledge gaps of the learners. This could involve instruction in the use of new medical or technical equipment, all the way to a three-year training course with a state-certified qualification. In accordance with the principle of „helping people to help themselves“, this enables local staff to make diagnoses and carry out appropriate treatment themselves.

4. Transfer of projects

As soon as the work can be done completely by the local population, we organize the gradual transfer of the project into local hands. Even after the departure of our employees, the project will not be left to their own devices as we continue to monitor progress. We continue to visit regularly, and deliver medicines. We also offer financial support for special expenses that cannot be covered locally, such as the purchase of medical equipment. We maintain contact with local decision-makers for many years after the end of each project. This approach has proven to be a successful and sustainable method of implementing projects.

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REFLECTION

Principles of our work

Fundamentals of our work

For over 40 years Cap Anamur has been giving humanitarian help. Within this timespan we were able to build up a rich treasure trove of experience. Out of this fund we crystallised a range of fundamentals and principles which have proven to be indispensable acting maxims for the daily work of our employees in Germany and our countries of operation worldwide.

Strengthen regional initiative and promote self-help.

We are independent - maintaining our own freedom of choice and free from military and economic influence by third parties.

Our aim is to strengthen the local people's own initiative, as well as those of the organization, in order to support self-empowerment.

No project is over as soon as the operative phase is completed. We remain close and active striving towards a sustainable quality assurance throughout each stage of the project, until completion.

We help people in need, regardless of their ethnical, religious or political affiliation.

We work hand in hand with other Non-Governmental Organizations that share our values.

Careful budgeting as well as financial transparency towards the public and the donors is essential for us.

Continuous development of projects and employees.

We improve the infrastructure of individual projects by developing future-oriented sustainable formations, which are run by our professionally experienced staff.

We are always open to hear new ideas and innovations from the local people. As an organization, we see ourselves as constant learners and strive to improve our knowledge base day by day.

We construct our activities close y with the people in need and alongside the local authorities. Our work is purely demandoriented

Being politically independent does not mean 'having no opinion' at all.

REFLEXION

Our organisational structure



General assembly

The general assembly is the highest organ of our association. Regular general assembly meetings take place at least once a year. It is responsible for the following tasks:

- 1. Formal approval of the executive board’s actions after presentation of the annual report
- 2. Election of the executive board
- 3. Passing resolutions on amendments to the articles of association and the dissolution of the association
- 4. Determining the framework conditions and remuneration of the executive board

Executive Board

The executive board is responsible for all affairs of our association, as far as these do not fall within the area of responsibility of the general assembly. It is also responsible for the implementation of the statutes, and the use of donations in accordance with the statutes.

The executive board consists of three members. According to § 26 of the German Civil Code (BGB) the association is legally represented by two executive board members. Members are elected to the board for a term of two years. Board members act in an honorary capacity. They can be compensated for services that go beyond normal board business. No such compensation was paid in 2024. Specific tasks of the board are:

- 1. Establishing guidelines for the use of donated funds
- 2. Approving the annual budget
- 3. Deciding on the admission of new members
- 4. Calling General Meetings
- 5. Drawing up the agenda for the regular general assembly
- 6. Monitoring the implementation of decisions

Head office

The Cologne head office is responsible for the association’s administration, as well as for coordinating all projects in the operating areas. There are six salaried employees, one of whom works part-time. The internal management was transferred from the board to Bernd Göken.

Audit

As in previous years, our accounts were audited by an independent auditor. The fee for the 2024 annual financial statements is €15,357.19.

Remuneration structure

In 2024, the total annual remuneration of the management board amounted to € 66.093,76. Although there are only very few full-time employees, there is a clear structure with regards to salary brackets. Employees’ remuneration is based on the level of responsibility and length of service. 13 monthly salaries are paid.

Gross annual salary from € to €

Interns	9.600,-	
Administrator	33.800,-	51.600,-
Volunteer	32.000,-	36.000,-
Coordinator	49.800,-	62.600,-
Head of department	53.200,-	74.900,-
Managing director	63.300,-	84.300,-
Project staff	24.000,-	42.000,-

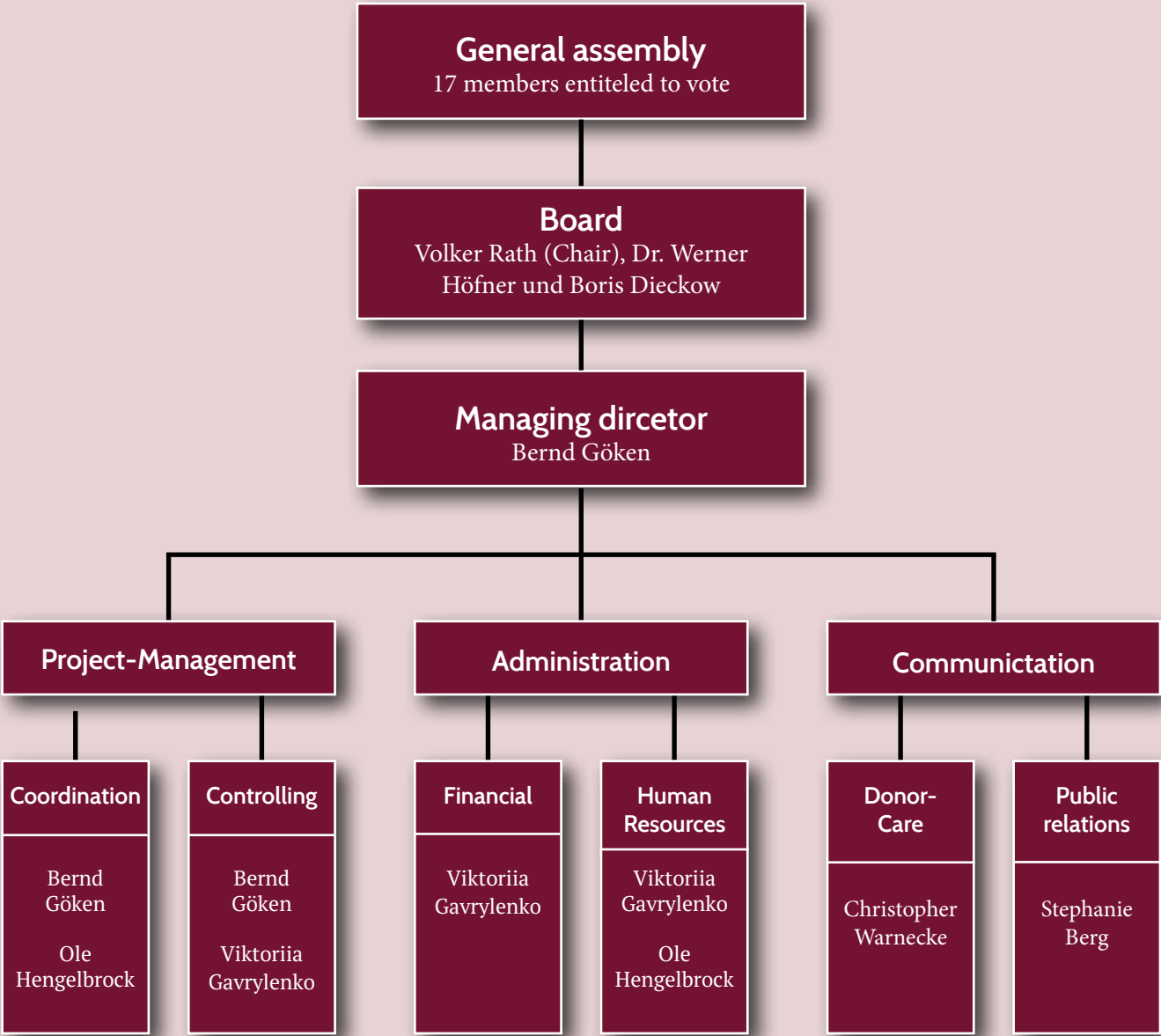
REFLEXION

The main bodies and their functions

Cap Anamur/Deutsche Not-Ärzte e.V. is active worldwide as a non-profit non-governmental organisation. We are incorporated as a registered non-profit association. The head office is located in Cologne. The organisation chart shows the composition of the association as of 31.12.2024.

All voters of the general assembly, as well as the executive board, which is elected members, work for Cap Anamur in an honorary capacity. The six employees of the office are salaried employees of the association, of which four work full time and two work part time.

Our employees outside of Germany are not represented in the organisation chart. In 2024, we had an average of 14 seconded employees worldwide, working in the fields of medicine, healthcare and technical support. As a rule, they commit themselves to a minimum of six months' secondment, and receive the same salary regardless of their profession.



FINANCIAL Principles

Independently examined

Our financial system annually takes an independent and thorough audit. During this, projects as well as the accounting are examined carefully. Besides the coherence of the settlement, the transparency and traceability of the internal processes are assessed as well. As in every previous year, our financial accounting also passed the examination for 2019 and once again we received unrestricted auditors' report.

No entry without receipt

We are aware of the fact that by accepting donations, we also take on the responsibility to use the funds wisely and effectively. Because of this, we work with a transparent cash and record system in all of our projects, to have the control over incoming and spent means at all times. In a monthly rhythm, the people in charge of the projects submit their cash settlements to the central accounting department in Cologne. Here, all financial flows are examined and documented. Within the financial administration we always act according to the principle: No entry without receipt.

Traceable

To illustrate our expenses as well as the donations entrusted in us for everybody, we trace the most important facts of the development of our financial position in the following pages. In so doing, we want to make it traceable for our donators by showing them concrete numbers which means they provide for us and how we allocate them to our projects.



FINANCIAL

Expenses by project country (in euros)

	Unrestricted funds	Restricted funds	Total
Africa			
Ethiopia	7.644,43	4.297,45	11.941,88
Mozambique	257.551,94	3.611,25	261.163,19
Sierra Leone	296.673,87	23.904,28	320.578,15
Sudan	1.107.358,56	116.497,62	1.223.856,18
Uganda	20.780,82	455,00	21.235,82
Central African Republic	942.303,04	9.610,00	951.913,04
Asia			
Afghanistan	495.894,24	105.731,97	601.626,21
Bangladesh	170.315,36	6.369,00	176.684,36
Lebanon	329.666,47	23.100,33	352.766,80
Syria	3.279,77	24.959,27	28.239,04
Europe			
Ukraine	115.537,44	87.545,95	203.083,39
Project management			78.538,99
Total expenditure Project countries	3.747.005,94	406.082,12	4.231.627,05



Expenses for project management, administration and public relations

	Expenses (in Euro)
Project expenses	4.231.627,05
Administration + project management	137.656,59
Press and public relations	243.870,51

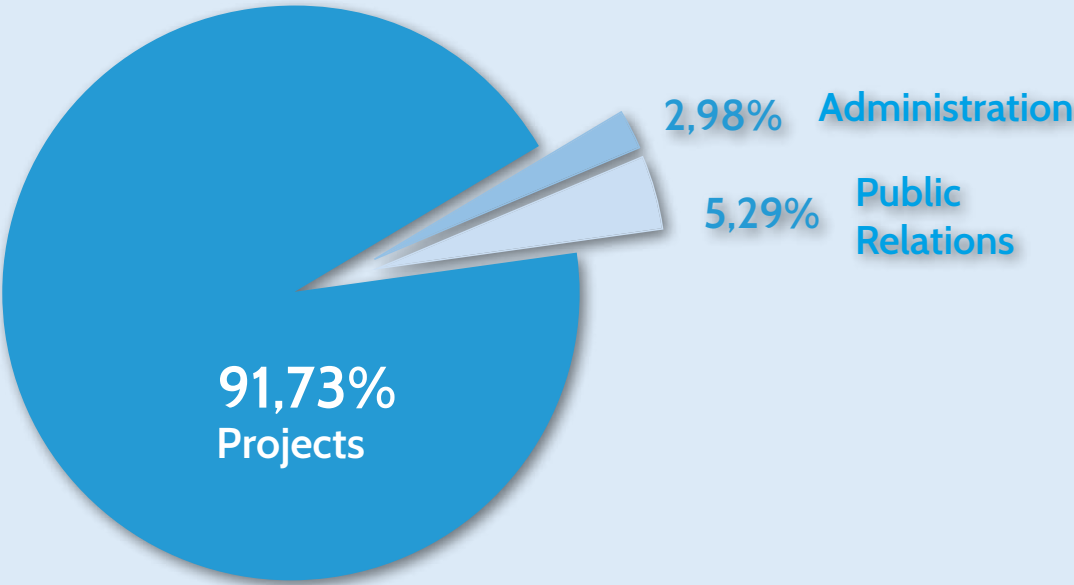
Percentage distribution of expenses

	Expenses (in Euro)	Percentage
Projects	4.231.627,05	91,73 %
Administration	137.656,59	2,98 %
Press and public relations	243.870,51	5,29 %
Total	4.613.154,15	100 %

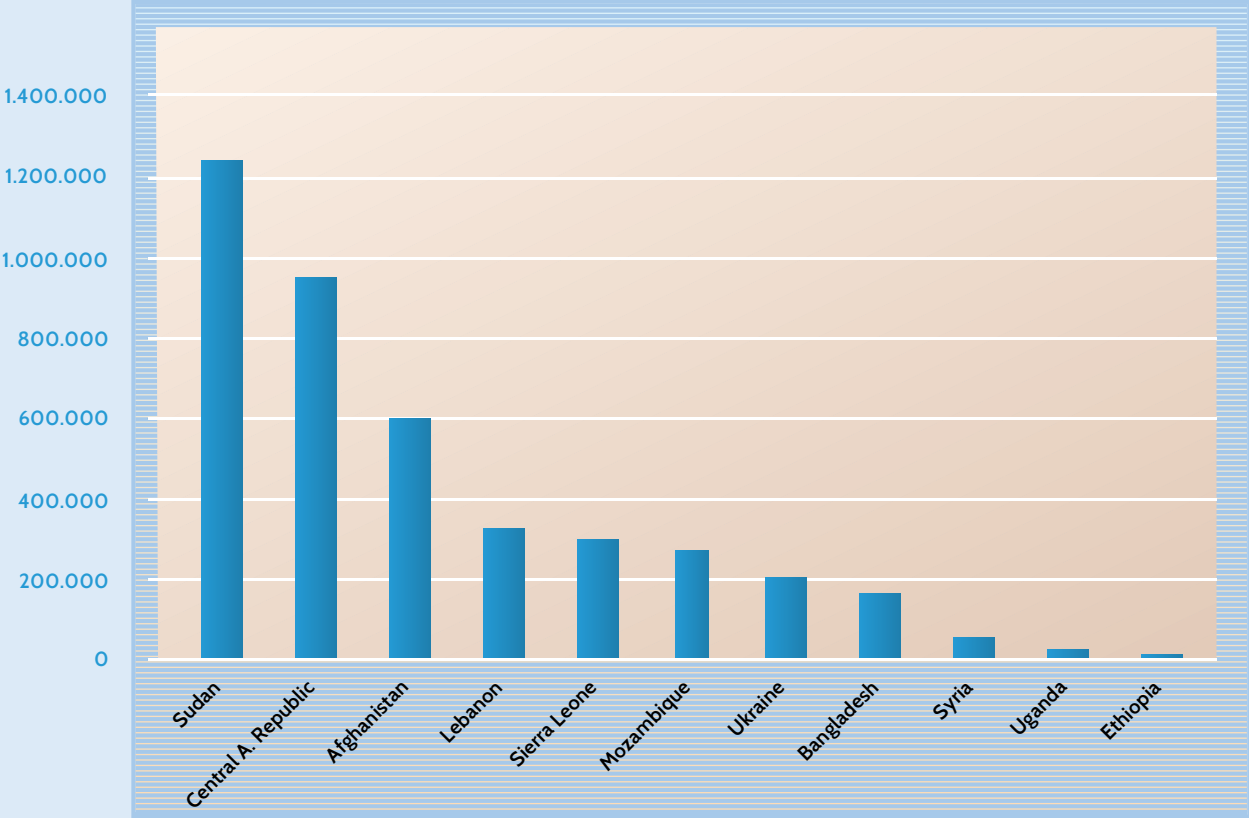
FINANCIAL Expenditure



Percentage distribution of expenses (in %)



Expenses by project countries (in Euro)



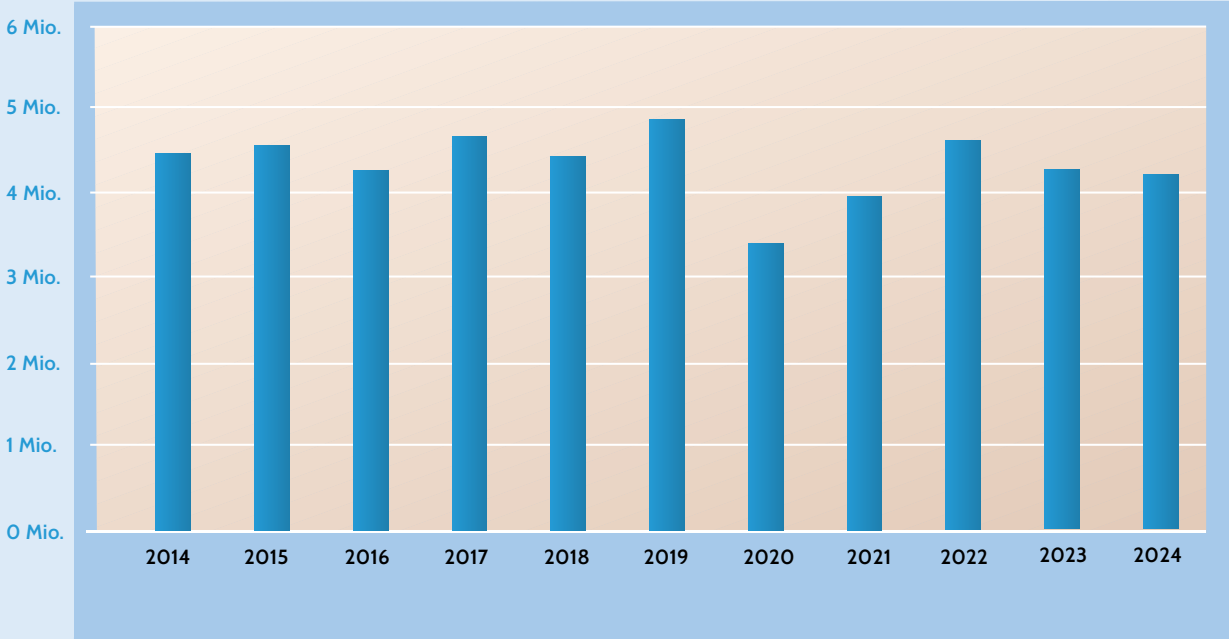
FINANCIAL Expenditure



Development of Expenses

Year	Project expenses
2014	4.338.035,21
2015	4.390.561,55
2016	4.184.413,62
2017	4.515.879,10
2018	4.313.296,72
2019	4.779.054,98
2020	3.537.417,38
2021	4.038.961,06
2022	4.474.962,57
2023	4.273.993,96
2024	4.231.627,05

Development of expenses



FINANCIAL

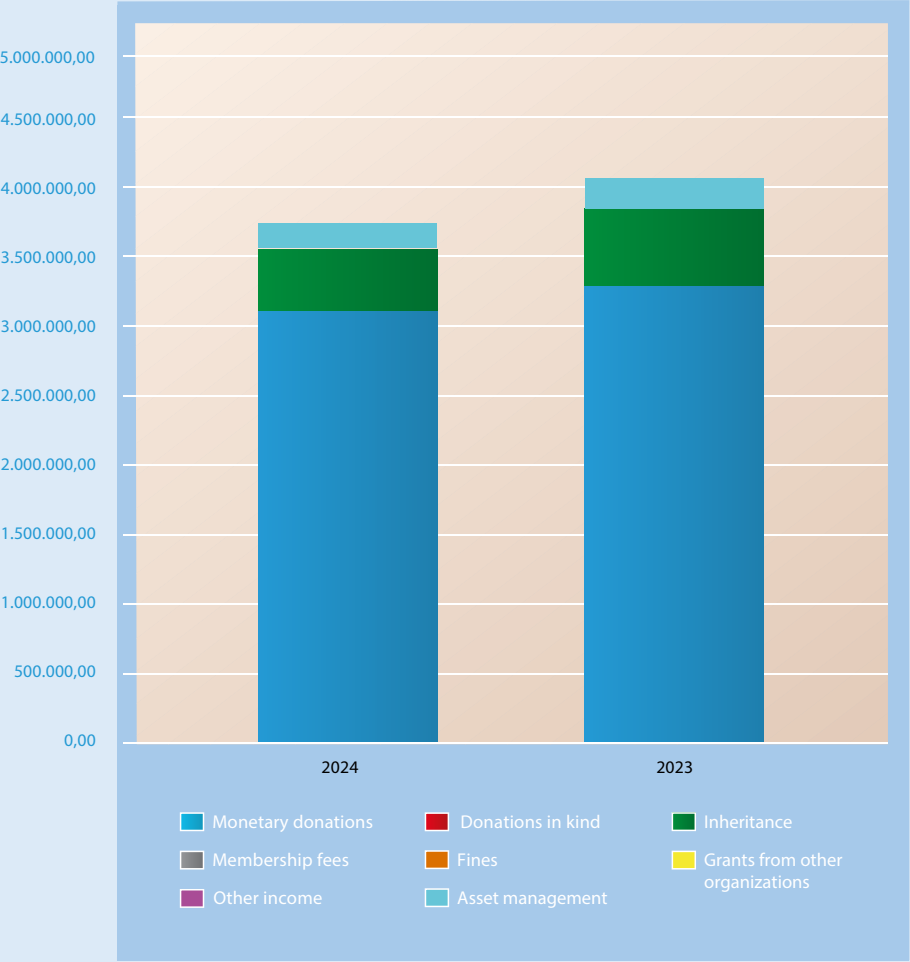
Expenses by activity in the project country (in euros)

Country	Region	activities	Project expenses (in Euro)
Ethiopia	Tigray	medicine delivery	11.941,88
Mozambique	Quissange, Nacobe, Pemba	Reconstruction of medical facilities and deployment of medical professionals	261.163,19
Sierra Leone	Freetown	Support for a children's hospital, provision of medicines and technical equipment, follow-up care for a street children project	320.578,15
Sudan	Nuba-Berge, Lwere	Operation and provision of care for several hospitals, operation of a feeding centre, provision of care for pregnant women, vaccination programmes	1.223.856,18
Uganda	Soroti	Support for the operation of a hospital, supply of medicines	21.235,82

Central African Republic	Bossembélé, Yaloké	Repairs, renovations and supplies for the district hospital in Bossembélé and the hospital in Yaloké, construction of a primary school and a library	951.913,04
Afghanistan	Herat	Nursing training, tutoring, support for a dialysis station, reconstruction aid after earthquakes	601.626,21
Bangladesh	Joypurhat, Chittagong, Jamalpur	Supplying four state hospitals, one non-state hospital and two ambulances	176.684,36
Lebanon	Sidon	Transportation of refugees from camps to health care facilities, coverage of treatment and medication costs, physiotherapy for refugee children with disabilities, food distribution, operation of a mobile clinic	352.766,80
Syria	Aleppo	Supplying food to earthquake victims	28.239,04
Ukraine	Country wide	Emergency medical aid: supplying hospitals with medicines, consumables and equipment, supporting refugee accommodation, winter aid	203.083,39

FINANCIAL
Revenue

Revenue development (in euros)



* minus donations not yet used

The majority of our total income consisted of monetary donations made by our supporters, either as unrestricted donations or as earmarked donations for a specific project. Donations that were made specifically for a project but cannot be spent until the following year are deducted. In addition to monetary donations, we also receive donations in kind, bequests from inheritances, membership fees from the association, interest and investment income, and fines imposed. Other income includes the sale of books and mugs.

Revenue development (in euros)	2024	2023
Monetary donations	3.236.756,14	3.337.153,38
Free donations	2.880.674,02	2.860.796,60
Earmarked donations	376.649,64	541.018,67
Use of earmarked donations from previous years	76.221,85	103.863,75
Earmarked donations not yet used + discounts	-96.789,37	-168.525,64
Membership fees to be deducted	-	-
Donations in kind	-	-
Discounts	390.650,33	493.419,85
Membership fees	1.060,00	1.140,00
Fines	2.350,00	6.300,00
Public subsidies	-	-
Grants from other organisations	-	-
Other income	-	-
Operating income	134.215,01	122.610,50
Less currency fluctuations included therein	-30.575,95	-98.327,23
Interest and investment income	124.048,51	180.372,65
Income from securities	93.422,27	82.009,45
Other interest and similar income	50,29	35,97
Income from currency conversions	30.575,95	98.327,23
Total income*	3.858.504,04	4.042.669,15

FINANCIAL
Assets / Liabilities



Assets	31.12.2024	31.12.2023
Property, plant and equipment	87,00	465,00
Financial assets and securities	4.352.459,30	4.801.889,10
Cash on hand and bank balances	2.080.025,15	2.261.012,65
Receivables	94.053,89	86.316,95
Accrued income	-	2.232,72
	6.526.625,34	7.151.916,42

Liabilities	31.12.2024	31.12.2023
Reserves, including retained earnings	6.129.969,23	6.884.619,34
Provisions	85.929,72	67.929,44
Liabilities	310.726,39	199.367,64
	6.526.625,34	7.151.916,42

FINANCIAL

Voluntary audit



In accordance with Section 317 HGB, we voluntarily had our 2024 annual financial statements, consisting of the balance sheet, income statement and notes, audited by WIROG GmbH Wirtschaftsprüfungsgesellschaft. In the following, we quote the auditor's report, which refers to the complete 2024 annual financial statements. We would like to point out that the 2024 annual financial statements are only presented in abridged form in this report, but can be inspected at the offices of Cap Anamur / German Emergency Doctors e.V.

We have audited the annual financial statements of Cap Anamur / Deutsche Not-Ärzte e.V., Cologne, which comprise the balance sheet as at 31 December 2024 and the income statement for the financial year from 1 January 2024 to 31 December 2024, and notes to the financial statements, including the recognition and measurement policies presented therein.

In our opinion, based on the findings of our audit, the accompanying annual financial statements comply, in all material respects, with the requirements of German commercial law and give a true and fair view of the assets, liabilities and financial position of the Association as at 31 December 2024 and of its

financial performance for the financial year from 1 January 2024 to 31 December 2024 in compliance with German Legally Required Accounting Principles.

Pursuant to Section 322 (3) sentence 1 HGB, we declare that our audit has not led to any reservations relating to the legal compliance of the annual financial statements.

Basis for the audit opinion

We conducted our audit of the annual financial statements in accordance with § 317 HGB and German generally accepted standards for the audit of financial statements promulgated by the Institut der Wirtschaftsprüfer [Institute of Public Auditors in Germany] (IDW). Our responsibilities under those requirements and principles are further described in the 'Auditor's Responsibilities for the Audit of the Annual Financial Statements' section of our auditor's report. We are independent of the Association in accordance with the requirements of German commercial and professional law, and we have fulfilled our other German professional responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to pro-

vide a basis for our audit opinion on the annual financial statements.

Management's responsibility for the annual financial statements

Management is responsible for the preparation of the annual financial statements that comply, in all material respects, with the requirements of German commercial law, and that the annual financial statements give a true and fair view of the assets, liabilities, financial position and financial performance of the association in compliance with German Legally Required Accounting Principles. In addition, management is responsible for such internal control as they, in accordance with German Legally Required Accounting Principles, have determined necessary to enable the preparation of annual financial statements that are free from material misstatement, whether due to fraud (i.e. fraudulent manipulation of the accounting records or misrepresentation of assets) or error.

In preparing the annual financial statements, the legal representatives are responsible for assessing the association's ability to continue as a going concern. Furthermore, they are responsible for disclosing, as applicable,

matters related to going concern. In addition, they are responsible for financial reporting based on the going concern basis of accounting unless there are factual or legal circumstances to the contrary.

Auditor's responsibilities for the audit of the annual financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion on the financial statements.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with § 317 HGB and German generally accepted standards for the audit of financial statements promulgated by the Institut der Wirtschaftsprüfer [Institute of Public Auditors in Germany] (IDW) will always detect a material misstatement. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

FINANCIAL

Voluntary audit



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During the audit, we exercise professional judgement and maintain professional scepticism. In addition

- Identify and assess the risks of material misstatement of the annual financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than the risk of not detecting a material misstatement resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit of the annual financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- we assess the appropriateness of the accounting policies used by the legal repre-

sentatives and the reasonableness of the estimates and related disclosures made by the legal representatives.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in the auditor's report to the related disclosures in the annual financial statements or, if such disclosures are inadequate, to modify our respective audit opinion. We draw our conclusions on the basis of the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to be able to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual financial statements, including the disclosures, and whether the annual financial statements present the underlying transactions and

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events in a manner that the annual financial statements give a true and fair view of the assets, liabilities, financial position and financial performance of the organisation in compliance with German Legally Required Accounting Principles.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Bonn, 20 June 2025

W I R O G GmbH
auditing company

Daniel Hübner
Certified Public Accountant



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