



An Invitation to Partner with Be Team International

A QUIET, ENDURING WORK OF MERCY IN AFGHANISTAN

NEONATAL UNIT OVERVIEW
FALL 2026



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Cover photo: A nurse reaches carefully into a NICU crib to tend to a newborn baby. Be Team International's Cure Hospital in Kabul provides neonatal intensive care for premature and critically ill newborns in Afghanistan.



Thank You

A NOTE FROM RICK MANNING, MD
FOUNDER & CEO, BE TEAM INTERNATIONAL

Thank you for taking time to learn about our neonatal unit at Be Team International's Cure Hospital in Kabul.

The fact that you are here, reading this, tells us something important: you care about the most vulnerable children in Afghanistan. We are genuinely grateful you are considering a gift.

Gifts of every size matter to us, and go directly to the work. But we prepared this overview with a specific group of friends in mind: those who may be in a position to make a larger gift, one that could help us complete the funding needed for our neonatal unit this year. A gift of \$5,000 or more is what we call helping to sponsor this BTI project, and it carries real weight. It means our all-Afghan clinical team can keep the neonatal unit running at full capacity, fully staffed and fully supplied, through the end of 2026.

That matters more than I can easily put into words. This all Afghan hospital team has been caring for Afghanistan's most fragile newborns through years of extraordinary difficulty. They have never stopped. Knowing that our neonatal unit will be fully funded this year, that no baby will go without care because the unit ran short, gives the team something they rarely get to feel: certainty. Your gift can provide that.

I hope this overview gives you everything you need to make your decision. Please reach out to me directly if you have any questions.

With gratitude,

Richard Manning, MD
Founder, President and CEO
Be Team International
hello@beteamintl.org | (717) 525-9151



Neonatal Unit Overview



This is what readiness looks like. Our all-Afghan team at Cure Hospital in Kabul - fully equipped, fully staffed, and giving every baby born too soon their full attention.

At Cure Hospital in Kabul, our all-Afghan clinical team runs one of the few neonatal units in the country equipped to give a premature or critically ill infant the skilled, specialized care they need to survive. It is not a unit that simply monitors - it is a unit where every baby is held.

Our neonatal unit is staffed by 15 dedicated clinicians: 13 women and two men, led by a female supervising nurse. In 2025, the team treated more than 530 babies born too soon or born in crisis - far exceeding the year's goal of 323 - and achieved a 95% survival rate against a 90% target. In the same year, 98 healthcare professionals completed rotations in the unit, training alongside our team for one to four weeks.

Since 2005, Cure Hospital has delivered 54,801 babies. Afghanistan remains one of the most dangerous countries in the world to give birth. Skilled clinicians at delivery are still far too few. Our neonatal intensive care unit exists precisely for the babies born into that gap.

Care in our neonatal unit is free for qualifying patients. No family is turned away because they cannot pay.

A Gift That Goes Further

Over the last decade, our entire hospital team has grown in both size and capabilities. Our NICU team's ability and willingness to do more always must be balanced against the uncertainty of assured funding to cover all that they're able to do. CURE International opened the Cure Hospital in Kabul in 2005. At that time, it was a small, largely foreign-led institution of roughly 60 people in all, offering child and maternity care and one of the only training programs for Afghan doctors anywhere in the country. Thirteen years later, when CURE made the difficult decision to leave Afghanistan permanently, it did not simply close the doors. It walked alongside Be Team International, helping BTI establish itself as a U.S. nonprofit with full financial responsibility for enabling the hospital to keep going. That transition was completed in 2018. Since then, the hospital has operated stably under BTI's stewardship, and is now fully in Afghan hands: 323 professionals who have chosen, in the face of immense complexity, to keep caring for women, children, and families with skill, courage, and dignity. The work is daily and often unseen. But it has not stopped. Now, something has shifted. Our Afghan clinicians and professionals are telling our Kabul hospital leadership directly: they are ready to do more. The need across Afghanistan remains great, and our team has the skill, the experience, and the will to meet more of it.

Our neonatal intensive care unit's two largest annual budget items are direct patient care (\$449,900) and clinical training (\$13,000). Ninety percent of our annual revenue comes from long-term grant partnerships and in-country health service contracts, an intentionally steady institutional base, a portion of which helps fund our neonatal unit's operating costs.



Since our founding in 2018, we have drawn modestly from a reserve, always intentionally and conservatively. That reserve is projected to be fully spent within two fiscal years. For nearly ten years, this combination of institutional revenue and reserve funding has sustained the neonatal intensive care unit's reliably high-quality care and steadily increasing patient caseload. All together, our yearly revenue base allows us to provide sixty percent of our care free of charge, regardless of a family's ability to pay. It is one of our most deeply held commitments. But it also means that institutional funding alone does not fully cover the neonatal intensive care unit's annual cost. These are intentional, responsible choices, and the right ones. But they are choices that compound quietly over time.

This is something our leadership tracks with disciplined financial oversight. We are deeply grateful to our committed, long-term funders who believe in our hospital's role in Afghanistan and the Afghan team leading it. To continue forward, we are now making a fundamental shift: building \$250,000 in new yearly private giving to sustain our hospital's current level of performance and impact. For eight years, we have kept our Kabul hospital team stable primarily through a small number of long-term institutional partners. We are now extending that invitation to new charitable friends who care about Afghanistan's most vulnerable, people like you.

Our hospital is also a teaching institution, and that distinction matters for how far your gift goes. In our neonatal unit alone, 98 healthcare professionals completed training rotations in 2025, spending one to four weeks alongside our clinical team. Across the hospital, 139 Afghan professionals have graduated from Ministry of Public Health-approved 18- to 36-month residencies and fellowships. More than 1,500 professionals have completed continuing education clerkships. Surgeons we trained have gone on to establish programs of their own in facilities across Afghanistan.

Your gift to help fund our neonatal unit reaches further than you might expect. The skills our team builds, the techniques they refine, the standard of care they practice: these travel. Case by case, year by year, they compound across the Afghan healthcare system in the hands of professionals we helped train.



What they need is the certainty that the resources will be there. That is exactly where a partner like you comes in. Your giving bridges the immediate and critical funding gap. You're helping fund not just one baby's care. You're touching the whole unit: every baby born in our care this year, every shift our team works, every supply cart stocked and ready. And something else that's essential: training. For more than twenty years, this project, now led by an all-Afghan hospital team in Kabul, has shown up. Quietly, steadily, and with a professionalism that is genuinely humbling.

Arranging Your Gift

This year, for the very first time, Be Team International is participating in DAF Day on October 8, 2026, with a modest goal of \$5,000. We are, by nature, an intentionally quiet, enduring work of mercy in Afghanistan, and visibility on a day like this matters to us just as much as the dollars raised. Thank you for considering a gift for our neonatal unit.

If you are thinking of arranging your gift through your donor-advised fund and would like it counted as part of DAF Day, we would be grateful if you could **share your gift decision with us before October 8**. We will notify the DAF Day team so your gift can be included in the totals they announce. **Your name and gift amount will remain completely confidential, if you prefer.** We are here if you have questions. **Please reach out to hello@beteamintl.org.**



Smart Giving, Straight to the Babies

"In 2006, I was there. I helped establish the neonatal unit at Cure Hospital in Kabul, Afghanistan. I know what it takes to keep a premature baby alive and I know what stops when the funding isn't there. Giving through my donor-advised fund is the most direct thing I can do from here. It's fast, it's tax-smart, and it goes straight to the babies."

Jason Dausman, MD FACP FHM
Board of Directors Be Team International





Twenty years ago, Dr. Dausman stood in this room and helped bring it to life. The unit he helped establish is still running - still caring for the smallest patients in Afghanistan, now led entirely by an all-Afghan hospital team.

WAYS TO ARRANGE YOUR GIFT

Be Team International is a 501(c)(3) nonprofit. **EIN: 83-1878953**. Donations are tax-deductible to the fullest extent allowed by law. For personal assistance, email hello@beteamintl.org.

GIVE ONLINE

<https://beteamintl.org/give/>

GIVE BY CHECK

Make checks payable to Be Team International. If you wish to designate your gift for a specific purpose, please note it in the memo line.

Be Team International
5901 Jonestown Road #6568
Harrisburg, PA 17112

RECOMMEND A GRANT THROUGH YOUR DONOR-ADVISED FUND (DAF)

Use Federal EIN 83-1878953. Questions:
hello@beteamintl.org

GIFTS OF STOCK

Email hello@beteamintl.org for transfer instructions.

GIVE VIA CRYPTO

<https://beteamintl.org/give-crypto/>

ARRANGE A LEGACY OR IRA GIFT

Bequest: Include Be Team International in your will or trust (a specific amount, a percentage, or the remainder).

IRA QCD: If you are 70½ or older, you may be able to make a Qualified Charitable Distribution (QCD) to support our work while satisfying your RMD without increasing taxable income.

Email hello@beteamintl.org for helpful details to share with your advisor.

EMPLOYER MATCHING

After making your gift, save your receipt and submit your employer's matching request (many allow up to one year). Email hello@beteamintl.org to let us know a match is on the way.



Additional Background Information

THE NEED IN AFGHANISTAN



Where our team goes, the patients follow. A Be Team International doctor surrounded by women and children at a medical camp in Baghlan, Afghanistan - bringing skilled care to people who have almost nowhere else to turn.

For the mothers who make it to Cure Hospital in Kabul, the journey itself tells you everything. Throughout Afghanistan people know that, for a mother in a complicated delivery, or a family with a baby born too soon, it is one of the few places in the country where skilled, specialized care exists. Our hospital does not turn anyone away.

For more than twenty years, through everything Afghanistan has faced, our all-Afghan hospital team in Kabul has not stopped. When emergencies arise - earthquakes, floods, crises in remote provinces - our team is ready to deploy, traveling far from Kabul to run free medical camps for families who have no one else.

And the need has never gone away. Afghanistan still has one of the highest maternal mortality rates in the world. Only half of all births in the country are attended by a skilled medical professional. Every baby born too soon, every mother in a high-risk delivery, every family that

arrives at our doors is arriving because there are so few places left to go. Be Team International's role has always been the same: make sure it never has to stop.

Twenty-five years ago, the United Nations Population Fund reported that an Afghan woman died of pregnancy-related causes every thirty minutes. By 2023, that figure had improved - but only to every two hours. Progress, yes. A crisis resolved, no. And now, with many health facilities across Afghanistan having closed following the end of U.S. funding, early indicators point to maternal mortality rising again.

The need is not abstract. It is present in every free medical clinic we run in remote areas and in response to disasters like earthquakes and floods. Every province we reach, every family that finds us before it is too late. And it is present, quietly, in all the ones that do not.



Cure Hospital in Kabul. The mothers keep coming. Our team keeps showing up.

MEET YOUR AFGHANISTAN TEAM



This is the team behind the work at our hospital in Kabul: Afghan clinicians and leaders, serving women, children, and families with professionalism — day after day.

Yousuf Khan MD

Cure Hospital Director (Kabul, Afghanistan)

Chief Medical Officer, Be Team International

Dr. Yousuf Khan was born in Kunar Province and one of twelve children. His family fled Afghanistan to avoid the war when he was six years old. They traveled four days on foot until they reached a refugee camp in Pakistan. They saw Afghans die along the way due to exposure and old age. They lived there in a Pakistani refugee camp for thirteen years. For two of those years, the large family lived in a one room tent or a hut made of mud. Dr Khan remembers fearing what would happen whenever his father left the tent to look for work, because on several occasions, it had nearly blown away during a storm. As his district in Kunar Province was one of the earliest to resist the Russian invasion at the time of a new communist government, they endured horrendous destruction. When the family returned to Afghanistan, they found most of their village destroyed by bombing. No one had lived in the area for a decade. The family and neighbors worked together to rebuild their homes, schools and village.

While in Pakistan, Dr. Khan finished his secondary education and studied engineering. However, after his acceptance into medical school, Dr. Khan switched his career and earned his medical degree from the Nangarhar Medical Faculty in Jalalabad, Afghanistan. He immediately started practicing medicine in some of Afghanistan's most remote villages, starting at the Shirkat Hospital in Gulbahar with Medicin Sans Frontier. Following this, he was hired by MedAir, another non-government organization, as Clinical Supervisor to oversee its work in three districts of Ragh, Badakshan. Traveling by horseback across snow-covered mountains, he and the MedAir team were often the first and only doctors seen by the village people. His work with MedAir was expanded to Project Manager. In this capacity, he oversaw the



implementation of the ‘Basic Package of Health Services’ (BPHS) in Badakshan province, with special attention to improve access to healthcare for women and children.

After leading this project for four years, Dr. Khan was motivated to become more equipped to address the many healthcare problems he had seen, especially related to maternal mortality. He applied for and was accepted to the Liverpool School of Tropical Medicine where he earned a Diploma in Reproductive Health for Developing Countries. Upon returning to Afghanistan, Dr. Khan was recruited by CURE to join other members of the MedAir Team to assist with developing its obstetrics/gynecology training program in Kabul. Starting as Deputy Medical Director in 2008, Dr. Khan was promoted to Hospital Medical Director and then Executive Director, a position he has held for five years. Under his steady leadership, the hospital has gained a national reputation for its excellent services and training programs. Yousuf has been married for 29 years. He and his wife are the proud parents of ten children.

ABOUT BE TEAM INTERNATIONAL

Since 2005, through years of profound challenge and change, Be Team International has remained dedicated to saving the lives of vulnerable women and children in Afghanistan. We empower local medical heroes with the tools and training they need to provide expert, compassionate care for their own communities. Our enduring partnership with our hospital in Kabul ensures that this life-saving, holistic care—from advanced surgical training and safe childbirth to providing nutritional support for hungry families—continues, building a legacy of health and hope where it is needed most.

ABOUT OUR NAME: “BE TEAM INTERNATIONAL”

A note from Rick MANNING, MD

FOUNDER & CEO, BE TEAM INTERNATIONAL

When people first hear “Be Team International,” I understand the pause. It isn’t a name that explains everything we do at a glance—especially when the work itself is so practical and so serious. But the name matters, because it points to the posture behind the work.

I chose “Be Team” as an invitation to partnership. In Afghanistan, and in healthcare, lasting progress doesn’t come from outsiders arriving with answers. It comes from trust, shared learning, and the steady commitment to show up—day after day — alongside the people who carry the work forward.

That’s why I simply never think of BTI as “our” achievement. The real leaders are Afghan clinicians and hospital teams who have chosen, in the face of immense complexity, to keep



caring for women, children, and families with skill, courage, and professionalism. Our role is to come alongside as trusted colleagues — supporting training, strengthening readiness, and helping ensure teams have what they need to provide dependable care at our hospital in Kabul.

This work is daily, steady, and often unseen. And it continues because people choose to stand with it. For me, “Be Team” also names a set of values I’ve learned are not optional in this context. It means humility—recognizing that I am always a guest and always learning. It means professionalism—because good intentions are never enough in medicine. Competence, respect, and careful follow-through are part of what it means to honor every patient and every colleague.

It means compassion expressed in practical ways: the right supplies at the right time, a piece of equipment kept running, a training opportunity that strengthens a skill set for years—not just for one person, but for the colleagues they will mentor next. It means cooperation—choosing partnership over control, and strengthening Afghan-led systems rather than building dependence. And it means enduring partnership: staying present, staying consistent, and doing the unglamorous work of relationship over time.

The “International” part of our name matters too, but not because we want to sound big. It’s because this is what our partnership can look like, together—Afghan colleagues leading and serving in Kabul, and people like you, across borders, choosing to stand with them in a way that is steady and respectful.

You may already know the basics of what BTI does. What I most want you to hear— you’re a partner in the work. Together, we’re a team keeping steady, reliable care moving forward in Afghanistan serving women, children and families with dignity, regardless of ability to pay for their high-quality care.

Your friendship, commitment and giving makes the day-to-day possible — training that builds capacity, essential resources that keep care reliable, and support that helps a very busy hospital stay ready for women, children, and families. Thank you for standing with us.



2026 PARTNERS

Our strong foundation is built upon a broad base of enduring partnerships which enable our hospital team (Cure Hospital in Kabul) to collaborate with government-run national, regional, provincial and district hospitals throughout Afghanistan from the turbulent cities to the rural mountain villages. Working with many respected Afghan and international humanitarian organizations, private business and governmental universities and agencies, we are building Afghan healthcare capacity for more clinicians to treat additional patients.

Our grant partners offer much needed funding and include Fistula Foundation (since 2009), Smile Train (since 2006), The Linda Norgrove Foundation and Hope Partnerships International.

Our contract partners trust us to provide high-quality and reliable medical services and include:

ACY (Rehabilitation Center of Youth)	Etisalat Afghanistan (Telecommunication company)
Afghan National Insurance Company (ANIC)	Interhealth Insurance Company
Allianz Worldwide Care Health Insurance	Khair Khwa International Insurance
Burhan Security Services (BSS)	Médecins Sans Frontières (MSF)
Cigna	Sky International Insurance

We are also very fortunate to collaborate with numerous world-wide organizations to provide training for clinicians in Afghanistan and include:

Abid Light Solar Services Company	Jannu Ferides
Afghan Midwifery Association	Kateb Medical School
Afghan Association of Family Medicine	Khatemul Alnabin Medical School
Cheragh Medical School	Motley Legal Services
Health Net TPO	PowerQuest Worldwide
Helping Hands Afghanistan	Premiere Urgence International (PU-AMI)
International Committee of the Red Cross (ICRC)	Save the Children
International Federation of Gynecology and Obstetrics (FIGO)	Spinghar Medical School
International Fistula Alliance	World Health Organization (WHO)
International Medical Corps (IMC)	World Organization of Family Doctors. (WONCA)
International Society of Obstetric Fistula Surgeons (ISOFS)	

