

INTERNATIONAL FINANCIAL REPORT 2011

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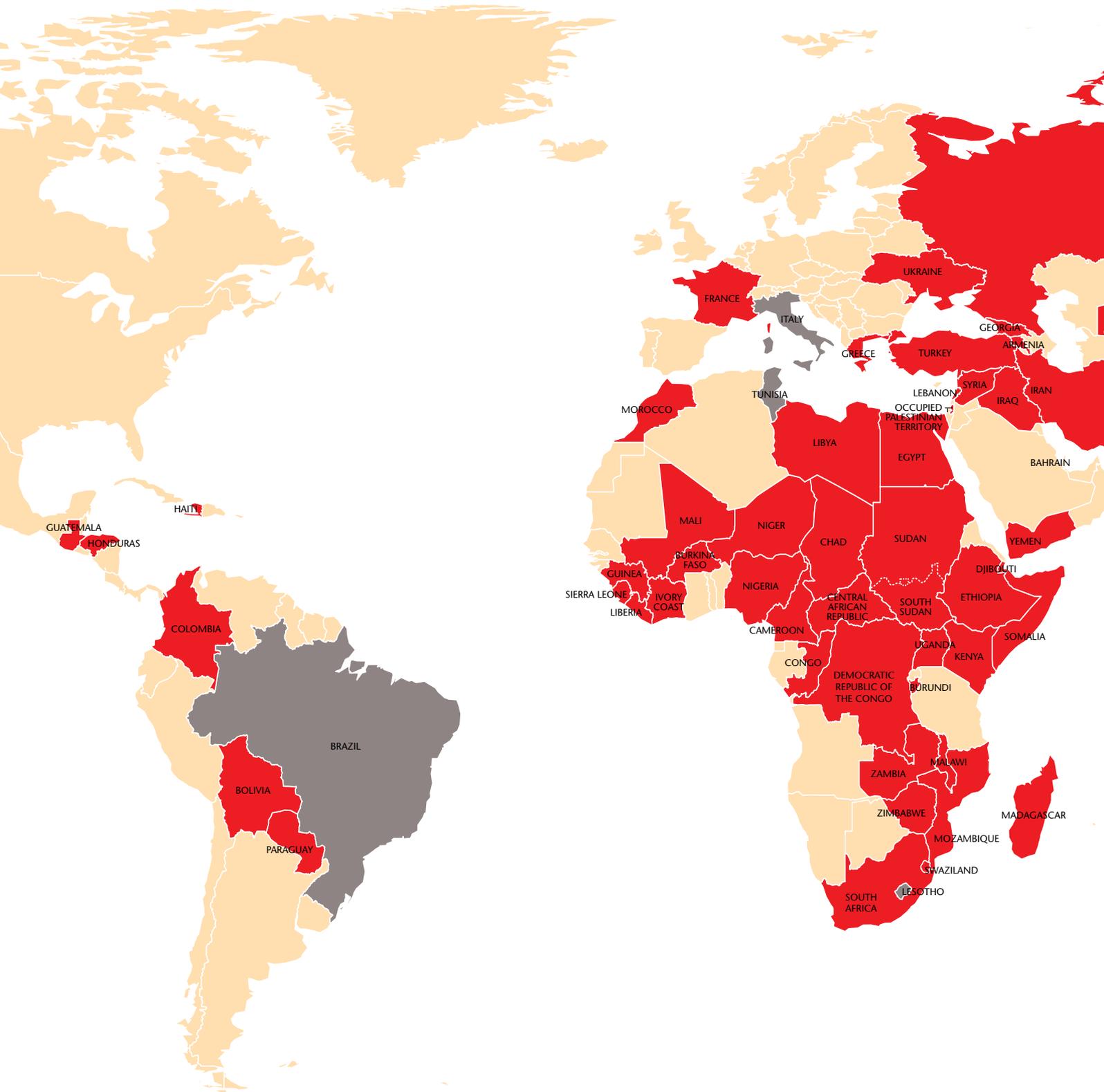
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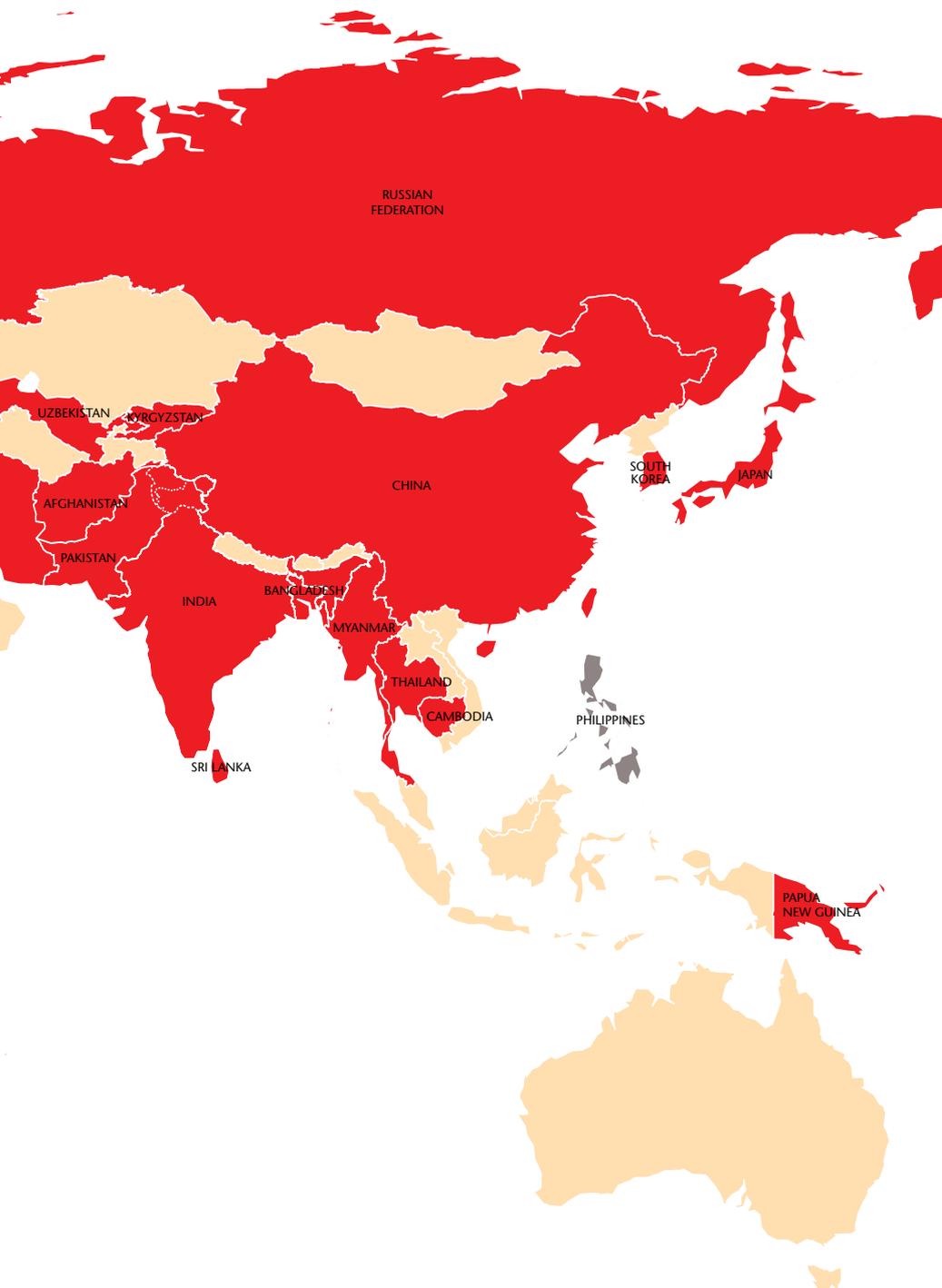
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MSF PROGRAMMES AROUND THE WORLD





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| 35 | AFGHANISTAN | 52 | MADAGASCAR |
| 35 | ARMENIA | 52 | MALAWI |
| 36 | BANGLADESH | 53 | MALI |
| 36 | BOLIVIA | 53 | MOROCCO |
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| 38 | CAMBODIA | 55 | NIGER |
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| 40 | CHINA | 57 | PAPUA NEW GUINEA |
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| 41 | CONGO | 57 | RUSSIAN FEDERATION |
| 41 | DEMOCRATIC REPUBLIC OF THE CONGO | 58 | SIERRA LEONE |
| 42 | DJIBOUTI | 58 | SOMALIA |
| 42 | EGYPT | 59 | SOUTH AFRICA |
| 43 | ETHIOPIA | 59 | SOUTH KOREA |
| 43 | FRANCE | 60 | SOUTH SUDAN |
| 44 | GEORGIA | 60 | SRI LANKA |
| 44 | GREECE | 61 | SUDAN |
| 45 | GUATEMALA | 61 | SWAZILAND |
| 45 | GUINEA | 62 | SYRIA |
| 46 | HAITI | 62 | THAILAND |
| 46 | HONDURAS | 63 | TURKEY |
| 47 | INDIA | 63 | UGANDA |
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*Countries in brown have a total expenditure of less than 500,000 euros and are included under 'other countries'.

PRESIDENT'S REPORT

For the year ended 31 December 2011

Médecins Sans Frontières (MSF) is an international, independent, medical humanitarian organisation. We deliver emergency aid to people affected by armed conflict, epidemics, natural disasters and exclusion from healthcare. This report is presented along with MSF's international, combined Financial Statements for the year ended 31 December 2011.

These Financial Statements are a means of transparency and accountability, illustrating the financial situation of the organisation as a whole. They have been prepared in accordance with the accounting policies set out in Note 1 to the Financial Statements.

OBJECTIVES AND POLICIES

MSF offers humanitarian assistance to people based on need and irrespective of race, religion, gender or political affiliation. We work to save lives, alleviate suffering and restore dignity. Our actions are guided by medical ethics and the principles of neutrality and impartiality.

In order to be able to access and assist people in need, our operational policies must be scrupulously independent of government influence, just as they must be independent of the influence of religious and economic powers. We conduct our own assessments, manage our projects directly, and monitor the impact of our assistance. We do not accept funds from governments or other parties who are directly involved in the conflicts to which MSF is responding. We rely on the generosity of private individuals for the majority of our funding. This year more than 6,300 health professionals, logistics specialists and administrative staff of all nationalities left on field assignments to join some 29,000 locally hired staff working in medical programmes in over 60 countries.

MSF is constantly seeking to improve the quality, relevance and effectiveness of its assistance, and is dedicated to the pursuit of innovation. The Access Campaign supports our field programmes by pushing for improved access to existing medicines, diagnostics and vaccines, and the development of better, more appropriate medicines. MSF also funds research into the development of drugs for neglected diseases.

ORGANISATIONAL STRUCTURE

MSF is a non-profit, self-governed organisation. It is a worldwide movement of 23 associations, with offices all over the world. Ten specialised organisations – called satellites – are in charge of specific activities such as humanitarian relief supplies, epidemiological and medical research studies, and research on humanitarian and social action.

In 2011, MSF's international governance structure was reformed. MSF International was registered in Switzerland and in December 2011 the first annual MSF International General Assembly (IGA) was held. The IGA is the highest authority of MSF International. It is composed of representatives of each national or regional MSF association, and of the individual members of MSF International, and the International President. It is responsible for safeguarding MSF's medical humanitarian mission, and providing strategic orientation to all MSF entities. The International Board is made up of representatives of MSF's operational directorates and a group elected by the IGA. It acts on behalf of and is accountable to the IGA, and is chaired by the International President. The International Board prepares and presents the international combined Financial Statements to the IGA for approval.

ALL THOSE WORKING WITH MSF AGREE TO ABIDE BY THE PRINCIPLES OF THE MSF CHARTER AS FOLLOWS:

THE CHARTER OF MÉDECINS SANS FRONTIÈRES

Médecins Sans Frontières is a private international association. The association is made up mainly of doctors and health sector workers and is also open to all other professions that might help in achieving its aims. All of its members agree to honour the following principles:

- Médecins Sans Frontières provides assistance to populations in distress, to victims of natural or man-made disasters and to victims of armed conflict. They do so irrespective of race, religion, creed or political convictions.
- Médecins Sans Frontières observes neutrality and impartiality in the name of universal medical ethics and the right to humanitarian assistance and claims full and unhindered freedom in the exercise of its functions.
- Members undertake to respect their professional code of ethics and to maintain complete independence from all political, economic or religious powers.
- As volunteers, members understand the risks and dangers of the missions they carry out and make no claim for themselves or their assigns for any form of compensation other than that which the association might be able to afford them.

THE YEAR IN REVIEW

2011 was a year of multiple, complex, humanitarian emergencies, and almost all challenged our capacity to respond.

Crisis in Somalia

Protracted war, drought and restricted access to medical assistance or relief all contributed to a worsening of the crisis across south-central Somalia. From May to December, MSF treated more than 95,000 people for malnutrition and over 6,000 for measles in south-central Somalia and in refugee camps in Ethiopia and Kenya. We vaccinated almost 235,000 children against measles and held more than 450,000 consultations.

Yet we still had enormous difficulties reaching the people we suspected to be in the greatest need. On 13 October 2011, two of our colleagues, Blanca Thiebaut and Montserrat Serra, were abducted from one of the Somali refugee camps in Dadaab, Kenya. At the very end of the year, our colleagues Philippe Havet and Dr Andrias Karel Keiluhu were both killed while working in Mogadishu. Dedicated humanitarians, Philippe and Andrias each worked for MSF for more than a decade.

Conflict and insecurity

When the presidential election led to full-scale military conflict in Ivory Coast, clinics and hospitals were abandoned as people fled violence. MSF teams provided healthcare through hospitals and fixed and mobile clinics across western Ivory Coast and in the city of Abidjan. They also brought medical assistance to Ivorian refugees in Liberia.

In the Democratic Republic of the Congo (DRC), violence and insecurity persisted throughout the year. Our medical staff tended to hundreds of thousands of people who had no other access to healthcare. The DRC gained a new neighbour in 2011, as South Sudan achieved independence, but it too was afflicted by insecurity and an inadequate health system. MSF teams worked in seven of the country's 10 states.

When conflict erupted in Libya, MSF supported health facilities in a number of towns with surgery, basic healthcare and psychological support. Teams also assisted some of the thousands of people who fled to Italy and Tunisia. In Pakistan and Afghanistan, MSF teams continued to bring medical assistance to people caught up in violence, focusing on emergency medical care and surgery, as well as maternal and paediatric services.

New contexts

In Bahrain, MSF staff brought basic healthcare to the homes of some 200 people, who were unwilling to run the risk of seeking assistance in public health facilities. But our movements were restricted. We spoke out against the arrest of patients and staff in hospitals and clinics, and called on the Bahraini authorities to respect their obligations regarding the provision of healthcare to the sick and injured.

The situation in Bahrain was one of several that represented a new kind of context for our work in 2011: emergencies in middle-income, even wealthy, countries, which have good health systems. We adapted our response accordingly, providing short-term emergency assistance and filling specific gaps.

Responding to natural disasters

In March, an earthquake and tsunami wreaked havoc in northeastern Japan. Again, MSF adapted its response to a new context, offering targeted support.

In Latin America, MSF brought assistance to people displaced by flooding in Brazil, Guatemala and Honduras. We also supplied aid in southeast Asia, after a typhoon in the Philippines and floods in Thailand. When Van province in Turkey was hit by earthquakes, we offered relief and mental healthcare.

Neglected needs, protracted crises

MSF responded to many emergencies, but also continued to work in places where people endure situations of chronic crisis. In both Haiti and South Sudan, MSF is responding to a pressing need for specialist healthcare by investing in hospitals, to improve access to surgical care and other lifesaving secondary health services.

Basic healthcare still remains a priority. In the Central African Republic, where mortality rates are high, and caused by a high prevalence of diseases that can be either prevented or treated, we are supporting nine hospitals as well as 36 health centres.

Indeed, the global number of outbreaks of some of the more common, treatable, infectious diseases is increasing. However, our approaches to prevention and treatment have changed little in decades. MSF vaccinated over five million people against measles in 2011, and treated nearly 139,000 for cholera. But three million measles vaccinations in the Democratic Republic of the Congo could not prevent 129,000 people falling ill, and 1,500 dying.

We are advocating for a system that effectively anticipates and prevents outbreaks, and for improved treatment options, in order to be able to provide effective, good-quality care.

Assuring quality

Our standards of care reflect the respect in which we hold our patients, but assuring these standards can be a challenge.

In Paraguay, our team temporarily had to stop screening for Chagas disease, as production of the drug used to treat it was halted. There is only one company producing benznidazole, based in Brazil. An international outcry prompted the Brazilian Ministry of Health to ensure production restarted. However, at the end of the year, there were still interruptions in supply.

As governments raise more regulatory barriers to imports, and ministries of health or other organisations frequently have their own sources of supply, quality assurance is becoming more of an issue in relation to the medicines we use. The increased risk was brought home to us when falsified antiretroviral (ARV) drugs, which had been purchased from one of the most reputable distributors in Kenya, one of the most highly regulated countries in East Africa, were found at an MSF clinic. MSF introduced a drug quality assurance system in 2002, but cooperation at a global level, with governments and other medical organisations, is required if we are to ensure that patients receive the quality medicines they need.

Progress in jeopardy

But funding for global health is declining. Just as we are poised to win the battle against some of the biggest diseases, obstacles are being thrown in our way. Safeguards in India's patent law, which permit the production of affordable generic medicines, which in turn have enabled India to become the supplier of 80 per cent of ARV drugs, are being challenged in the courts. In addition, the EU is trying to negotiate a free trade agreement that protects intellectual property at the expense of public health.

Forty years of medical assistance

2011 saw the closure of our longest-running mission: MSF left Thailand after 35 years in the country, as our team was unable to provide medical assistance to the undocumented migrants who needed it most. Since 1976, our programmes in Thailand have been the scene of innovations and developments that have improved our emergency response worldwide.

2011 was also MSF's 40th anniversary. Over the past four decades, MSF has grown to include some 30,000 people working in more than 70 countries. At our International General Assembly in December, we welcomed four new associations to our Movement: MSF Brazil, MSF East Africa, MSF Latin America and MSF South Africa. Expansion has made us change the way we work. We have reformed our governance structure in order to improve our decision-making.

Our intention is to make sure that MSF remains both true to its founding principles and fit to respond to the humanitarian emergencies of the 21st century. The core values of humanitarianism, independence, neutrality and impartiality, first affirmed in 1971, continue to drive and inspire us to work for what ultimately matters: being there in the field, reaching that one person in crisis, and assisting their survival.

Thank you.



Dr Unni Karunakara
International President

FINANCIAL REPORT

COMBINED ACCOUNTS 2011

MSF is pleased to present its audited combined Financial Statements. The combined accounts represent an aggregation of the Financial Statements of the 19 main MSF offices worldwide (Australia, Austria, Belgium, Canada, Denmark, France, Germany, Greece, Holland, Hong Kong, Italy, Japan, Luxembourg, Norway, Spain, Sweden, Switzerland, the United Kingdom and the United States), together with the Financial Statements of the offices in the Czech Republic, Ireland and South Africa, satellite organisations (MSF Supply, MSF Logistique, Epicentre, Fondation MSF, Etat d'Urgence Production, MSF Assistance, SCI MSF, SCI Sabin, Ärzte Ohne Grenzen Foundation and MSF Enterprises Limited) and MSF International. The combined Financial Statements provide a view of MSF's work internationally and are a means of transparency and accountability.

INCOME

2011 saw a decrease in income for MSF compared with 2010. Total incoming resources of 886 million euros for 2011 were 57 million euros less than in 2010. 2010's higher income was due mainly to the increased private income received following the emergencies in Haiti and Pakistan. More than 4.5 million individual donors and private funders provided 89% of MSF's income in 2011.

EXPENDITURE

Total expenditure in 2011 was 900 million euros, an increase of 87 million euros over 2010 – equating to an 11% increase in activities. This expenditure can be broken down into two main categories: social mission and other expenses. The table below breaks down these categories still further.

| | <i>In millions of €</i> | |
|---------------------------------------|-------------------------|------------|
| | 2011 | 2010 |
| Programmes | 610 | 555 |
| Headquarters programme support | 92 | 79 |
| Témoignage / awareness-raising | 28 | 26 |
| Other humanitarian activities | 7 | 6 |
| Social mission | 737 | 666 |
| Fundraising | 111 | 104 |
| Management and general administration | 52 | 43 |
| Other expenses | 163 | 147 |
| Total | 900 | 813 |

The result of the above is that in both 2011 and 2010, 82% of MSF's total expenditure was spent on social mission and 18% on other expenses.

PROGRAMME EXPENDITURE

| | <i>In millions of €</i> | |
|--|-------------------------|------------|
| | 2011 | 2010 |
| Democratic Republic of the Congo | 67 | 55 |
| Haiti | 62 | 102 |
| Sudan and South Sudan | 45 | 39 |
| Somalia | 35 | 20 |
| Ethiopia | 25 | 13 |
| Niger | 24 | 25 |
| Kenya | 23 | 15 |
| Zimbabwe | 20 | 18 |
| Nigeria | 18 | 17 |
| Chad | 18 | 19 |
| Ivory Coast | 17 | 1 |
| Central African Republic | 17 | 17 |
| Pakistan | 15 | 22 |
| Countries with spending under 15 million euros | 224 | 192 |
| Total | 610 | 555 |

The 14 countries where we ran the largest programmes in 2011 accounted for 63% of MSF's programme expenditure for the year.

RESULT FOR THE YEAR AND RESERVES POLICY

The result for 2011, after adjusting for exchange gains/losses, shows a deficit of 16 million euros (132.5 million euros surplus for 2010). MSF has a reserves policy, at an international level, of holding a minimum of three months and a maximum of twelve months of total expenditure as retained earnings. The level of reserves as at 31 December 2011 equates to approximately 8.1 months (9.1 months for 2010) of the year's activity (see Note 2.14).



Martin Aked
International Treasurer

AUDITORS' REPORT

Year ended December 31, 2011

To the Members of the MSF International General Assembly,

We have audited the accompanying international combined financial statements of MSF International, which comprise the international combined statement of financial position as at December 31, 2011, the international combined statements of financial activities, changes in retained earnings and equities, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

International Board's Responsibility

MSF International Board is responsible for the preparation of these international combined financial statements in accordance with the basis set out in Note 1 to the financial statements and for such internal control as the International Board determines is necessary to enable the preparation of international combined financial statements that are free from material misstatements, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these international combined financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the international combined financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the international combined financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the international combined financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation of the international combined 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the International Board, as well as evaluating the overall presentation of the international combined financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Opinion

In our opinion, the international combined financial statements are prepared, in all material respects, in accordance with the basis set out in Note 1 to the international combined financial statements.

Paris-La Défense, June 11, 2012

KPMG Audit
Département de KPMG S.A.



Gilles Salignon
Partner

Paris-La Défense, June 11, 2012

ERNST & YOUNG et Associés



Isabelle Traco-Sengeissen
Partner



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Vaccination at a reception centre for Somali refugees, Liben zone, Ethiopia.

COMBINED FINANCIAL STATEMENTS

for the year ended 31 December 2011

STATEMENT OF FINANCIAL POSITION

| | Notes | 2011 | 2010 |
|--|-------|----------------|----------------|
| Intangible assets | 2.1 | 3,900 | 2,900 |
| Property, plant and equipment | 2.2 | 34,182 | 31,035 |
| Financial assets | 2.3 | 11,513 | 9,305 |
| Non-current assets | | 49,595 | 43,240 |
| Inventories | 2.4 | 28,681 | 21,418 |
| Grants receivable | 2.5 | 19,875 | 18,983 |
| Contributions receivable | 2.6 | 16,951 | 16,662 |
| Other receivables | 2.7 | 9,741 | 6,078 |
| Other assets | 2.8 | 9,126 | 7,883 |
| Cash and cash equivalents | 2.9 | 572,922 | 600,918 |
| Current assets | | 657,296 | 671,942 |
| Assets | | 706,891 | 715,182 |
| Permanently restricted funds | | 2,478 | 2,478 |
| Unrestricted funds | | 592,292 | 608,157 |
| Other retained earnings and equities | | 16,142 | 8,673 |
| Retained earnings and equities | 2.14 | 610,912 | 619,308 |
| Provisions | 2.10 | 6,452 | 5,560 |
| Financial debts | 2.11 | 1,257 | 1,656 |
| Accounts payable and accrued expenses | 2.12 | 68,789 | 66,470 |
| Deferred income | 2.13 | 19,481 | 22,188 |
| Liabilities | | 95,979 | 95,874 |
| Liabilities and retained earnings | | 706,891 | 715,182 |

STATEMENT OF FINANCIAL ACTIVITIES

In thousands of €

| | Notes | Unrestricted | Restricted | 2011 | 2010 |
|--|---------------|----------------|----------------|----------------|----------------|
| Individuals | 3.1.1 / 4.2.1 | 612,208 | 72,014 | 684,222 | 691,984 |
| Private institutions | 3.1.1 / 4.2.1 | 74,986 | 32,389 | 107,375 | 166,915 |
| Private income | | 687,194 | 104,403 | 791,597 | 858,899 |
| Public institutional income | 3.1.2 / 4.2.2 | 1,204 | 73,996 | 75,200 | 69,343 |
| Other income | 3.1.3 / 4.2.1 | 15,355 | 3,389 | 18,744 | 15,063 |
| Income | | 703,753 | 181,788 | 885,541 | 943,305 |
| Programmes | 3.2.2 / 4.3 | 439,328 | 170,491 | 609,819 | 555,265 |
| Headquarters programme support | 3.2.3 | 85,544 | 6,774 | 92,318 | 78,758 |
| Témoignage / awareness-raising | 3.2.4 | 27,397 | 44 | 27,441 | 26,351 |
| Other humanitarian activities | 3.2.5 | 6,830 | 205 | 7,035 | 5,689 |
| Social mission | | 559,099 | 177,514 | 736,613 | 666,063 |
| Fundraising | 3.2.6 | 108,915 | 1,978 | 110,893 | 103,698 |
| Management and general administration | 3.2.7 | 50,714 | 1,689 | 52,403 | 43,119 |
| Income tax | 3.2.8 | 28 | - | 28 | - |
| Other expenses | | 159,657 | 3,667 | 163,324 | 146,817 |
| Expenditure | | 718,756 | 181,181 | 899,937 | 812,880 |
| Net exchange gains / losses unrealised and realised | 3.2.9 | -1,007 | -607 | -1,614 | 2,097 |
| Surplus / deficit | | -16,010 | - | -16,010 | 132,522 |

STATEMENT OF CASH FLOWS

CASH FLOWS FROM HUMANITARIAN AND FUNCTIONING ACTIVITIES

In thousands of €

| | 2011 | 2010 |
|--|-----------------|-----------------|
| 1. Cash flows from private donors | | |
| Private income | 791,597 | 858,899 |
| Variation in working capital requirements | | |
| Change in receivables from private donors | -933 | -1,600 |
| Change in deferred income on private grants | 3,332 | 475 |
| Change in unspent donor-designated / restricted funds | -4,622 | 8,083 |
| | 789,374 | 865,857 |
| 2. Cash flows from public institutional agencies | | |
| Public institutional income | 75,200 | 69,343 |
| Variation in working capital requirements | | |
| Change in public institutional assets | -2,095 | 4,805 |
| Change in public institutional liabilities | 762 | -1,850 |
| | 73,867 | 72,298 |
| 3. Other cash flows from humanitarian and functioning activities | | |
| Other income | 18,744 | 15,063 |
| Social mission expenditure | -736,613 | -666,063 |
| Other expenses | -163,324 | -146,817 |
| Elimination of expenses and income with no impact on cash flows or not related to humanitarian and functioning activities | | |
| Depreciation, amortisation, provisions | 6,229 | 4,290 |
| Write-off of non-current assets | 125 | 42 |
| Investment subsidies as income | -95 | -82 |
| Net exchange gains and losses | -1,614 | 2,097 |
| Variation in working capital requirements | | |
| Change in other receivables and current assets | -12,088 | -5,886 |
| Change in other current liabilities | 2,057 | 15,982 |
| | -886,579 | -781,374 |
| Net cash provided by / used for humanitarian and functioning activities (A) = 1+2+3 | -23,338 | 156,781 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | |
| Investments in non-current assets | -11,055 | -8,055 |
| Investment subsidies as income | 95 | 82 |
| Change in investment subsidies | 256 | -176 |
| Net cash used for investing activities (B) | -10,704 | -8,149 |

STATEMENT OF CASH FLOWS (CONTINUED)

CASH FLOWS FROM FINANCING ACTIVITIES

In thousands of €

| | 2011 | 2010 |
|---|----------------|----------------|
| Change in financial debts | -357 | -164 |
| Change in capital | 111 | 748 |
| Net cash provided by/used for financing activities (C) | -246 | 584 |
| Effect of exchange rate fluctuations (D) | 6,292 | 18,434 |
| Change in cash and equivalents (A+B+C+D) | -27,996 | 167,650 |
| Opening cash and equivalents (E) | 600,918 | 433,268 |
| Closing cash and equivalents (A+B+C+D+E) | 572,922 | 600,918 |

STATEMENT OF CHANGES IN RETAINED EARNINGS AND EQUITIES

| | Notes | 2010 | Deficit | Change in subscribed capital | Impact of exchange rate on historical value | Other movements | In thousands of € 2011 |
|---|-------|----------------|----------------|------------------------------|---|-----------------|---------------------------|
| Permanently restricted funds | 2.14 | 2,478 | - | - | - | - | 2,478 |
| Unrestricted funds | 2.14 | 608,157 | -16,010 | - | - | 145 | 592,292 |
| Retained earnings | | 610,635 | -16,010 | - | - | 145 | 594,770 |
| Capital for foundations | | 1,644 | - | 111 | - | - | 1,755 |
| Impact of exchange rate on historical value | | 7,029 | - | - | 7,358 | - | 14,387 |
| Other retained earnings and equities | | 8,673 | - | 111 | 7,358 | - | 16,142 |
| Retained earnings and equities | | 619,308 | -16,010 | 111 | 7,358 | 145 | 610,912 |



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Somali refugees wait at a reception centre for refugees in Liben zone, Ethiopia, where MSF carries out health screening.

NOTES TO THE FINANCIAL STATEMENTS

1 SIGNIFICANT ACCOUNTING POLICIES

A combination aggregates the Financial Statements of several separate entities which are not inter-related by investments into a single group, whereas a consolidation collates different affiliates of a single parent entity in its Financial Statements.

SPECIFIC METHODS USED FOR COMBINED ACCOUNTS

Equity accumulation

Since the first combination of an entity does not result from the purchase of shares, combined equity represents the aggregated equity capital and other equity of the combined entities. Investments between combined entities are eliminated against equity.

Initial measurement of the combined entities' assets and liabilities

Since the first combination of an entity does not result from the purchase of shares but from a pooling of economic interests, neither goodwill nor fair value adjustments exist. The assets and liabilities of each combined entity are initially measured at net book value, based on MSF accounting policies.

Subsequent measurement of the combined entities' assets and liabilities

After the first combination, capital gains or losses, provision allowances and reversals contribute to the combined surplus or deficit.

The combined Financial Statements comprise the:

- Statement of Financial Position
- Statement of Financial Activities
- Statement of Cash Flows
- Statement of Changes in Retained Earnings and Equities
- Notes to the Financial Statements

The combined Financial Statements have been prepared in accordance with and comply with MSF accounting policies. Although the International Accounting Standards (IAS) – also called International Financial Reporting Standards (IFRS) – do not contain specific guidelines for non-profit and non-governmental organisations concerning accounting treatment (e.g. non-reciprocal transfers, donations in particular) and the presentation of the Financial Statements, MSF accounting policies are in compliance with most of the recognition and measurement requirements of the IFRS as adopted by the International Accounting Standards Board (IASB) and interpretations issued by the Standing Interpretations Committee (SIC) of the IASB.

The main deviations from the IFRS relate to IAS 19.

1.1 BASIS OF PRESENTATION

The Financial Statements are presented in euros, rounded to the nearest thousand. They are prepared in accordance with the historical cost convention.

The Financial Statements have been prepared and presented according to the principles of presentation, accruals, matching, going concern, consistency and prudence.

Figures are rounded and therefore may vary slightly from the amounts presented in other documents. Rounding differences may exist within summations.

1.2 FOREIGN CURRENCY TRANSLATION

The individual Statements of Financial Position of the combined entities are translated into euros at the year-end rate.

The individual Statements of Financial Activities of the combined entities are translated at the average rate for the current year.

The main currency exchange rates compared to the euro are as follows:

| | Closing rate 2011 | Closing rate 2010 | Average rate 2011 | Average rate 2010 |
|-----|----------------------|----------------------|----------------------|----------------------|
| AUD | 1.27 | 1.31 | 1.35 | 1.44 |
| CAD | 1.32 | 1.33 | 1.38 | 1.37 |
| CHF | 1.22 | 1.25 | 1.23 | 1.38 |
| CZK | 25.79 | 25.06 | 24.59 | 25.28 |
| DKK | 7.43 | 7.45 | 7.45 | 7.45 |
| EUR | 1.00 | 1.00 | 1.00 | 1.00 |
| GBP | 0.84 | 0.86 | 0.87 | 0.86 |
| HKD | 10.05 | 10.39 | 10.84 | 10.30 |
| JPY | 100.20 | 108.65 | 110.96 | 116.24 |
| NOK | 7.75 | 7.80 | 7.79 | 8.00 |
| SEK | 8.91 | 8.97 | 9.03 | 9.54 |
| USD | 1.29 | 1.34 | 1.39 | 1.33 |
| ZAR | 10.48 | 8.86 | 10.10 | 9.70 |

1.3 CHANGE IN ACCOUNTING POLICIES

The 2011 Financial Statements do not contain any changes in accounting policies compared with 2010.

1.4 INTANGIBLE ASSETS AND PROPERTY, PLANT AND EQUIPMENT

Intangible assets are recorded at cost (or historical value), net of accumulated amortisation and impairment losses. They are amortised on a straight-line basis over their estimated useful lives.

Property, plant and equipment are recorded at their acquisition cost, including incidental expenses. They are depreciated using the straight-line method over their estimated useful lives, using the component approach. Land is not depreciated.

The acquisition cost of fixed assets used in the field for programme purposes, such as vehicles and medical and communication equipment, is expended upon shipment to the field or upon purchase, if purchased locally. When an MSF section leaves a country, the remaining equipment is donated to the Ministry of Health of the country or another non-governmental organisation still present in the country, and thus does not generate any future economic benefit for MSF.

Financial leases

Assets acquired under long-term finance leases are capitalised and recorded in the Statement of Financial Position as tangible fixed assets. They are depreciated over the estimated useful lives of the assets. The associated obligations are included in financial debts.

1.5 FINANCIAL ASSETS

Financial assets are stated at fair value. Changes in the value of long-term investments are recorded in the Statement of Financial Position. Changes in the value of current investments and other financial assets are recognised in the Statement of Financial Activities.

1.6 INVENTORIES

Inventories held at headquarters and by satellites are recorded at the weighted average of the purchase price. All goods and materials present in the field are recognised as expenditure when transferred from the headquarters and satellites to the field, or when bought locally.

Appropriate inventory reserves are recorded based on stock usage, expiry date and damaged items.

1.7 RECEIVABLES AND OTHER ASSETS

Grants receivable correspond to funds owed to MSF by third parties according to a formal agreement. They result from the differences between the cumulative allowable expenses incurred and the funds received for each of these agreements.

Contributions receivable include donations sent by donors before year-end for which the corresponding cash has been collected by MSF in the month following year-end. They are accounted for at fair value, at their cost net of impairment.

Legacies and bequests are accounted for on a cash basis and are therefore not included in receivables (see Note 1.13, Legacies and bequests).

Other receivables and other assets are recorded at their fair value.

1.8 CASH AND CASH EQUIVALENTS

MSF considers short-term deposits, cash at headquarters and cash in the field as cash and cash equivalents. Amounts are valued at fair value with any resulting gains or losses recognised in the Statement of Financial Activities. For the Statement of Cash Flows, overdrafts are included as a negative component of cash equivalents.

1.9 PROVISIONS

Provisions are valued at best estimate when MSF has a legal or constructive obligation as the result of a past event, and if it is probable that an outflow of assets will be required to settle the provision.

1.10 FINANCIAL DEBTS, ACCOUNTS PAYABLE AND ACCRUED EXPENSES

Financial debts are recorded at fair value. Trade accounts payable to suppliers are recorded on an invoice basis when the invoices are received by year-end, or valued at best estimate if no invoice is received by year-end. Staff costs and litigation in the field are recorded on the cash basis when there is insufficient information available to evaluate the amount of any financial impact at year-end. Accruals for paid vacation of local field staff have been recorded only by some operational offices as at 31 December 2011, as complete information was not available at year-end. Grants payable and other debts are accounted for at their fair value.

1.11 DEFERRED INCOME

Deferred income on public institutional and private grants is recognised on the basis of the difference between the cash received and the cumulative allowable expenses to date for each of the formal agreements concerned. Unspent donor-designated/restricted donations represent contributions received with a specific earmarking that have not been spent at year-end.

1.12 RETAINED EARNINGS AND EQUITIES

Retained earnings represent the cumulative surpluses and deficits of current and previous years. They comprise:

- Permanently restricted funds, which may be capital funds, where the assets are required by the donors to be invested or retained for actual use, rather than expended, or which may be the minimum compulsory level of retained earnings to be maintained in some countries.
- Unrestricted funds, which are unspent donor non-designated funds to be spent at the discretion of MSF's trustees to further MSF's social mission.
- Other retained earnings and equities, which represent foundations' capital, combination restatements between certain entities, and translation adjustments arising from the translation of entities' Financial Statements into euros. Unspent donor-designated/restricted funds are not included as retained earnings, but are treated as deferred income (see Note 1.11 above).

1.13 INCOME

MSF's income comprises contributions from public generosity and public institutional bodies, as well as revenues from other activities. Private income is donated by individuals and private organisations (companies, trusts and foundations, and other non-profit organisations). Public institutional income represents grants (i.e. contributions based on contracts for specific projects), subsidies and donations received or pledged directly from or by public institutional bodies, such as governments or agencies. Income from other activities is mainly from merchandising, equipment and services provided to other organisations, and financial transactions.

Restrictions

Income is considered as restricted only when subject to a donor-imposed restriction. Donors include all the external parties that contribute to MSF's resources. A donor-imposed restriction is a stipulation and limitation on the use of contributed assets or monetary donations. The restriction can be limited to purpose (country, programme or activity), time or other specific wishes (e.g. vaccines). Funds received for 'emergencies' are treated as restricted if the emergency is explicitly specified by the donor or can be inferred from the circumstances, but are otherwise regarded as unrestricted, as the provision of emergency aid embodies MSF's mission. Donations with donor-imposed restrictions are reported as restricted for their full amount. Unspent restricted donations are carried forward as deferred income. Grants are reported as restricted income for the allowable expenses incurred in the current year.

Donations

Donations are based on non-reciprocal transfers of cash or other assets, or cancellation of liabilities. They are recognised as income upon receipt.

Legacies and bequests

If legacies and bequests are restricted by a donor's will for use by the organisation (sale or distribution forbidden), they are accounted for as restricted income and as the appropriate nature of asset (building, other financial assets, other inventories), for their estimated amount, when accepted by the entity's Board. If not restricted by donors, legacies and bequests are accounted for when realised in cash. The value of legacies and bequests known at year-end but not yet received is disclosed in Note 3.1.4.

Grants

Grants are recognised as income for the allowable expenses incurred in the current year. At year-end, the difference between the cash received and the cumulative expenses incurred is accounted for as grants receivable or deferred income.

In-kind donations and services

In-kind donations are not accounted for in the Statement of Financial Activities. The value of goods and services received in kind is disclosed in Note 3.1.5.

The act of volunteering to work in MSF's humanitarian projects is not recorded in the accounts. This contribution represents one of the bases of the MSF Charter and principles.

1.14 EXPENDITURE

Expenses are allocated according to the full cost method. The principle of the full cost method is to collate under each expense category not only the direct costs that are specifically associated with it (direct allowable costs), but also an apportionment of the indirect costs (overheads). Therefore, all expenditure categories include salaries, direct costs and allocated overheads (e.g. building costs and depreciation).

1.15 FINANCIAL RISK MANAGEMENT

Foreign currency risk

Some MSF entities use forward foreign exchange contracts to hedge the exposure to foreign exchange risks arising from significant internal transfers denominated in a different currency to the one in which the expenditure will be incurred.

Interest rate risk

MSF has no significant long-term loans.

Credit risk

MSF prioritises the security of its cash and cash equivalents. Investments are generally held in liquid securities, and in banks of high credit rating. The receivables are mostly from governments with high credit rating, where credit risk is low. Other positions are not material, or are covered by provisions. Investments are allowed only in liquid securities and only with counterparties that have a high credit rating. At year-end, there were no significant concentrations of credit risk.

Liquidity risk

Due to the nature of MSF's funding, together with its reserves policy, the liquidity risk is insignificant.

1.16 EMPLOYEE BENEFITS

The nature of pension plans for headquarters and international employees depends on the normal custom for the contracting country of the employee. Pension obligations are usually covered by a defined contribution plan with an independent organisation. Contributions to a defined contribution plan are recognised as an expense in the Statement of Financial Activities in the year in which they are incurred.

In the case of defined benefit plans, MSF has initiated a process in order to evaluate the potential liabilities based on an actuarial method compliant with IAS 19. As of 31 December 2011 there is no homogeneous approach within the movement. Some sections of MSF evaluated employee benefits in accordance with IAS 19 with an insignificant financial impact and did not account for it. Other sections accounted for the corresponding liability since it was deemed significant. MSF plans to have a coordinated approach for the coming years. At this stage, MSF assumes it is unlikely to be significant due to the high staff turnover and low average age of the members. (See also Note 2.10.)

2 NOTES TO THE STATEMENT OF FINANCIAL POSITION

2.1 INTANGIBLE ASSETS

Mainly consisting of software and licences.

| | 2010 | Additions | Disposals | Foreign exchange gain/loss | Other movements | In thousands of € 2011 |
|---------------------------------|--------------|--------------|------------|----------------------------|-----------------|---------------------------|
| Intangible assets – gross value | 14,973 | 2,554 | -268 | 125 | -118 | 17,266 |
| Amortisation | -12,073 | -1,532 | 203 | -91 | 127 | -13,366 |
| Intangible assets | 2,900 | 1,022 | -65 | 34 | 9 | 3,900 |

2.2 PROPERTY, PLANT AND EQUIPMENT

Mainly consisting of the head offices of some entities.

| | 2010 | Additions | Disposals | Foreign exchange gain/loss | Other movements | In thousands of € 2011 |
|--|---------------|--------------|-------------|----------------------------|-----------------|---------------------------|
| Land | 6,772 | 362 | - | 40 | 518 | 7,692 |
| Buildings | 25,464 | 834 | - | 185 | 30 | 26,513 |
| Fixtures | 6,468 | 754 | -32 | 78 | -3 | 7,265 |
| Furniture | 4,761 | 643 | -70 | 70 | -4 | 5,400 |
| Computers | 10,392 | 1,486 | -211 | 104 | -8 | 11,763 |
| Machinery and equipment | 5,983 | 586 | -74 | 98 | -2 | 6,591 |
| Other tangible assets | 2,867 | 2,559 | -96 | - | -518 | 4,812 |
| Property, plant and equipment – gross value | 62,707 | 7,224 | -483 | 575 | 13 | 70,036 |
| Depreciation | -31,672 | -3,904 | 423 | -281 | -420 | -35,854 |
| Property, plant and equipment | 31,035 | 3,320 | -60 | 294 | -407 | 34,182 |

Finance leases

At 31 December 2011, the net value of capitalised leased assets stands at 792 thousand euros, and capitalised lease obligations at 1,212 thousand euros (2010: 1,245 thousand and 1,590 thousand euros, respectively). The total reimbursements for the current year amount to 418 thousand euros, and the rent expenses to 454 thousand euros (2010: 121 thousand and 131 thousand euros, respectively).

2.3 FINANCIAL ASSETS

Financial assets consist primarily of loans, investments and other financial assets such as deposits. They are intended to be held for more than one year.

| | Gross value | Provision | 2011 | 2010 |
|-------------------------|---------------|------------|---------------|--------------|
| Long-term investments | 8,186 | - | 8,186 | 6,307 |
| Other financial assets | 3,337 | -10 | 3,327 | 2,998 |
| Loans | 7 | -7 | - | - |
| Financial assets | 11,530 | -17 | 11,513 | 9,305 |

Their breakdown by maturity date is as follows:

| | < 1 year | > 1 year and < 5 years | > 5 years | In thousands of € 2011 |
|-------------------------|--------------|------------------------|--------------|---------------------------|
| Financial assets | 1,885 | 3,035 | 6,593 | 11,513 |

2.4 INVENTORIES

In thousands of €

| | Gross value | Provision | 2011 | 2010 |
|--------------------------------------|---------------|-------------|---------------|---------------|
| Medical and non-medical relief goods | 28,119 | -534 | 27,585 | 21,088 |
| Other inventories | 1,096 | - | 1,096 | 330 |
| Inventories | 29,215 | -534 | 28,681 | 21,418 |

2.5 GRANTS RECEIVABLE

In thousands of €

| | Gross value | Provision | 2011 | 2010 |
|---|---------------|-------------|---------------|---------------|
| Grants receivable from private donors | 6,923 | -115 | 6,808 | 5,583 |
| ECHO and EU institutions | 7,298 | -5 | 7,293 | 10,100 |
| EU governments | 1,474 | - | 1,474 | 2,626 |
| Non-EU European governments | 1,723 | - | 1,723 | 182 |
| Other governments | 2,051 | - | 2,051 | 14 |
| UN institutions | 526 | - | 526 | 478 |
| Grants receivable from public institutional agencies | 13,072 | -5 | 13,067 | 13,400 |
| Grants receivable | 19,995 | -120 | 19,875 | 18,983 |

All of these grants are expected to be received within the following year.

2.6 CONTRIBUTIONS RECEIVABLE

At 31 December 2011, the outstanding commitment represents 16,951 thousand euros (2010: 16,662 thousand euros) and is expected to be received within the following year.

2.7 OTHER RECEIVABLES

Other receivables mainly relate to services provided and goods sold to other organisations. At 31 December 2011, the outstanding commitment amounts to 9,741 thousand euros (2010: 6,078 thousand euros) and is expected to be received within the following year.

2.8 OTHER ASSETS

Other assets of 9,126 thousand euros (2010: 7,883 thousand euros) include mainly prepaid expenses.

Their breakdown by maturity date is as follows:

In thousands of €

| | < 1 year | > 1 year and < 5 years | > 5 years | 2011 |
|---------------------|--------------|---------------------------|------------|--------------|
| Other assets | 9,020 | - | 106 | 9,126 |

2.9 CASH AND CASH EQUIVALENTS

In thousands of €

| | 2011 | 2010 |
|----------------------------------|----------------|----------------|
| Short-term deposits | 325,122 | 325,394 |
| Cash at headquarters | 212,394 | 238,832 |
| Cash in the field | 35,406 | 36,692 |
| Cash and cash equivalents | 572,922 | 600,918 |

2.10 PROVISIONS

The following table shows the changes in provisions over the year:

| | 2010 | Additional provisions | Amounts used | Unused amounts reversed | Foreign exchange gain/loss | <i>In thousands of €</i> 2011 |
|-------------------|--------------|-----------------------|--------------|-------------------------|----------------------------|----------------------------------|
| Provisions | 5,560 | 1,842 | -851 | -153 | 54 | 6,452 |

2,828 thousand euros of the provisions come from tax assessments received relating to remuneration of international staff (2010: 3,390 thousand euros). MSF is currently challenging the basis of these assessments. Provisions for staff retirement plans amount to 1,851 thousand euros (2010: 1,410 thousand). The remaining 1,773 thousand euros of provisions cover various risks for which MSF has a constructive obligation (2010: 760 thousand euros).

2.11 FINANCIAL DEBTS

The breakdown of financial debts by maturity date is as follows:

| | < 1 year | > 1 year and < 5 years | > 5 years | 2011 | 2010 |
|------------------------------|------------|------------------------|-----------|--------------|--------------|
| Capitalised lease obligation | 318 | 894 | - | 1,212 | 1,555 |
| Borrowings and loans | 45 | - | - | 45 | 101 |
| Financial debts | 363 | 894 | - | 1,257 | 1,656 |

2.12 ACCOUNTS PAYABLE AND ACCRUED EXPENSES

Accounts payable and accrued expenses are composed of amounts owed to suppliers, employees and tax authorities, and of grants payable to external organisations.

The details of the accounts payable and accrued expenses are disclosed below:

| | 2011 | 2010 |
|--|---------------|---------------|
| Accounts payable and accrued expenses | 38,129 | 37,907 |
| Employee benefits | 17,800 | 15,679 |
| Accrued taxes | 3,851 | 3,770 |
| Public institutional grants payable | 24 | 447 |
| Private grants payable | 492 | 655 |
| Other liabilities | 8,493 | 8,012 |
| Accounts payable and accrued expenses | 68,789 | 66,470 |

The breakdown by maturity date is as follows:

| | < 1 year | > 1 year and < 5 years | > 5 years | 2011 |
|--|---------------|------------------------|--------------|---------------|
| Accounts payable and accrued expenses | 65,516 | 39 | 3,234 | 68,789 |

2.13 DEFERRED INCOME

| | 2011 | 2010 |
|--|---------------|---------------|
| Unspent donor-designated / restricted funds | 7,548 | 11,993 |
| Deferred income on public institutional grants | 5,591 | 6,984 |
| Deferred income on private grants | 4,186 | 797 |
| Gross value of investment subsidies | 1,507 | 1,251 |
| Other deferred income | 649 | 1,163 |
| Deferred income | 19,481 | 22,188 |

2.13 DEFERRED INCOME (CONTINUED)

The breakdown of deferred income by maturity date is as follows:

| | < 1 year | > 1 year and < 5 years | > 5 years | In thousands of € 2011 |
|------------------------|---------------|---------------------------|-----------|---------------------------|
| Deferred income | 19,331 | 150 | - | 19,481 |

The cumulative unspent donor-designated funds will be spent in strict accordance with the donors' desire (e.g. specific countries or activities) as the need arises.

The following schedule shows their year-end position:

| | 2010 | Raised in 2011 | Spent in 2011 | Foreign exchange gain/loss | In thousands of € 2011 |
|--|---------------|----------------|----------------|----------------------------------|---------------------------|
| Afghanistan | 2 | - | -1 | - | 1 |
| Algeria | 19 | - | - | - | 19 |
| Angola | 5 | - | - | - | 5 |
| Bangladesh | 6 | 1 | -6 | - | 1 |
| Chad | 1 | - | -1 | - | - |
| Democratic Republic of the Congo | 186 | - | -186 | - | - |
| Haiti | 4,572 | 40 | -4,610 | - | 2 |
| Indonesia | 415 | - | - | - | 415 |
| Iran | 63 | - | - | - | 63 |
| Iraq | 145 | - | -144 | -1 | - |
| Kenya | - | 621 | -1 | 9 | 629 |
| Pakistan | 2,127 | 123 | -2,108 | -41 | 101 |
| Peru | 34 | - | - | - | 34 |
| Somalia | 42 | 1,709 | - | 25 | 1,776 |
| South Africa | 1 | - | -1 | - | - |
| Sudan | 1 | 1 | - | - | 2 |
| Turkey | - | 22 | - | - | 22 |
| Zimbabwe | 5 | 353 | -5 | 1 | 354 |
| Charitable Gift Annuity Trusts | 2,856 | 1,063 | -15 | 70 | 3,974 |
| Other countries or restrictions | 1,513 | 2,543 | -4,022 | 116 | 150 |
| Unspent donor-designated/restricted funds | 11,993 | 6,476 | -11,100 | 179 | 7,548 |

Other countries or restrictions either are not country-specific, or represent the countries for which restricted funds of fewer than one thousand euros remain unspent.

A Charitable Gift Annuity Trust is a type of donation that is restricted in time by the donor and thus treated as deferred income. The donation will be recognised as income in MSF accounts upon maturity of the trust.

2.14 RETAINED EARNINGS AND EQUITIES

MSF's retained earnings have been built up over the years by surpluses of income over expenses. At 31 December 2011, the available portion (excluding permanently restricted funds and capital for foundations) represents 8.1 months of the preceding year's activity (2010: 9.1 months). The purpose of maintaining retained earnings is to meet the following needs:

- future major humanitarian emergencies for which sufficient funding cannot be obtained;
- a sudden drop in private and/or public institutional funding;
- the sustainability of long-term programmes (e.g. antiretroviral treatment programmes); and
- the pre-financing of operations to be funded by forthcoming public fundraising campaigns and/or by public institutional funding.

3 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITIES

3.1 INCOME

3.1.1 PRIVATE INCOME

Income from individuals includes:

| | <i>In thousands of €</i> | |
|--------------------------------|--------------------------|----------------|
| | 2011 | 2010 |
| Donations | 619,615 | 635,599 |
| Legacies and bequests | 64,479 | 56,253 |
| Membership fees | 128 | 132 |
| Income from individuals | 684,222 | 691,984 |

Income from private institutions comes from the following sources:

| | <i>In thousands of €</i> | |
|---|--------------------------|----------------|
| | 2011 | 2010 |
| Companies | 41,887 | 65,087 |
| Trusts and foundations | 36,388 | 55,252 |
| Lottery and special events | 23,895 | 28,301 |
| Joint appeals | 2,093 | 1,371 |
| Other private institutions | 3,112 | 16,904 |
| Income from private institutions | 107,375 | 166,915 |

3.1.2 PUBLIC INSTITUTIONAL INCOME

The table below presents the breakdown of donations and grants awarded by public institutional bodies classified by geographic origin:

| | <i>In thousands of €</i> | |
|------------------------------------|--------------------------|---------------|
| | 2011 | 2010 |
| ECHO and EU institutions | 24,700 | 24,135 |
| EU governments | 34,576 | 28,593 |
| Non-EU European governments | 8,711 | 8,985 |
| North American governments | 3,853 | 4,184 |
| Other governments | 2,860 | 462 |
| UN institutions | 500 | 2,984 |
| Public institutional income | 75,200 | 69,343 |

3.1.3 OTHER INCOME

| | <i>In thousands of €</i> | |
|--|--------------------------|---------------|
| | 2011 | 2010 |
| Interest / investment income | 6,301 | 5,300 |
| Merchandising | 3,454 | 1,523 |
| Equipment and services sold to other organisations | 2,908 | 4,317 |
| Other revenues | 6,081 | 3,923 |
| Other income | 18,744 | 15,063 |

3.1.4 LEGACIES AND BEQUESTS

The total value of legacies and bequests expected at year-end but not yet received is 30,801 thousand euros (25,209 thousand for 2010), plus 21,749 thousand euros pending acceptance (11,181 thousand for 2010). As described in Note 1.13, the accounting policy of the organisation is that unrestricted legacies and bequests are not recognised as income in the Statement of Financial Activities until realised in cash.

3.1.5 IN-KIND DONATIONS AND SERVICES

The total value of the goods received in 2011 is approximately 11,860 thousand euros: 9,341 thousand euros received in the field and 2,519 thousand euros received at headquarters (2010: 9,045 thousand and 2,275 thousand, respectively). The majority of the gifts received in the field relate to drugs and medical equipment, and at headquarters, to consultancies and travel miles. As described in Note 1.13, the accounting policy of the organisation is that in-kind donations and services are not recognised as income in the Statement of Financial Activities.

3.2 EXPENDITURE

3.2.1 FUNCTIONAL EXPENSES

| SOCIAL MISSION | Nature of expenses | Programmes | Headquarters programme support | Témoignage / awareness-raising | Other humanitarian activities | In thousands of € | |
|----------------|-----------------------------|----------------|--------------------------------|--------------------------------|-------------------------------|----------------------|--|
| | | | | | | Total social mission | |
| | Personnel costs | 302,916 | 66,378 | 13,674 | 528 | 383,496 | |
| | Travel and transportation | 100,044 | 6,693 | 1,216 | 349 | 108,302 | |
| | Medical and nutrition | 125,650 | 78 | 10 | 575 | 126,313 | |
| | Logistics and sanitation | 38,711 | 275 | - | 83 | 39,069 | |
| | Professional services | 5,871 | 2,893 | 2,269 | 6 | 11,039 | |
| | Communications | 7,869 | 1,764 | 1,633 | 10 | 11,276 | |
| | Publications | - | 37 | 2,386 | -20 | 2,403 | |
| | Promotional expenses | - | 434 | 3,294 | - | 3,728 | |
| | Office expenses | 19,167 | 8,309 | 2,178 | 51 | 29,705 | |
| | Taxes | 687 | 172 | 15 | 2 | 876 | |
| | Private grants | 4,946 | 93 | 37 | 3,970 | 9,046 | |
| | Public institutional grants | 97 | 90 | - | - | 187 | |
| | Financial expenses | 993 | 107 | 18 | - | 1,118 | |
| | Depreciation | - | 3,546 | 442 | 18 | 4,006 | |
| | Others | 2,868 | 1,449 | 269 | 1,463 | 6,049 | |
| | Total | 609,819 | 92,318 | 27,441 | 7,035 | 736,613 | |

OTHER EXPENSES

| Nature of expenses | Fundraising | Management and general administration | Income tax | Total other expenses | In thousands of € | |
|-----------------------------|----------------|---------------------------------------|------------|----------------------|-------------------|----------------|
| | | | | | 2011 | 2010 |
| Personnel costs | 21,056 | 32,308 | - | 53,364 | 436,860 | 378,019 |
| Travel and transportation | 1,314 | 2,707 | - | 4,021 | 112,323 | 103,546 |
| Medical and nutrition | - | 36 | - | 36 | 126,349 | 104,258 |
| Logistics and sanitation | - | - | - | - | 39,069 | 53,179 |
| Professional services | 9,877 | 5,185 | - | 15,062 | 26,101 | 26,386 |
| Communications | 15,168 | 915 | - | 16,083 | 27,359 | 26,577 |
| Publications | 19,192 | 512 | - | 19,704 | 22,107 | 15,747 |
| Promotional expenses | 37,157 | 908 | - | 38,065 | 41,793 | 44,874 |
| Office expenses | 4,330 | 4,417 | - | 8,747 | 38,452 | 33,159 |
| Taxes | 87 | 505 | 28 | 620 | 1,496 | 1,822 |
| Private grants | 6 | 21 | - | 27 | 9,073 | 7,482 |
| Public institutional grants | - | - | - | - | 187 | 239 |
| Financial expenses | 1,420 | 1,451 | - | 2,871 | 3,989 | 3,640 |
| Depreciation | 689 | 1,791 | - | 2,480 | 6,486 | 4,595 |
| Others | 597 | 1,647 | - | 2,244 | 8,293 | 9,357 |
| Total | 110,893 | 52,403 | 28 | 163,324 | 899,937 | 812,880 |

3.2.2 PROGRAMME EXPENSES BY NATURE AND CONTINENT

| | | | | | | | <i>In thousands of €</i> | |
|---|----------------|---------------|----------------|--------------|--------------|--------------|--------------------------|----------------|
| | Africa | The Americas | Asia | Europe | Oceania | Unallocated | 2011 | 2010 |
| Locally hired staff | 112,208 | 37,436 | 32,564 | 3,846 | 815 | 235 | 187,104 | 161,162 |
| International staff | 89,022 | 14,157 | 25,934 | 2,067 | 1,593 | 1,733 | 134,506 | 119,827 |
| Operational running expenses | 19,731 | 2,205 | 5,451 | 645 | 254 | 430 | 28,716 | 26,590 |
| Medical and nutrition | 87,896 | 7,733 | 27,362 | 2,015 | 399 | 245 | 125,650 | 103,357 |
| Logistics and sanitation | 23,267 | 7,492 | 7,408 | 363 | 156 | 25 | 38,711 | 52,664 |
| Transport, freight and storage | 63,949 | 6,816 | 8,783 | 511 | 545 | 302 | 80,906 | 77,342 |
| Training and local support | 5,712 | 367 | 661 | 47 | 14 | 21 | 6,822 | 4,914 |
| Consultants and field support | 4,371 | 685 | 983 | 190 | 30 | 56 | 6,315 | 8,613 |
| Private and public institutional grants | - | - | - | - | - | 150 | 150 | 23 |
| Others | 791 | 73 | 68 | 12 | 9 | -14 | 939 | 773 |
| Programmes | 406,947 | 76,964 | 109,214 | 9,696 | 3,815 | 3,183 | 609,819 | 555,265 |

The geographic divisions noted above include the following regions:

- Africa comprises the regions both north and south of the Sahara.
- The Americas includes North, Central and South America.
- Asia includes the Caucasus and the Middle East, as well as Central, South and East Asia.

3.2.3 HEADQUARTERS PROGRAMME SUPPORT

Headquarters programme support relates to expenses incurred at headquarters in order to carry out MSF humanitarian operations (e.g. project design, monitoring and evaluation, recruitment of international staff, activities designed to improve the quality and effectiveness of MSF operations).

3.2.4 TÉMOIGNAGE / AWARENESS-RAISING

Témoignage/awareness-raising activities comprise expenses incurred by MSF in an educational manner to further its social mission. They represent the situations where MSF bears witness and speaks out about the plight of the populations it serves through mobilisation of the international community and by communicating publicly in order to inform, put pressure on responsible actors, and stimulate action.

MSF's Access Campaign is made up of a team of medical, legal, policy and communications specialists. It pushes to lower the prices of existing drugs, vaccines and diagnostic tests; stimulate research and development into new treatments for diseases that primarily affect the poor; and overcome other barriers that prevent patients from getting the treatment they need.

| | <i>In thousands of €</i> | |
|---|--------------------------|---------------|
| | 2011 | 2010 |
| Access Campaign | 4,001 | 3,179 |
| Other témoignage campaigns and expenses | 23,440 | 23,172 |
| Témoignage / awareness-raising | 27,441 | 26,351 |

3.2.5 OTHER HUMANITARIAN ACTIVITIES

Other humanitarian activities consist primarily of the cost of the goods sold and services provided to other organisations, as well as MSF's contribution to the Drugs for Neglected Diseases initiative (see Note 5.1.2).

3.2.6 FUNDRAISING

Fundraising expenses represent the costs incurred for raising funds from all possible sources of income, be they private or public institutional.

3.2.7 MANAGEMENT AND GENERAL ADMINISTRATION

Management and general administration expenses consist primarily of expenses associated with executive management, headquarters financial and human resources management, internal communication and the associative life of the organisation.

3.2.8 INCOME TAX

MSF is exempt from income taxes in most countries in which its entities are based.

3.2.9 NET EXCHANGE GAINS/LOSSES UNREALISED AND REALISED

The net exchange gains/losses represent the gains/losses generated from foreign currency transactions entered into by the various offices. The exchange rate fluctuations that had the largest impact on the Statement of Financial Activities relate to the Swiss franc (CHF), US dollar (USD), Australian dollar (AUD), Swedish krona (SEK) and Japanese yen (JPY).

4 RATIOS AND SECTORIAL INFORMATION

4.1 RATIOS

4.1.1 OPERATIONAL RATIOS

| | 2011 | 2010 |
|---------------------------------------|---------------|---------------|
| Operations | 78.1% | 78.0% |
| Témoignage/awareness-raising | 3.0% | 3.2% |
| Other humanitarian activities | 0.8% | 0.7% |
| Social mission | 81.9% | 81.9% |
| Fundraising | 12.3% | 12.8% |
| Management and general administration | 5.8% | 5.3% |
| Other expenses | 18.1% | 18.1% |
| Expenditure | 100.0% | 100.0% |
| Private income | 89.4% | 91.1% |
| Public institutional income | 8.5% | 7.3% |
| Other income | 2.1% | 1.6% |
| Income | 100.0% | 100.0% |

4.1.2 FINANCIAL INDEPENDENCE

As part of our effort to guarantee independence and strengthen our link with home societies, we have striven to maintain a high level of private income. Funds coming from non-public-institutional sources represented 91.5% of MSF total income in 2011 (2010: 92.7%). More than 4.5 million (2010: 5.1 million) individual donors and private funders worldwide made this possible.

4.2 INCOME

4.2.1 PRIVATE AND OTHER INCOME BY OFFICE

| | Australia | Austria | Belgium | Canada | Denmark | France | Germany | Greece | <i>In thousands of €</i> |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------|--------------------------|
| Donations | 35,640 | 17,566 | 33,595 | 20,617 | 8,460 | 53,335 | 62,677 | 3,227 | |
| Legacies and bequests | 1,592 | 990 | 5,289 | 1,942 | 2,632 | 3,499 | 5,511 | 74 | |
| Membership fees | 5 | 3 | 6 | 11 | - | 27 | 9 | 2 | |
| Income from individuals | 37,237 | 18,559 | 38,890 | 22,570 | 11,092 | 56,861 | 68,197 | 3,303 | |
| Companies | 3,666 | 822 | 1,849 | 384 | 738 | 1,252 | 486 | 433 | |
| Trusts and foundations | 366 | - | - | 1,542 | 433 | 51 | 492 | 135 | |
| Lottery and special events | - | - | - | 1 | 364 | - | 1,634 | - | |
| Joint appeals | - | - | - | - | 2,093 | - | - | - | |
| Other private institutions | - | - | - | - | - | - | 1,104 | - | |
| Donations from private institutions | 4,032 | 822 | 1,849 | 1,927 | 3,628 | 1,303 | 3,716 | 568 | |
| Private income | 41,269 | 19,381 | 40,739 | 24,497 | 14,720 | 58,164 | 71,913 | 3,871 | |
| Interest/investment income | 819 | 47 | 820 | 90 | 29 | 888 | 331 | 6 | |
| Merchandising | - | - | - | - | 37 | 331 | - | - | |
| Equipment and services sold to other organisations | - | - | 1,659 | - | - | 1,249 | - | - | |
| Other revenues | 2 | - | 763 | 156 | 237 | 1,511 | 601 | 37 | |
| Other income | 821 | 47 | 3,242 | 246 | 303 | 3,979 | 932 | 43 | |

4.2.1 PRIVATE AND OTHER INCOME BY OFFICE (CONTINUED)

| | <i>In thousands of €</i> | | | | | | |
|--|--------------------------|---------------|---------------|---------------|--------------|---------------|---------------|
| | Holland | Hong Kong | Italy | Japan | Luxembourg | Norway | Spain |
| Donations | 31,222 | 20,779 | 38,081 | 40,655 | 3,316 | 18,670 | 56,052 |
| Legacies and bequests | 10,856 | 197 | 6,445 | 1,394 | 125 | 842 | 2,205 |
| Membership fees | 6 | 1 | 5 | 4 | 1 | 5 | 23 |
| Income from individuals | 42,084 | 20,977 | 44,531 | 42,053 | 3,442 | 19,517 | 58,280 |
| Companies | 1,539 | 1,552 | 3,321 | 5,355 | 182 | 1,013 | 5,105 |
| Trusts and foundations | 518 | 321 | 564 | - | 72 | 1,476 | 277 |
| Lottery and special events | 13,500 | 227 | 173 | - | - | 65 | - |
| Joint appeals | - | - | - | - | - | - | - |
| Other private institutions | 1,187 | - | 20 | - | - | 75 | - |
| Donations from private institutions | 16,744 | 2,100 | 4,078 | 5,355 | 254 | 2,629 | 5,382 |
| Private income | 58,828 | 23,077 | 48,609 | 47,408 | 3,696 | 22,146 | 63,662 |
| Interest/investment income | 1,553 | 1 | 116 | 2 | 12 | 902 | 410 |
| Merchandising | - | - | 73 | - | - | 14 | 2,993 |
| Equipment and services sold to other organisations | - | - | - | - | - | - | - |
| Other revenues | - | 274 | 23 | 25 | 49 | 17 | 82 |
| Other income | 1,553 | 275 | 212 | 27 | 61 | 933 | 3,485 |

| | <i>In thousands of €</i> | | | | | | |
|--|--------------------------|---------------|----------------|----------------|----------------|----------------|----------------|
| | Sweden | Switzerland | United Kingdom | United States | Other entities | 2011 | 2010 |
| Donations | 27,329 | 38,232 | 13,809 | 94,306 | 2,047 | 619,615 | 635,599 |
| Legacies and bequests | 5,504 | 3,115 | 3,358 | 8,909 | - | 64,479 | 56,253 |
| Membership fees | 7 | 13 | - | - | - | 128 | 132 |
| Income from individuals | 32,840 | 41,360 | 17,167 | 103,215 | 2,047 | 684,222 | 691,984 |
| Companies | 2,806 | 2,818 | 1,846 | 6,692 | 28 | 41,887 | 64,423 |
| Trusts and foundations | 1,840 | 8,903 | 2,623 | 16,753 | 22 | 36,388 | 55,252 |
| Lottery and special events | - | - | 4,779 | 2,847 | 305 | 23,895 | 28,301 |
| Joint appeals | - | - | - | - | - | 2,093 | 1,371 |
| Other private institutions | -61 | 5 | - | 782 | - | 3,112 | 17,568 |
| Donations from private institutions | 4,585 | 11,726 | 9,248 | 27,074 | 355 | 107,375 | 166,915 |
| Private income | 37,425 | 53,086 | 26,415 | 130,289 | 2,402 | 791,597 | 858,899 |
| Interest/investment income | 105 | 138 | 27 | - | 5 | 6,301 | 5,300 |
| Merchandising | 1 | 5 | - | - | - | 3,454 | 1,523 |
| Equipment and services sold to other organisations | - | - | - | - | - | 2,908 | 4,317 |
| Other revenues | - | 2,245 | 4 | 55 | - | 6,081 | 3,923 |
| Other income | 106 | 2,388 | 31 | 55 | 5 | 18,744 | 15,063 |

4.2.2 PUBLIC INSTITUTIONAL INCOME

| | <i>In thousands of €</i> | |
|---|--------------------------|---------------|
| | 2011 | 2010 |
| Humanitarian Aid Office of the European Commission (ECHO) | 23,727 | 23,690 |
| EU DG I and VIII | - | 96 |
| EU others | 973 | 349 |
| ECHO and EU institutions | 24,700 | 24,135 |
| Belgium | 5,135 | 4,346 |
| Czech Republic | 363 | - |
| Denmark | 3,464 | 2,629 |
| France | 231 | 479 |
| Germany | 2,997 | 2,880 |
| Ireland | 1,220 | 1,188 |
| Italy | 625 | -93 |
| Luxembourg | 1,274 | 669 |
| Spain | 4,028 | 3,318 |
| Sweden | 13,846 | 11,282 |
| United Kingdom | 1,393 | 1,895 |
| EU governments | 34,576 | 28,593 |
| Norway | 5,838 | 6,063 |
| Switzerland | 2,873 | 2,922 |
| Non-EU European governments | 8,711 | 8,985 |
| Canada | 3,853 | 4,184 |
| North American governments | 3,853 | 4,184 |
| Other governments | 2,860 | 462 |
| Office for Project Services (OPS) | 239 | 1,927 |
| United Nations Children's Fund (UNICEF) | 259 | 259 |
| World Food Programme (WFP) | 2 | - |
| World Health Organization (WHO) | - | 798 |
| UN institutions | 500 | 2,984 |
| Public institutional income | 75,200 | 69,343 |

4.3 PROGRAMMES

Programme expenses by nature and funding of programmes.

EXPENSES

| | <i>In thousands of €</i> | |
|---|--------------------------|----------------|
| | 2011 | 2010 |
| Locally hired staff | 187,104 | 161,162 |
| International staff | 134,506 | 119,827 |
| Operational running expenses | 28,716 | 26,590 |
| Medical and nutrition | 125,650 | 103,357 |
| Logistics and sanitation | 38,711 | 52,664 |
| Transport, freight and storage | 80,906 | 77,342 |
| Training and local support | 6,822 | 4,914 |
| Consultants and field support | 6,315 | 8,613 |
| Private and public institutional grants | 150 | 33 |
| Others | 939 | 763 |
| Programmes | 609,819 | 555,265 |
| Indirect supply costs | 12,971 | 13,905 |
| Field-related expenses | 622,790 | 569,170 |

FUNDING

| | <i>In thousands of €</i> | |
|---|--------------------------|----------------|
| | 2011 | 2010 |
| Private and other income | 550,674 | 502,815 |
| Humanitarian Aid Office of the European Commission (ECHO) | 22,833 | 22,632 |
| EU DG I and VIII | - | 90 |
| EU others | 906 | 326 |
| ECHO and EU institutions | 23,739 | 23,048 |
| AGCD – Belgium | 4,636 | 4,046 |
| Municipalities and regional councils – Belgium | - | 105 |
| Ministry of Foreign Affairs (MFA) – Czech Republic | 359 | - |
| Danish Agency for Development Assistance (DANIDA) | 3,426 | 2,594 |
| Governments – France | 19 | 61 |
| Municipalities and regional councils – France | 199 | 418 |
| Ministry of Foreign Affairs (MFA) – Germany | 2,997 | 2,880 |
| Irish Aid (DCI) | 1,185 | 1,103 |
| Governments – Italy | 625 | - |
| Municipalities and regional councils – Italy | - | -93 |
| Ministry of Foreign Affairs (MAE) – Luxembourg | 1,119 | 650 |
| Governments – Spain | 3,485 | 2,586 |
| Municipalities and regional councils – Spain | 542 | 732 |
| Embassies – Sweden | - | 28 |
| Swedish International Development Cooperation Agency (SIDA) | 13,417 | 10,774 |
| Department for International Development (DFID) – UK | 1,302 | 1,622 |
| Governments – UK | - | 74 |
| EU governments | 33,311 | 27,580 |

FUNDING (CONTINUED)

| | <i>In thousands of €</i> | |
|--|--------------------------|----------------|
| | 2011 | 2010 |
| Ministry of Foreign Affairs (MFA) – Norway | 3,849 | 4,834 |
| Norwegian Agency for Development Cooperation (NORAD) | 1,778 | 1,016 |
| Swiss Agency for Development and Cooperation (SDC) | 2,068 | 1,996 |
| Municipalities and regional councils – Switzerland | 467 | 526 |
| Non-EU European governments | 8,162 | 8,372 |
| Canadian International Development Agency (CIDA) | 3,805 | 4,060 |
| North American governments | 3,805 | 4,060 |
| Other governments | 2,860 | 440 |
| Office for Project Services (OPS) | 239 | 1,906 |
| United Nations Children’s Fund (UNICEF) | - | 202 |
| World Health Organization (WHO) | - | 747 |
| UN institutions | 239 | 2,855 |
| Public institutional income | 72,116 | 66,355 |
| Funding of field-related expenses | 622,790 | 569,170 |

Programmes relate to the aid projects undertaken by MSF and include the direct expenses incurred in the different countries of intervention. Indirect supply costs represent the costs dedicated to the projects and associated with the delivery of emergency relief supplies.

609,819 thousand euros were spent in direct connection with the projects (2010: 555,265 thousand euros). The indirect supply costs of the logistics satellites stood at 12,971 thousand euros (2010: 13,905 thousand euros).

These expenses were funded by 72,116 thousand euros from public institutional bodies (2010: 66,355 thousand), the balance being funded by unrestricted and restricted private funds.

The difference of 3,084 thousand euros between public institutional income as stated in the Statement of Financial Activities (Note 4.2.2) and the amount mentioned above represents the funding of expenses and activities incurred or undertaken at headquarters level (2010: 2,988 thousand).

Figures for the previous year are presented in total for comparative purposes. They are not presented in the following pages for the different countries/regions of interventions because of the emergency nature of MSF’s action.

STAFF INFORMATION

| | <i>In full-time equivalents</i> | |
|------------------------|---------------------------------|---------------|
| | 2011 | 2010 |
| Locally hired staff | 29,302 | 25,185 |
| International staff | 2,580 | 2,465 |
| Field positions | 31,882 | 27,650 |

5 OTHER INFORMATION

5.1 COMMITMENTS

5.1.1 GRANTS

Some programmes are partly financed by public institutional grants. These grants may cover more than a one-year period and may not match with the financial year. The following disclosure presents the outstanding amount that MSF has committed to spend according to proposals agreed by the different bodies.

| | 2011 | 2010 |
|--------------------------------------|--------------------------|--------------|
| | <i>In thousands of €</i> | |
| ECHO and EU institutions | 1,453 | 285 |
| EU governments | 10,160 | 374 |
| Other governments | - | 95 |
| UN institutions | - | 357 |
| Remaining commitment to spend | 11,613 | 1,111 |

5.1.2 OTHER COMMITMENTS

| | 2011 | 2010 |
|---|--------------------------|--------------|
| | <i>In thousands of €</i> | |
| Rental contracts for office buildings | 7,035 | 1,818 |
| Warranty to secure debt | 2,000 | - |
| Guarantees given | 315 | 536 |
| Other off-balance sheet commitments given | 106 | 109 |
| Other commitments | 9,456 | 2,463 |

MSF participated in the establishment of the Drugs for Neglected Diseases initiative (DNDi) with six other organisations: five public sector institutions – the Oswaldo Cruz Foundation from Brazil, the Indian Council of Medical Research, the Kenya Medical Research Institute, the Ministry of Health of Malaysia and France's Pasteur Institute – and one international research organisation, the Special Programme for Research and Training in Tropical Diseases (TDR), which is a permanent observer to the initiative. DNDi became a legal entity in July 2003 and MSF was one of the founding partners. MSF's objective in being involved in the creation of DNDi was to help create an R&D initiative for neglected diseases, which in time would be self-financing and in a position to work independently of MSF. Accordingly, MSF committed itself to an initial involvement that was limited to five years. A second period of support has been agreed, and this is for a period of a further six years (until 2014). During this period MSF will assist both financially and with ongoing DNDi research and delivery of new treatments. Financial support is limited to a maximum of 3% of total MSF annual expenditure.

5.2 SUBSEQUENT EVENTS

There are no subsequent events to report.

5.3 STAFF FIGURES

5.3.1 INTERNATIONAL DEPARTURES TO THE FIELD

| | 2011 | 2010 |
|---|--------------|--------------|
| Medical pool | 1,734 | 1,672 |
| Nurse and other paramedical pool | 1,935 | 2,002 |
| Non-medical pool | 2,707 | 2,887 |
| International departures (full year) | 6,376 | 6,561 |
| First-time departures (full year) | 1,593 | 1,384 |

5.3.2 POSITIONS IN THE FIELD

| | <i>In full-time equivalents</i> | |
|------------------------|---------------------------------|---------------|
| | 2011 | 2010 |
| Locally hired staff | 29,302 | 25,185 |
| International staff | 2,580 | 2,465 |
| Field positions | 31,882 | 27,650 |

5.3.3 POSITIONS AT HEADQUARTERS

| | <i>In full-time equivalents</i> | |
|---------------------------------------|---------------------------------|--------------|
| | 2011 | 2010 |
| Social mission | 1,155 | 1,053 |
| Fundraising | 406 | 385 |
| Management and general administration | 501 | 469 |
| Employees | 2,062 | 1,907 |
| Social mission | 26 | 33 |
| Fundraising | 25 | 43 |
| Management and general administration | 26 | 21 |
| Volunteers | 77 | 97 |

Note: For volunteers at headquarters, the average number of people is recorded when full-time equivalents cannot be provided.

5.3.4 HEADQUARTERS REMUNERATION POLICIES

The gross salaries presented below are based on the policies of the different MSF entities. They are presented in local currency and depend on the cost of living in the countries where the entities are established.

| Highest gross salary by entity | | For the position of: | |
|--------------------------------|------------|----------------------|-------------------------|
| MSF Australia | 149,700 | Australian dollars | General Director |
| MSF Austria | 63,522 | euros | General Director |
| MSF Belgium | 78,909 | euros | General Director |
| MSF Canada | 106,354 | Canadian dollars | General Director |
| MSF Czech Republic | 715,000 | Czech koruna | General Director |
| MSF Denmark | 649,656 | Danish krone | General Director |
| MSF France | 77,996 | euros | President |
| MSF Germany | 79,066 | euros | General Director |
| MSF Greece | 49,504 | euros | General Director |
| MSF Holland | 99,996 | euros | General Director |
| MSF Hong Kong | 593,892 | Hong Kong dollars | General Director |
| MSF Ireland | 59,566 | euros | Office Manager |
| MSF Italy | 62,534 | euros | General Director |
| MSF International | 133,920 | Swiss francs | International President |
| MSF Japan | 13,944,000 | Japanese yen | General Director |
| MSF Logistique | 62,517 | euros | General Director |
| MSF Luxembourg | 69,060 | euros | General Director |
| MSF Norway | 615,940 | Norwegian krone | General Director |
| MSF South Africa | 524,964 | South African rand | General Director |
| MSF Spain | 69,181 | euros | General Director |
| MSF Supply | 60,213 | euros | General Director |
| MSF Sweden | 569,000 | Swedish krona | General Director |
| MSF Switzerland | 134,724 | Swiss francs | General Director |
| MSF UK | 57,698 | pounds sterling | General Director |
| MSF USA | 132,100 | US dollars | General Director |
| Epicentre | 76,679 | euros | General Director |
| Etat d'Urgence Production | 51,965 | euros | General Director |
| Fondation MSF | 56,019 | euros | General Director |

| Lowest gross salary by entity | | For the position of: | |
|-------------------------------|-----------|----------------------|------------------------------------|
| MSF Australia | 43,454 | Australian dollars | Donor Service Centre staff |
| MSF Austria | 24,419 | euros | Fundraising Officer |
| MSF Belgium | 24,941 | euros | Driver |
| MSF Canada | 35,553 | Canadian dollars | Receptionist |
| MSF Czech Republic | 351,000 | Czech koruna | Fundraising Database Administrator |
| MSF Denmark | 332,412 | Danish krone | Receptionist |
| MSF France | 23,070 | euros | Receptionist |
| MSF Germany | 27,638 | euros | Assistant |
| MSF Greece | 16,044 | euros | Facilities Officer |
| MSF Holland | 20,340 | euros | Receptionist |
| MSF Hong Kong | 152,100 | Hong Kong dollars | Assistant |
| MSF Ireland | 37,377 | euros | Officer |
| MSF Italy | 21,350 | euros | Receptionist |
| MSF International | 44,322 | Swiss francs | Messenger |
| MSF Japan | 3,552,000 | Japanese yen | Communication Officer |
| MSF Logistique | 20,826 | euros | Assistant |
| MSF Luxembourg | 30,048 | euros | Housekeeper |
| MSF Norway | 244,270 | Norwegian krone | Fundraiser |
| MSF South Africa | 62,904 | South African rand | Assistant |
| MSF Spain | 21,885 | euros | Fundraiser |
| MSF Supply | 26,453 | euros | Warehouse Assistant |
| MSF Sweden | 257,000 | Swedish krona | Assistant |
| MSF Switzerland | 39,382 | Swiss francs | Assistant |
| MSF UK | 21,795 | pounds sterling | Assistant |
| MSF USA | 42,900 | US dollars | Administrative Assistant |
| Epicentre | 31,623 | euros | Receptionist |
| Etat d'Urgence Production | 34,447 | euros | Production Assistant |
| Fondation MSF | 34,447 | euros | Assistant |



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An MSF doctor consults with a patient in an evacuation centre in Minami Sanriku, Japan.

FINANCES BY COUNTRY

AFGHANISTAN

EXPENSES

In thousands of €

| | |
|---|---------------|
| Locally hired staff | 2,280 |
| International staff | 2,507 |
| Operational running expenses | 434 |
| Medical and nutrition | 2,961 |
| Logistics and sanitation | 2,021 |
| Transport, freight and storage | 1,288 |
| Training and local support | - |
| Consultants and field support | 40 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 11,531 |
| Indirect supply costs | 496 |
| Field-related expenses | 12,027 |

FUNDING

In thousands of €

| | |
|---------------------------------------|---------------|
| Private and other income | 12,027 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 12,027 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 451 |
| International staff | 45 |
| Field positions | 496 |

ARMENIA

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 836 |
| International staff | 544 |
| Operational running expenses | 116 |
| Medical and nutrition | 279 |
| Logistics and sanitation | 32 |
| Transport, freight and storage | 131 |
| Training and local support | 35 |
| Consultants and field support | 4 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 1,977 |
| Indirect supply costs | 25 |
| Field-related expenses | 2,002 |

FUNDING

In thousands of €

| | |
|---------------------------------------|--------------|
| Private and other income | 2,002 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 2,002 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|-----------|
| Locally hired staff | 74 |
| International staff | 11 |
| Field positions | 85 |

BANGLADESH

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 1,133 |
| International staff | 1,275 |
| Operational running expenses | 171 |
| Medical and nutrition | 1,154 |
| Logistics and sanitation | 45 |
| Transport, freight and storage | 175 |
| Training and local support | 1 |
| Consultants and field support | 17 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 3,971 |
| Indirect supply costs | 21 |
| Field-related expenses | 3,992 |

FUNDING

In thousands of €

| | |
|---|--------------|
| Private and other income | 3,120 |
| Humanitarian Aid Office of the European Commission (ECHO) | 719 |
| ECHO and EU institutions | 719 |
| Ministry of Foreign Affairs (MAE) – Luxembourg | 219 |
| Swedish International Development Cooperation Agency (SIDA) | -66 |
| EU governments | 153 |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 872 |
| Funding of field-related costs | 3,992 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 298 |
| International staff | 26 |
| Field positions | 324 |

BOLIVIA AND PARAGUAY*

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 657 |
| International staff | 484 |
| Operational running expenses | 68 |
| Medical and nutrition | 122 |
| Logistics and sanitation | 47 |
| Transport, freight and storage | 190 |
| Training and local support | 18 |
| Consultants and field support | 47 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 1,633 |
| Indirect supply costs | 6 |
| Field-related expenses | 1,639 |

FUNDING

In thousands of €

| | |
|--|--------------|
| Private and other income | 1,475 |
| ECHO and EU institutions | - |
| Municipalities and regional councils – Spain | 164 |
| EU governments | 164 |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 164 |
| Funding of field-related costs | 1,639 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|-----------|
| Locally hired staff | 58 |
| International staff | 10 |
| Field positions | 68 |

*Activities in Bolivia and Paraguay are operated as a joint programme.

BURKINA FASO

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 1,157 |
| International staff | 556 |
| Operational running expenses | 135 |
| Medical and nutrition | 497 |
| Logistics and sanitation | 65 |
| Transport, freight and storage | 290 |
| Training and local support | 12 |
| Consultants and field support | 11 |
| Private and public institutional grants | - |
| Others | 5 |
| Programmes | 2,728 |
| Indirect supply costs | 54 |
| Field-related expenses | 2,782 |

FUNDING

In thousands of €

| | |
|---|--------------|
| Private and other income | 1,906 |
| Humanitarian Aid Office of the European Commission (ECHO) | 876 |
| ECHO and EU institutions | 876 |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 876 |
| Funding of field-related costs | 2,782 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 204 |
| International staff | 11 |
| Field positions | 215 |

BURUNDI

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 1,045 |
| International staff | 929 |
| Operational running expenses | 290 |
| Medical and nutrition | 486 |
| Logistics and sanitation | 294 |
| Transport, freight and storage | 664 |
| Training and local support | 7 |
| Consultants and field support | 49 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 3,764 |
| Indirect supply costs | 155 |
| Field-related expenses | 3,919 |

FUNDING

In thousands of €

| | |
|---------------------------------------|--------------|
| Private and other income | 3,919 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 3,919 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 220 |
| International staff | 19 |
| Field positions | 239 |

CAMBODIA

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 330 |
| International staff | 524 |
| Operational running expenses | 58 |
| Medical and nutrition | 307 |
| Logistics and sanitation | 55 |
| Transport, freight and storage | 39 |
| Training and local support | 35 |
| Consultants and field support | 2 |
| Private and public institutional grants | - |
| Others | 1 |
| Programmes | 1,351 |
| Indirect supply costs | 23 |
| Field-related expenses | 1,374 |

FUNDING

In thousands of €

| | |
|---------------------------------------|--------------|
| Private and other income | 1,374 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 1,374 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 125 |
| International staff | 11 |
| Field positions | 136 |

CAMEROON

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 743 |
| International staff | 885 |
| Operational running expenses | 174 |
| Medical and nutrition | 717 |
| Logistics and sanitation | 170 |
| Transport, freight and storage | 357 |
| Training and local support | 13 |
| Consultants and field support | 65 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 3,124 |
| Indirect supply costs | 46 |
| Field-related expenses | 3,170 |

FUNDING

In thousands of €

| | |
|---|--------------|
| Private and other income | 2,738 |
| Humanitarian Aid Office of the European Commission (ECHO) | 324 |
| ECHO and EU institutions | 324 |
| Swedish International Development Cooperation Agency (SIDA) | 105 |
| EU governments | 105 |
| Municipalities and regional councils – Switzerland | 3 |
| Non-EU European governments | 3 |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 432 |
| Funding of field-related costs | 3,170 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|-----------|
| Locally hired staff | 69 |
| International staff | 14 |
| Field positions | 83 |

CENTRAL AFRICAN REPUBLIC

EXPENSES

| | <i>In thousands of €</i> |
|---|--------------------------|
| Locally hired staff | 4,845 |
| International staff | 4,623 |
| Operational running expenses | 877 |
| Medical and nutrition | 3,214 |
| Logistics and sanitation | 602 |
| Transport, freight and storage | 2,690 |
| Training and local support | 33 |
| Consultants and field support | 116 |
| Private and public institutional grants | - |
| Others | 24 |
| Programmes | 17,024 |
| Indirect supply costs | 379 |
| Field-related expenses | 17,403 |

FUNDING

| | <i>In thousands of €</i> |
|---|--------------------------|
| Private and other income | 13,410 |
| Humanitarian Aid Office of the European Commission (ECHO) | 1,203 |
| ECHO and EU institutions | 1,203 |
| Danish Agency for Development Assistance (DANIDA) | 5 |
| Ministry of Foreign Affairs (MFA)–Germany | 758 |
| Governments–Spain | 2 |
| Municipalities and regional councils–Spain | 200 |
| Swedish International Development Cooperation Agency (SIDA) | 1,107 |
| EU governments | 2,072 |
| Non-EU European governments | - |
| Canadian International Development Agency (CIDA) | 718 |
| North American governments | 718 |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 3,993 |
| Funding of field-related costs | 17,403 |

STAFF INFORMATION

| | <i>In full-time equivalents</i> |
|------------------------|---------------------------------|
| Locally hired staff | 1,244 |
| International staff | 96 |
| Field positions | 1,340 |

CHAD

EXPENSES

| | <i>In thousands of €</i> |
|---|--------------------------|
| Locally hired staff | 4,912 |
| International staff | 4,742 |
| Operational running expenses | 837 |
| Medical and nutrition | 2,522 |
| Logistics and sanitation | 789 |
| Transport, freight and storage | 3,794 |
| Training and local support | 41 |
| Consultants and field support | 247 |
| Private and public institutional grants | - |
| Others | 19 |
| Programmes | 17,903 |
| Indirect supply costs | 307 |
| Field-related expenses | 18,210 |

FUNDING

| | <i>In thousands of €</i> |
|---|--------------------------|
| Private and other income | 15,598 |
| Humanitarian Aid Office of the European Commission (ECHO) | 1,274 |
| ECHO and EU institutions | 1,274 |
| Ministry of Foreign Affairs (MFA)–Germany | 200 |
| Swedish International Development Cooperation Agency (SIDA) | 526 |
| EU governments | 726 |
| Swiss Agency for Development and Cooperation (SDC) | 162 |
| Municipalities and regional councils–Switzerland | 1 |
| Non-EU European governments | 163 |
| Canadian International Development Agency (CIDA) | 449 |
| North American governments | 449 |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 2,612 |
| Funding of field-related costs | 18,210 |

STAFF INFORMATION

| | <i>In full-time equivalents</i> |
|------------------------|---------------------------------|
| Locally hired staff | 895 |
| International staff | 82 |
| Field positions | 977 |

CHINA

EXPENSES

In thousands of €

| | |
|---|------------|
| Locally hired staff | 181 |
| International staff | 362 |
| Operational running expenses | 43 |
| Medical and nutrition | 74 |
| Logistics and sanitation | 66 |
| Transport, freight and storage | 47 |
| Training and local support | 10 |
| Consultants and field support | 4 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 787 |
| Indirect supply costs | - |
| Field-related expenses | 787 |

FUNDING

In thousands of €

| | |
|---------------------------------------|------------|
| Private and other income | 787 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 787 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|-----------|
| Locally hired staff | 9 |
| International staff | 6 |
| Field positions | 15 |

COLOMBIA

EXPENSES

In thousands of €

| | |
|---|---------------|
| Locally hired staff | 5,221 |
| International staff | 2,380 |
| Operational running expenses | 597 |
| Medical and nutrition | 889 |
| Logistics and sanitation | 377 |
| Transport, freight and storage | 815 |
| Training and local support | 12 |
| Consultants and field support | 85 |
| Private and public institutional grants | - |
| Others | 45 |
| Programmes | 10,421 |
| Indirect supply costs | 4 |
| Field-related expenses | 10,425 |

FUNDING

In thousands of €

| | |
|---------------------------------------|---------------|
| Private and other income | 10,425 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 10,425 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 306 |
| International staff | 56 |
| Field positions | 362 |

CONGO

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 960 |
| International staff | 917 |
| Operational running expenses | 126 |
| Medical and nutrition | 322 |
| Logistics and sanitation | 243 |
| Transport, freight and storage | 448 |
| Training and local support | 1 |
| Consultants and field support | 9 |
| Private and public institutional grants | - |
| Others | 2 |
| Programmes | 3,028 |
| Indirect supply costs | 44 |
| Field-related expenses | 3,072 |

FUNDING

In thousands of €

| | |
|---------------------------------------|--------------|
| Private and other income | 3,072 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 3,072 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 259 |
| International staff | 21 |
| Field positions | 280 |

DEMOCRATIC REPUBLIC OF THE CONGO

EXPENSES

In thousands of €

| | |
|---|---------------|
| Locally hired staff | 19,946 |
| International staff | 15,572 |
| Operational running expenses | 3,891 |
| Medical and nutrition | 11,088 |
| Logistics and sanitation | 2,933 |
| Transport, freight and storage | 12,267 |
| Training and local support | 284 |
| Consultants and field support | 1,376 |
| Private and public institutional grants | - |
| Others | 70 |
| Programmes | 67,427 |
| Indirect supply costs | 1,707 |
| Field-related expenses | 69,134 |

FUNDING

In thousands of €

| | |
|---|---------------|
| Private and other income | 59,241 |
| Humanitarian Aid Office of the European Commission (ECHO) | 2,719 |
| ECHO and EU institutions | 2,719 |
| Ministry of Foreign Affairs (MFA)–Czech Republic | 76 |
| Danish Agency for Development Assistance (DANIDA) | 810 |
| Ministry of Foreign Affairs (MFA)–Germany | 300 |
| Irish Aid (DCI) | 292 |
| Swedish International Development Cooperation Agency (SIDA) | 2,206 |
| Department for International Development (DFID)–UK | 1,302 |
| EU governments | 4,986 |
| Ministry of Foreign Affairs (MFA)–Norway | 872 |
| Swiss Agency for Development and Cooperation (SDC) | 248 |
| Non-EU European governments | 1,120 |
| Canadian International Development Agency (CIDA) | 1,068 |
| North American governments | 1,068 |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 9,893 |
| Funding of field-related costs | 69,134 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|--------------|
| Locally hired staff | 2,618 |
| International staff | 301 |
| Field positions | 2,919 |

DJIBOUTI

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 682 |
| International staff | 439 |
| Operational running expenses | 71 |
| Medical and nutrition | 171 |
| Logistics and sanitation | 23 |
| Transport, freight and storage | 127 |
| Training and local support | - |
| Consultants and field support | 11 |
| Private and public institutional grants | - |
| Others | 8 |
| Programmes | 1,532 |
| Indirect supply costs | 9 |
| Field-related expenses | 1,541 |

FUNDING

In thousands of €

| | |
|--|--------------|
| Private and other income | 670 |
| ECHO and EU institutions | - |
| EU governments | - |
| Ministry of Foreign Affairs (MFA)–Norway | 871 |
| Non-EU European governments | 871 |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 871 |
| Funding of field-related costs | 1,541 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 127 |
| International staff | 7 |
| Field positions | 134 |

EGYPT

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 87 |
| International staff | 697 |
| Operational running expenses | 166 |
| Medical and nutrition | 914 |
| Logistics and sanitation | 90 |
| Transport, freight and storage | 220 |
| Training and local support | 1 |
| Consultants and field support | 37 |
| Private and public institutional grants | - |
| Others | 9 |
| Programmes | 2,221 |
| Indirect supply costs | 162 |
| Field-related expenses | 2,383 |

FUNDING

In thousands of €

| | |
|---------------------------------------|--------------|
| Private and other income | 2,383 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 2,383 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|----------|
| Locally hired staff | - |
| International staff | 7 |
| Field positions | 7 |

ETHIOPIA

EXPENSES

In thousands of €

| | |
|---|---------------|
| Locally hired staff | 4,305 |
| International staff | 5,358 |
| Operational running expenses | 1,250 |
| Medical and nutrition | 7,067 |
| Logistics and sanitation | 2,034 |
| Transport, freight and storage | 4,408 |
| Training and local support | 30 |
| Consultants and field support | 316 |
| Private and public institutional grants | - |
| Others | 50 |
| Programmes | 24,818 |
| Indirect supply costs | 334 |
| Field-related expenses | 25,152 |

FUNDING

In thousands of €

| | |
|---|---------------|
| Private and other income | 19,321 |
| Humanitarian Aid Office of the European Commission (ECHO) | 953 |
| ECHO and EU institutions | 953 |
| Danish Agency for Development Assistance (DANIDA) | 188 |
| Ministry of Foreign Affairs (MFA)–Germany | 500 |
| Ministry of Foreign Affairs (MAE)–Luxembourg | 250 |
| Governments–Spain | 1,317 |
| Municipalities and regional councils–Spain | 166 |
| Swedish International Development Cooperation Agency (SIDA) | 1,440 |
| EU governments | 3,861 |
| Ministry of Foreign Affairs (MFA)–Norway | 84 |
| Swiss Agency for Development and Cooperation (SDC) | 457 |
| Non-EU European governments | 541 |
| Canadian International Development Agency (CIDA) | 476 |
| North American governments | 476 |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 5,831 |
| Funding of field-related costs | 25,152 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|--------------|
| Locally hired staff | 1,279 |
| International staff | 116 |
| Field positions | 1,395 |

FRANCE

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 2 |
| International staff | 882 |
| Operational running expenses | 40 |
| Medical and nutrition | 122 |
| Logistics and sanitation | 5 |
| Transport, freight and storage | 2 |
| Training and local support | - |
| Consultants and field support | 100 |
| Private and public institutional grants | - |
| Others | 7 |
| Programmes | 1,160 |
| Indirect supply costs | - |
| Field-related expenses | 1,160 |

FUNDING

In thousands of €

| | |
|---------------------------------------|--------------|
| Private and other income | 1,160 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 1,160 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|-----------|
| Locally hired staff | 15 |
| International staff | 15 |
| Field positions | 30 |

GEORGIA

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 419 |
| International staff | 276 |
| Operational running expenses | 85 |
| Medical and nutrition | 219 |
| Logistics and sanitation | 18 |
| Transport, freight and storage | 98 |
| Training and local support | 35 |
| Consultants and field support | - |
| Private and public institutional grants | - |
| Others | 2 |
| Programmes | 1,152 |
| Indirect supply costs | 12 |
| Field-related expenses | 1,164 |

FUNDING

In thousands of €

| | |
|---------------------------------------|--------------|
| Private and other income | 1,164 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 1,164 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|-----------|
| Locally hired staff | 67 |
| International staff | 5 |
| Field positions | 72 |

GREECE

EXPENSES

In thousands of €

| | |
|---|------------|
| Locally hired staff | 194 |
| International staff | 3 |
| Operational running expenses | 7 |
| Medical and nutrition | 21 |
| Logistics and sanitation | 230 |
| Transport, freight and storage | 45 |
| Training and local support | - |
| Consultants and field support | 3 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 503 |
| Indirect supply costs | - |
| Field-related expenses | 503 |

FUNDING

In thousands of €

| | |
|---------------------------------------|------------|
| Private and other income | 503 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 503 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|----------|
| Locally hired staff | 3 |
| International staff | - |
| Field positions | 3 |

GUATEMALA

EXPENSES

In thousands of €

| | |
|---|------------|
| Locally hired staff | 488 |
| International staff | 250 |
| Operational running expenses | 41 |
| Medical and nutrition | 34 |
| Logistics and sanitation | 51 |
| Transport, freight and storage | 63 |
| Training and local support | 10 |
| Consultants and field support | 28 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 965 |
| Indirect supply costs | 3 |
| Field-related expenses | 968 |

FUNDING

In thousands of €

| | |
|---------------------------------------|------------|
| Private and other income | 968 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 968 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|-----------|
| Locally hired staff | 35 |
| International staff | 5 |
| Field positions | 40 |

GUINEA

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 1,146 |
| International staff | 2,031 |
| Operational running expenses | 514 |
| Medical and nutrition | 2,907 |
| Logistics and sanitation | 772 |
| Transport, freight and storage | 887 |
| Training and local support | 40 |
| Consultants and field support | 81 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 8,378 |
| Indirect supply costs | 514 |
| Field-related expenses | 8,892 |

FUNDING

In thousands of €

| | |
|---|--------------|
| Private and other income | 7,874 |
| ECHO and EU institutions | - |
| AGCD–Belgium | 509 |
| Swedish International Development Cooperation Agency (SIDA) | 415 |
| EU governments | 924 |
| Swiss Agency for Development and Cooperation (SDC) | 94 |
| Non-EU European governments | 94 |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 1,018 |
| Funding of field-related costs | 8,892 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 246 |
| International staff | 37 |
| Field positions | 283 |

HAITI

EXPENSES

In thousands of €

| | |
|---|---------------|
| Locally hired staff | 30,815 |
| International staff | 10,169 |
| Operational running expenses | 1,347 |
| Medical and nutrition | 6,593 |
| Logistics and sanitation | 6,890 |
| Transport, freight and storage | 5,628 |
| Training and local support | 327 |
| Consultants and field support | 492 |
| Private and public institutional grants | - |
| Others | 28 |
| Programmes | 62,289 |
| Indirect supply costs | 1,216 |
| Field-related expenses | 63,505 |

FUNDING

In thousands of €

| | |
|---|---------------|
| Private and other income | 60,249 |
| Humanitarian Aid Office of the European Commission (ECHO) | 781 |
| ECHO and EU institutions | 781 |
| Governments–Italy | 625 |
| Governments–Spain | 310 |
| Swedish International Development Cooperation Agency (SIDA) | 1,211 |
| EU governments | 2,146 |
| Ministry of Foreign Affairs (MFA)–Norway | 312 |
| Municipalities and regional councils–Switzerland | 17 |
| Non-EU European governments | 329 |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 3,256 |
| Funding of field-related costs | 63,505 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|--------------|
| Locally hired staff | 3,677 |
| International staff | 195 |
| Field positions | 3,872 |

HONDURAS

EXPENSES

In thousands of €

| | |
|---|------------|
| Locally hired staff | 214 |
| International staff | 300 |
| Operational running expenses | 53 |
| Medical and nutrition | 44 |
| Logistics and sanitation | 25 |
| Transport, freight and storage | 75 |
| Training and local support | - |
| Consultants and field support | 5 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 716 |
| Indirect supply costs | 4 |
| Field-related expenses | 720 |

FUNDING

In thousands of €

| | |
|---------------------------------------|------------|
| Private and other income | 720 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 720 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|-----------|
| Locally hired staff | 17 |
| International staff | 5 |
| Field positions | 22 |

INDIA

EXPENSES

| | <i>In thousands of €</i> |
|---|--------------------------|
| Locally hired staff | 3,442 |
| International staff | 3,508 |
| Operational running expenses | 625 |
| Medical and nutrition | 1,872 |
| Logistics and sanitation | 330 |
| Transport, freight and storage | 855 |
| Training and local support | 19 |
| Consultants and field support | 198 |
| Private and public institutional grants | - |
| Others | 11 |
| Programmes | 10,860 |
| Indirect supply costs | 33 |
| Field-related expenses | 10,893 |

FUNDING

| | <i>In thousands of €</i> |
|---|--------------------------|
| Private and other income | 10,536 |
| Humanitarian Aid Office of the European Commission (ECHO) | 348 |
| ECHO and EU institutions | 348 |
| Municipalities and regional councils–Spain | 9 |
| EU governments | 9 |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 357 |
| Funding of field-related costs | 10,893 |

STAFF INFORMATION

| | <i>In full-time equivalents</i> |
|------------------------|---------------------------------|
| Locally hired staff | 656 |
| International staff | 80 |
| Field positions | 736 |

IRAN

EXPENSES

| | <i>In thousands of €</i> |
|---|--------------------------|
| Locally hired staff | 1,273 |
| International staff | 86 |
| Operational running expenses | 86 |
| Medical and nutrition | 624 |
| Logistics and sanitation | 17 |
| Transport, freight and storage | 53 |
| Training and local support | - |
| Consultants and field support | 2 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 2,141 |
| Indirect supply costs | - |
| Field-related expenses | 2,141 |

FUNDING

| | <i>In thousands of €</i> |
|---------------------------------------|--------------------------|
| Private and other income | 2,141 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 2,141 |

STAFF INFORMATION

| | <i>In full-time equivalents</i> |
|------------------------|---------------------------------|
| Locally hired staff | 61 |
| International staff | 1 |
| Field positions | 62 |

IRAQ

EXPENSES

In thousands of €

| | |
|---|---------------|
| Locally hired staff | 3,406 |
| International staff | 2,000 |
| Operational running expenses | 855 |
| Medical and nutrition | 2,774 |
| Logistics and sanitation | 133 |
| Transport, freight and storage | 600 |
| Training and local support | 116 |
| Consultants and field support | 245 |
| Private and public institutional grants | - |
| Others | 2 |
| Programmes | 10,131 |
| Indirect supply costs | 4 |
| Field-related expenses | 10,135 |

FUNDING

In thousands of €

| | |
|---------------------------------------|---------------|
| Private and other income | 10,135 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 10,135 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 230 |
| International staff | 35 |
| Field positions | 265 |

IVORY COAST

EXPENSES

In thousands of €

| | |
|---|---------------|
| Locally hired staff | 3,815 |
| International staff | 3,776 |
| Operational running expenses | 648 |
| Medical and nutrition | 5,074 |
| Logistics and sanitation | 783 |
| Transport, freight and storage | 3,146 |
| Training and local support | 37 |
| Consultants and field support | 61 |
| Private and public institutional grants | - |
| Others | 22 |
| Programmes | 17,362 |
| Indirect supply costs | 613 |
| Field-related expenses | 17,975 |

FUNDING

In thousands of €

| | |
|--|---------------|
| Private and other income | 17,961 |
| ECHO and EU institutions | - |
| EU governments | - |
| Municipalities and regional councils – Switzerland | 14 |
| Non-EU European governments | 14 |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 14 |
| Funding of field-related costs | 17,975 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 582 |
| International staff | 65 |
| Field positions | 647 |

JAPAN

EXPENSES

| | <i>In thousands of €</i> |
|---|--------------------------|
| Locally hired staff | 46 |
| International staff | 180 |
| Operational running expenses | 87 |
| Medical and nutrition | 696 |
| Logistics and sanitation | 1,151 |
| Transport, freight and storage | 313 |
| Training and local support | - |
| Consultants and field support | - |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 2,473 |
| Indirect supply costs | 1 |
| Field-related expenses | 2,474 |

FUNDING

| | <i>In thousands of €</i> |
|---------------------------------------|--------------------------|
| Private and other income | 2,474 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 2,474 |

STAFF INFORMATION

| | <i>In full-time equivalents</i> |
|------------------------|---------------------------------|
| Locally hired staff | 3 |
| International staff | 1 |
| Field positions | 4 |

KENYA

EXPENSES

| | <i>In thousands of €</i> |
|---|--------------------------|
| Locally hired staff | 7,443 |
| International staff | 4,246 |
| Operational running expenses | 768 |
| Medical and nutrition | 6,862 |
| Logistics and sanitation | 1,327 |
| Transport, freight and storage | 1,987 |
| Training and local support | 87 |
| Consultants and field support | 165 |
| Private and public institutional grants | - |
| Others | 13 |
| Programmes | 22,898 |
| Indirect supply costs | 411 |
| Field-related expenses | 23,309 |

FUNDING

| | <i>In thousands of €</i> |
|---|--------------------------|
| Private and other income | 17,751 |
| Humanitarian Aid Office of the European Commission (ECHO) | 993 |
| ECHO and EU institutions | 993 |
| AGCD–Belgium | 1,000 |
| Danish Agency for Development Assistance (DANIDA) | 276 |
| Ministry of Foreign Affairs (MFA)–Germany | 540 |
| Swedish International Development Cooperation Agency (SIDA) | 835 |
| EU governments | 2,651 |
| Norwegian Agency for Development Cooperation (NORAD) | 1,061 |
| Swiss Agency for Development and Cooperation (SDC) | 540 |
| Municipalities and regional councils–Switzerland | 313 |
| Non-EU European governments | 1,914 |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 5,558 |
| Funding of field-related costs | 23,309 |

STAFF INFORMATION

| | <i>In full-time equivalents</i> |
|------------------------|---------------------------------|
| Locally hired staff | 718 |
| International staff | 80 |
| Field positions | 798 |

KYRGYZSTAN

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 462 |
| International staff | 778 |
| Operational running expenses | 166 |
| Medical and nutrition | 434 |
| Logistics and sanitation | 80 |
| Transport, freight and storage | 148 |
| Training and local support | 21 |
| Consultants and field support | 50 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 2,139 |
| Indirect supply costs | 38 |
| Field-related expenses | 2,177 |

FUNDING

In thousands of €

| | |
|---|--------------|
| Private and other income | 2,074 |
| Humanitarian Aid Office of the European Commission (ECHO) | -4 |
| ECHO and EU institutions | -4 |
| EU governments | - |
| Municipalities and regional councils – Switzerland | 107 |
| Non-EU European governments | 107 |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 103 |
| Funding of field-related costs | 2,177 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|-----------|
| Locally hired staff | 80 |
| International staff | 14 |
| Field positions | 94 |

LEBANON

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 470 |
| International staff | 377 |
| Operational running expenses | 109 |
| Medical and nutrition | 240 |
| Logistics and sanitation | 4 |
| Transport, freight and storage | 61 |
| Training and local support | 4 |
| Consultants and field support | 27 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 1,292 |
| Indirect supply costs | 2 |
| Field-related expenses | 1,294 |

FUNDING

In thousands of €

| | |
|---------------------------------------|--------------|
| Private and other income | 1,294 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 1,294 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|-----------|
| Locally hired staff | 28 |
| International staff | 6 |
| Field positions | 34 |

LIBERIA

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 607 |
| International staff | 1,054 |
| Operational running expenses | 300 |
| Medical and nutrition | 313 |
| Logistics and sanitation | 164 |
| Transport, freight and storage | 671 |
| Training and local support | 55 |
| Consultants and field support | 14 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 3,178 |
| Indirect supply costs | 65 |
| Field-related expenses | 3,243 |

FUNDING

In thousands of €

| | |
|---|--------------|
| Private and other income | 2,828 |
| ECHO and EU institutions | - |
| Swedish International Development Cooperation Agency (SIDA) | 415 |
| EU governments | 415 |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 415 |
| Funding of field-related costs | 3,243 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 82 |
| International staff | 20 |
| Field positions | 101 |

LIBYA

EXPENSES

In thousands of €

| | |
|---|---------------|
| Locally hired staff | 582 |
| International staff | 2,305 |
| Operational running expenses | 459 |
| Medical and nutrition | 2,097 |
| Logistics and sanitation | 281 |
| Transport, freight and storage | 4,186 |
| Training and local support | 47 |
| Consultants and field support | 28 |
| Private and public institutional grants | - |
| Others | 54 |
| Programmes | 10,039 |
| Indirect supply costs | 333 |
| Field-related expenses | 10,372 |

FUNDING

In thousands of €

| | |
|---------------------------------------|---------------|
| Private and other income | 10,372 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 10,372 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|-----------|
| Locally hired staff | 30 |
| International staff | 41 |
| Field positions | 71 |

MADAGASCAR

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 26 |
| International staff | 393 |
| Operational running expenses | 51 |
| Medical and nutrition | 202 |
| Logistics and sanitation | 101 |
| Transport, freight and storage | 257 |
| Training and local support | 1 |
| Consultants and field support | 3 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 1,034 |
| Indirect supply costs | 40 |
| Field-related expenses | 1,074 |

FUNDING

In thousands of €

| | |
|---------------------------------------|--------------|
| Private and other income | 1,074 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 1,074 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|-----------|
| Locally hired staff | 23 |
| International staff | 10 |
| Field positions | 33 |

MALAWI

EXPENSES

In thousands of €

| | |
|---|---------------|
| Locally hired staff | 3,938 |
| International staff | 1,954 |
| Operational running expenses | 521 |
| Medical and nutrition | 2,467 |
| Logistics and sanitation | 199 |
| Transport, freight and storage | 1,102 |
| Training and local support | 198 |
| Consultants and field support | 154 |
| Private and public institutional grants | - |
| Others | 8 |
| Programmes | 10,541 |
| Indirect supply costs | 315 |
| Field-related expenses | 10,856 |

FUNDING

In thousands of €

| | |
|--|---------------|
| Private and other income | 9,283 |
| ECHO and EU institutions | - |
| AGCD – Belgium | 984 |
| EU governments | 984 |
| Norwegian Agency for Development Cooperation (NORAD) | 589 |
| Non-EU European governments | 589 |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 1,573 |
| Funding of field-related costs | 10,856 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 780 |
| International staff | 40 |
| Field positions | 820 |

MALI

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 1,389 |
| International staff | 813 |
| Operational running expenses | 163 |
| Medical and nutrition | 795 |
| Logistics and sanitation | 212 |
| Transport, freight and storage | 551 |
| Training and local support | 690 |
| Consultants and field support | 27 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 4,640 |
| Indirect supply costs | 81 |
| Field-related expenses | 4,721 |

FUNDING

In thousands of €

| | |
|---|--------------|
| Private and other income | 3,406 |
| Humanitarian Aid Office of the European Commission (ECHO) | 1,315 |
| ECHO and EU institutions | 1,315 |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 1,315 |
| Funding of field-related costs | 4,721 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 345 |
| International staff | 16 |
| Field positions | 361 |

MOROCCO

EXPENSES

In thousands of €

| | |
|---|------------|
| Locally hired staff | 232 |
| International staff | 343 |
| Operational running expenses | 58 |
| Medical and nutrition | 103 |
| Logistics and sanitation | 72 |
| Transport, freight and storage | 29 |
| Training and local support | - |
| Consultants and field support | 16 |
| Private and public institutional grants | - |
| Others | 1 |
| Programmes | 854 |
| Indirect supply costs | 2 |
| Field-related expenses | 856 |

FUNDING

In thousands of €

| | |
|---------------------------------------|------------|
| Private and other income | 856 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 856 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|-----------|
| Locally hired staff | 25 |
| International staff | 7 |
| Field positions | 32 |

MOZAMBIQUE

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 2,746 |
| International staff | 2,569 |
| Operational running expenses | 364 |
| Medical and nutrition | 1,020 |
| Logistics and sanitation | 281 |
| Transport, freight and storage | 721 |
| Training and local support | 100 |
| Consultants and field support | 197 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 7,998 |
| Indirect supply costs | 108 |
| Field-related expenses | 8,106 |

FUNDING

In thousands of €

| | |
|---------------------------------------|--------------|
| Private and other income | 7,057 |
| EU Others | 330 |
| ECHO and EU institutions | 330 |
| AGCD – Belgium | 700 |
| Governments – France | 19 |
| EU governments | 719 |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 1,049 |
| Funding of field-related costs | 8,106 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 402 |
| International staff | 43 |
| Field positions | 445 |

MYANMAR

EXPENSES

In thousands of €

| | |
|---|---------------|
| Locally hired staff | 3,943 |
| International staff | 1,621 |
| Operational running expenses | 398 |
| Medical and nutrition | 6,206 |
| Logistics and sanitation | 393 |
| Transport, freight and storage | 1,179 |
| Training and local support | 27 |
| Consultants and field support | 96 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 13,863 |
| Indirect supply costs | 97 |
| Field-related expenses | 13,960 |

FUNDING

In thousands of €

| | |
|---|---------------|
| Private and other income | 9,634 |
| Humanitarian Aid Office of the European Commission (ECHO) | 1,118 |
| ECHO and EU institutions | 1,118 |
| Swedish International Development Cooperation Agency (SIDA) | 604 |
| EU governments | 604 |
| Ministry of Foreign Affairs (MFA) – Norway | 321 |
| Non-EU European governments | 321 |
| North American governments | - |
| Other governments | 2,043 |
| Office for Project Services (OPS) | 240 |
| UN institutions | 240 |
| Public institutional income | 4,326 |
| Funding of field-related costs | 13,960 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|--------------|
| Locally hired staff | 1,257 |
| International staff | 32 |
| Field positions | 1,289 |

NIGER

EXPENSES

In thousands of €

| | |
|---|---------------|
| Locally hired staff | 6,932 |
| International staff | 4,039 |
| Operational running expenses | 868 |
| Medical and nutrition | 5,035 |
| Logistics and sanitation | 1,460 |
| Transport, freight and storage | 2,693 |
| Training and local support | 3,040 |
| Consultants and field support | 84 |
| Private and public institutional grants | - |
| Others | 9 |
| Programmes | 24,160 |
| Indirect supply costs | 823 |
| Field-related expenses | 24,983 |

FUNDING

In thousands of €

| | |
|---|---------------|
| Private and other income | 17,681 |
| Humanitarian Aid Office of the European Commission (ECHO) | 4,394 |
| ECHO and EU institutions | 4,394 |
| AGCD–Belgium | 338 |
| Irish Aid (DCI) | 287 |
| Ministry of Foreign Affairs (MAE)–Luxembourg | 650 |
| Governments–Spain | 10 |
| Swedish International Development Cooperation Agency (SIDA) | 1,072 |
| EU governments | 2,357 |
| Swiss Agency for Development and Cooperation (SDC) | 162 |
| Municipalities and regional councils–Switzerland | 12 |
| Non-EU European governments | 174 |
| Canadian International Development Agency (CIDA) | 377 |
| North American governments | 377 |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 7,302 |
| Funding of field-related costs | 24,983 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|--------------|
| Locally hired staff | 1,632 |
| International staff | 73 |
| Field positions | 1,705 |

NIGERIA

EXPENSES

In thousands of €

| | |
|---|---------------|
| Locally hired staff | 5,929 |
| International staff | 4,330 |
| Operational running expenses | 774 |
| Medical and nutrition | 4,110 |
| Logistics and sanitation | 797 |
| Transport, freight and storage | 1,969 |
| Training and local support | 19 |
| Consultants and field support | 116 |
| Private and public institutional grants | - |
| Others | 2 |
| Programmes | 18,046 |
| Indirect supply costs | 246 |
| Field-related expenses | 18,292 |

FUNDING

In thousands of €

| | |
|---|---------------|
| Private and other income | 17,066 |
| Humanitarian Aid Office of the European Commission (ECHO) | 626 |
| EU Others | 577 |
| ECHO and EU institutions | 1,203 |
| Danish Agency for Development Assistance (DANIDA) | 23 |
| EU governments | 23 |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 1,226 |
| Funding of field-related costs | 18,292 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|--------------|
| Locally hired staff | 961 |
| International staff | 90 |
| Field positions | 1,051 |

OCCUPIED PALESTINIAN TERRITORY

EXPENSES

| | <i>In thousands of €</i> |
|---|--------------------------|
| Locally hired staff | 2,305 |
| International staff | 938 |
| Operational running expenses | 324 |
| Medical and nutrition | 281 |
| Logistics and sanitation | 19 |
| Transport, freight and storage | 195 |
| Training and local support | 11 |
| Consultants and field support | 17 |
| Private and public institutional grants | - |
| Others | 1 |
| Programmes | 4,091 |
| Indirect supply costs | 2 |
| Field-related expenses | 4,093 |

FUNDING

| | <i>In thousands of €</i> |
|---------------------------------------|--------------------------|
| Private and other income | 4,093 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 4,093 |

STAFF INFORMATION

| | <i>In full-time equivalents</i> |
|------------------------|---------------------------------|
| Locally hired staff | 116 |
| International staff | 20 |
| Field positions | 136 |

PAKISTAN

EXPENSES

| | <i>In thousands of €</i> |
|---|--------------------------|
| Locally hired staff | 4,128 |
| International staff | 4,007 |
| Operational running expenses | 659 |
| Medical and nutrition | 2,949 |
| Logistics and sanitation | 1,527 |
| Transport, freight and storage | 1,598 |
| Training and local support | 14 |
| Consultants and field support | 127 |
| Private and public institutional grants | - |
| Others | 4 |
| Programmes | 15,013 |
| Indirect supply costs | 323 |
| Field-related expenses | 15,336 |

FUNDING

| | <i>In thousands of €</i> |
|---------------------------------------|--------------------------|
| Private and other income | 15,336 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 15,336 |

STAFF INFORMATION

| | <i>In full-time equivalents</i> |
|------------------------|---------------------------------|
| Locally hired staff | 1,211 |
| International staff | 84 |
| Field positions | 1,295 |

PAPUA NEW GUINEA

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 815 |
| International staff | 1,593 |
| Operational running expenses | 254 |
| Medical and nutrition | 399 |
| Logistics and sanitation | 156 |
| Transport, freight and storage | 545 |
| Training and local support | 14 |
| Consultants and field support | 30 |
| Private and public institutional grants | - |
| Others | 9 |
| Programmes | 3,815 |
| Indirect supply costs | 50 |
| Field-related expenses | 3,865 |

FUNDING

In thousands of €

| | |
|---------------------------------------|--------------|
| Private and other income | 3,865 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 3,865 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 136 |
| International staff | 28 |
| Field positions | 164 |

RUSSIAN FEDERATION

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 3,220 |
| International staff | 668 |
| Operational running expenses | 478 |
| Medical and nutrition | 696 |
| Logistics and sanitation | 24 |
| Transport, freight and storage | 280 |
| Training and local support | 40 |
| Consultants and field support | 55 |
| Private and public institutional grants | - |
| Others | 6 |
| Programmes | 5,467 |
| Indirect supply costs | - |
| Field-related expenses | 5,467 |

FUNDING

In thousands of €

| | |
|---------------------------------------|--------------|
| Private and other income | 5,467 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 5,467 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 170 |
| International staff | 9 |
| Field positions | 179 |

SIERRA LEONE

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 1,305 |
| International staff | 1,406 |
| Operational running expenses | 213 |
| Medical and nutrition | 1,993 |
| Logistics and sanitation | 354 |
| Transport, freight and storage | 918 |
| Training and local support | 3 |
| Consultants and field support | 15 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 6,207 |
| Indirect supply costs | 405 |
| Field-related expenses | 6,612 |

FUNDING

In thousands of €

| | |
|---|--------------|
| Private and other income | 6,094 |
| ECHO and EU institutions | - |
| Swedish International Development Cooperation Agency (SIDA) | 518 |
| EU governments | 518 |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 518 |
| Funding of field-related costs | 6,612 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 457 |
| International staff | 28 |
| Field positions | 485 |

SOMALIA

EXPENSES

In thousands of €

| | |
|---|---------------|
| Locally hired staff | 8,122 |
| International staff | 4,021 |
| Operational running expenses | 1,366 |
| Medical and nutrition | 11,211 |
| Logistics and sanitation | 2,697 |
| Transport, freight and storage | 6,970 |
| Training and local support | 16 |
| Consultants and field support | 223 |
| Private and public institutional grants | - |
| Others | 466 |
| Programmes | 35,092 |
| Indirect supply costs | 1,278 |
| Field-related expenses | 36,370 |

FUNDING

In thousands of €

| | |
|---------------------------------------|---------------|
| Private and other income | 36,370 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 36,370 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|--------------|
| Locally hired staff | 1,662 |
| International staff | 67 |
| Field positions | 1,729 |

SOUTH AFRICA

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 2,934 |
| International staff | 1,315 |
| Operational running expenses | 447 |
| Medical and nutrition | 807 |
| Logistics and sanitation | 49 |
| Transport, freight and storage | 943 |
| Training and local support | 211 |
| Consultants and field support | 146 |
| Private and public institutional grants | - |
| Others | 1 |
| Programmes | 6,853 |
| Indirect supply costs | 22 |
| Field-related expenses | 6,875 |

FUNDING

In thousands of €

| | |
|---|--------------|
| Private and other income | 5,355 |
| ECHO and EU institutions | - |
| AGCD–Belgium | 1,105 |
| Swedish International Development Cooperation Agency (SIDA) | 415 |
| EU governments | 1,520 |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 1,520 |
| Funding of field-related costs | 6,875 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 149 |
| International staff | 27 |
| Field positions | 176 |

SOUTH KOREA

EXPENSES

In thousands of €

| | |
|---|------------|
| Locally hired staff | 146 |
| International staff | 285 |
| Operational running expenses | 57 |
| Medical and nutrition | 91 |
| Logistics and sanitation | 14 |
| Transport, freight and storage | 100 |
| Training and local support | 2 |
| Consultants and field support | 15 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 710 |
| Indirect supply costs | 5 |
| Field-related expenses | 715 |

FUNDING

In thousands of €

| | |
|---------------------------------------|------------|
| Private and other income | 715 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 715 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|----------|
| Locally hired staff | 3 |
| International staff | 4 |
| Field positions | 7 |

SOUTH SUDAN

EXPENSES

In thousands of €

| | |
|---|---------------|
| Locally hired staff | 8,531 |
| International staff | 9,508 |
| Operational running expenses | 1,948 |
| Medical and nutrition | 5,144 |
| Logistics and sanitation | 3,043 |
| Transport, freight and storage | 7,247 |
| Training and local support | 15 |
| Consultants and field support | 264 |
| Private and public institutional grants | - |
| Others | 34 |
| Programmes | 35,734 |
| Indirect supply costs | 735 |
| Field-related expenses | 36,469 |

FUNDING

In thousands of €

| | |
|---|---------------|
| Private and other income | 25,617 |
| Humanitarian Aid Office of the European Commission (ECHO) | 4,006 |
| ECHO and EU institutions | 4,006 |
| Ministry of Foreign Affairs (MFA)–Czech Republic | 161 |
| Danish Agency for Development Assistance (DANIDA) | 1,273 |
| Ministry of Foreign Affairs (MFA)–Germany | 700 |
| Irish Aid (DCI) | 571 |
| Governments–Spain | 890 |
| Swedish International Development Cooperation Agency (SIDA) | 1,376 |
| EU governments | 4,971 |
| Ministry of Foreign Affairs (MFA)–Norway | 748 |
| Swiss Agency for Development and Cooperation (SDC) | 406 |
| Non-EU European governments | 1,154 |
| Canadian International Development Agency (CIDA) | 721 |
| North American governments | 721 |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 10,852 |
| Funding of field-related costs | 36,469 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|--------------|
| Locally hired staff | 1,981 |
| International staff | 189 |
| Field positions | 2,169 |

SRI LANKA

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 1,246 |
| International staff | 1,360 |
| Operational running expenses | 122 |
| Medical and nutrition | 640 |
| Logistics and sanitation | 57 |
| Transport, freight and storage | 160 |
| Training and local support | 1 |
| Consultants and field support | 18 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 3,604 |
| Indirect supply costs | 10 |
| Field-related expenses | 3,614 |

FUNDING

In thousands of €

| | |
|---|--------------|
| Private and other income | 3,002 |
| Humanitarian Aid Office of the European Commission (ECHO) | 135 |
| ECHO and EU institutions | 135 |
| Irish Aid (DCI) | 34 |
| Swedish International Development Cooperation Agency (SIDA) | 443 |
| EU governments | 477 |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 612 |
| Funding of field-related costs | 3,614 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 279 |
| International staff | 31 |
| Field positions | 310 |

SUDAN

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 3,553 |
| International staff | 2,065 |
| Operational running expenses | 687 |
| Medical and nutrition | 1,398 |
| Logistics and sanitation | 244 |
| Transport, freight and storage | 1,063 |
| Training and local support | 9 |
| Consultants and field support | 133 |
| Private and public institutional grants | - |
| Others | 13 |
| Programmes | 9,165 |
| Indirect supply costs | 184 |
| Field-related expenses | 9,349 |

FUNDING

In thousands of €

| | |
|---|--------------|
| Private and other income | 8,941 |
| Humanitarian Aid Office of the European Commission (ECHO) | 396 |
| ECHO and EU institutions | 396 |
| Danish Agency for Development Assistance (DANIDA) | 12 |
| EU governments | 12 |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 408 |
| Funding of field-related costs | 9,349 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 516 |
| International staff | 39 |
| Field positions | 555 |

SWAZILAND

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 2,467 |
| International staff | 1,722 |
| Operational running expenses | 370 |
| Medical and nutrition | 2,541 |
| Logistics and sanitation | 1,638 |
| Transport, freight and storage | 523 |
| Training and local support | 226 |
| Consultants and field support | 100 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 9,587 |
| Indirect supply costs | 68 |
| Field-related expenses | 9,655 |

FUNDING

In thousands of €

| | |
|--|--------------|
| Private and other income | 9,378 |
| ECHO and EU institutions | - |
| EU governments | - |
| Norwegian Agency for Development Cooperation (NORAD) | 128 |
| Non-EU European governments | 128 |
| North American governments | - |
| Other governments | 149 |
| UN institutions | - |
| Public institutional income | 277 |
| Funding of field-related costs | 9,655 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 214 |
| International staff | 31 |
| Field positions | 245 |

SYRIA

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 363 |
| International staff | 638 |
| Operational running expenses | 122 |
| Medical and nutrition | 616 |
| Logistics and sanitation | 29 |
| Transport, freight and storage | 119 |
| Training and local support | 60 |
| Consultants and field support | 18 |
| Private and public institutional grants | - |
| Others | 5 |
| Programmes | 1,970 |
| Indirect supply costs | 1 |
| Field-related expenses | 1,971 |

FUNDING

In thousands of €

| | |
|---------------------------------------|--------------|
| Private and other income | 1,971 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 1,971 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|-----------|
| Locally hired staff | 36 |
| International staff | 12 |
| Field positions | 48 |

THAILAND

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 470 |
| International staff | 352 |
| Operational running expenses | 79 |
| Medical and nutrition | 276 |
| Logistics and sanitation | 47 |
| Transport, freight and storage | 14 |
| Training and local support | 158 |
| Consultants and field support | 10 |
| Private and public institutional grants | - |
| Others | 16 |
| Programmes | 1,422 |
| Indirect supply costs | 3 |
| Field-related expenses | 1,425 |

FUNDING

In thousands of €

| | |
|---|--------------|
| Private and other income | 1,033 |
| ECHO and EU institutions | - |
| Danish Agency for Development Assistance (DANIDA) | 392 |
| EU governments | 392 |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 392 |
| Funding of field-related costs | 1,425 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|-----------|
| Locally hired staff | 35 |
| International staff | 6 |
| Field positions | 41 |

TURKEY

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 113 |
| International staff | 177 |
| Operational running expenses | 62 |
| Medical and nutrition | 5 |
| Logistics and sanitation | 724 |
| Transport, freight and storage | 179 |
| Training and local support | - |
| Consultants and field support | 11 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 1,271 |
| Indirect supply costs | 147 |
| Field-related expenses | 1,418 |

FUNDING

In thousands of €

| | |
|---|--------------|
| Private and other income | 1,197 |
| ECHO and EU institutions | - |
| Swedish International Development Cooperation Agency (SIDA) | 221 |
| EU governments | 221 |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 221 |
| Funding of field-related costs | 1,418 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|----------|
| Locally hired staff | 5 |
| International staff | 3 |
| Field positions | 8 |

UGANDA

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 2,014 |
| International staff | 2,462 |
| Operational running expenses | 372 |
| Medical and nutrition | 1,691 |
| Logistics and sanitation | 145 |
| Transport, freight and storage | 721 |
| Training and local support | 49 |
| Consultants and field support | 66 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 7,520 |
| Indirect supply costs | 119 |
| Field-related expenses | 7,639 |

FUNDING

In thousands of €

| | |
|---|--------------|
| Private and other income | 6,968 |
| Humanitarian Aid Office of the European Commission (ECHO) | 543 |
| ECHO and EU institutions | 543 |
| EU governments | - |
| Ministry of Foreign Affairs–Norway | 128 |
| Non-EU European governments | 128 |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 671 |
| Funding of field-related costs | 7,639 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 559 |
| International staff | 54 |
| Field positions | 613 |

UKRAINE

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 144 |
| International staff | 491 |
| Operational running expenses | 96 |
| Medical and nutrition | 1,163 |
| Logistics and sanitation | 41 |
| Transport, freight and storage | 132 |
| Training and local support | 4 |
| Consultants and field support | 27 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 2,098 |
| Indirect supply costs | 5 |
| Field-related expenses | 2,103 |

FUNDING

In thousands of €

| | |
|---------------------------------------|--------------|
| Private and other income | 2,103 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 2,103 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|-----------|
| Locally hired staff | 8 |
| International staff | 9 |
| Field positions | 17 |

UZBEKISTAN

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 1,173 |
| International staff | 1,105 |
| Operational running expenses | 248 |
| Medical and nutrition | 1,943 |
| Logistics and sanitation | 112 |
| Transport, freight and storage | 414 |
| Training and local support | 96 |
| Consultants and field support | 31 |
| Private and public institutional grants | - |
| Others | 24 |
| Programmes | 5,146 |
| Indirect supply costs | 20 |
| Field-related expenses | 5,166 |

FUNDING

In thousands of €

| | |
|---------------------------------------|--------------|
| Private and other income | 4,499 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | 667 |
| UN institutions | - |
| Public institutional income | 667 |
| Funding of field-related costs | 5,166 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 135 |
| International staff | 22 |
| Field positions | 157 |

YEMEN

EXPENSES

In thousands of €

| | |
|---|---------------|
| Locally hired staff | 4,297 |
| International staff | 2,400 |
| Operational running expenses | 408 |
| Medical and nutrition | 2,611 |
| Logistics and sanitation | 514 |
| Transport, freight and storage | 788 |
| Training and local support | 3 |
| Consultants and field support | 14 |
| Private and public institutional grants | - |
| Others | 9 |
| Programmes | 11,044 |
| Indirect supply costs | 345 |
| Field-related expenses | 11,389 |

FUNDING

In thousands of €

| | |
|---------------------------------------|---------------|
| Private and other income | 11,382 |
| ECHO and EU institutions | - |
| Governments – Spain | 7 |
| EU governments | 7 |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 7 |
| Funding of field-related costs | 11,389 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 518 |
| International staff | 55 |
| Field positions | 573 |

ZAMBIA

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 767 |
| International staff | 1,164 |
| Operational running expenses | 202 |
| Medical and nutrition | 489 |
| Logistics and sanitation | 111 |
| Transport, freight and storage | 839 |
| Training and local support | 33 |
| Consultants and field support | 15 |
| Private and public institutional grants | - |
| Others | - |
| Programmes | 3,620 |
| Indirect supply costs | 86 |
| Field-related expenses | 3,706 |

FUNDING

In thousands of €

| | |
|---------------------------------------|--------------|
| Private and other income | 2,756 |
| ECHO and EU institutions | - |
| Governments – Spain | 950 |
| EU governments | 950 |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 950 |
| Funding of field-related costs | 3,706 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|-----------|
| Locally hired staff | 67 |
| International staff | 20 |
| Field positions | 87 |

ZIMBABWE

EXPENSES

In thousands of €

| | |
|---|---------------|
| Locally hired staff | 9,049 |
| International staff | 2,742 |
| Operational running expenses | 813 |
| Medical and nutrition | 4,622 |
| Logistics and sanitation | 1,260 |
| Transport, freight and storage | 1,216 |
| Training and local support | 413 |
| Consultants and field support | 203 |
| Private and public institutional grants | - |
| Others | 6 |
| Programmes | 20,324 |
| Indirect supply costs | 215 |
| Field-related expenses | 20,539 |

FUNDING

In thousands of €

| | |
|---|---------------|
| Private and other income | 19,027 |
| ECHO and EU institutions | - |
| Ministry of Foreign Affairs (MFA)–Czech Republic | 121 |
| Danish Agency for Development Assistance (DANIDA) | 324 |
| Swedish International Development Cooperation Agency (SIDA) | 554 |
| EU governments | 999 |
| Ministry of Foreign Affairs (MFA)–Norway | 513 |
| Non-EU European governments | 513 |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 1,512 |
| Funding of field-related costs | 20,539 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|------------|
| Locally hired staff | 832 |
| International staff | 54 |
| Field positions | 886 |

OTHER COUNTRIES

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 485 |
| International staff | 2,215 |
| Operational running expenses | 556 |
| Medical and nutrition | 377 |
| Logistics and sanitation | 219 |
| Transport, freight and storage | 493 |
| Training and local support | - |
| Consultants and field support | 122 |
| Private and public institutional grants | 150 |
| Others | 3 |
| Programmes | 4,620 |
| Indirect supply costs | 189 |
| Field-related expenses | 4,809 |

FUNDING

In thousands of €

| | |
|---|--------------|
| Private and other income | 4,351 |
| Humanitarian Aid Office of the European Commission (ECHO) | 114 |
| ECHO and EU institutions | 114 |
| Danish Agency for Development Assistance (DANIDA) | 121 |
| Municipalities and regional councils–France | 199 |
| Municipalities and regional councils–Spain | 5 |
| Swedish International Development Cooperation Agency (SIDA) | 19 |
| EU governments | 344 |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | 458 |
| Funding of field-related costs | 4,809 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|-----------|
| Locally hired staff | 24 |
| International staff | 22 |
| Field positions | 46 |

TRANSVERSAL ACTIVITIES

EXPENSES

In thousands of €

| | |
|---|--------------|
| Locally hired staff | 178 |
| International staff | 795 |
| Operational running expenses | 143 |
| Medical and nutrition | 59 |
| Logistics and sanitation | 25 |
| Transport, freight and storage | 180 |
| Training and local support | 51 |
| Consultants and field support | 27 |
| Private and public institutional grants | - |
| Others | -50 |
| Programmes | 1,408 |
| Indirect supply costs | 26 |
| Field-related expenses | 1,434 |

FUNDING

In thousands of €

| | |
|---------------------------------------|--------------|
| Private and other income | 1,434 |
| ECHO and EU institutions | - |
| EU governments | - |
| Non-EU European governments | - |
| North American governments | - |
| Other governments | - |
| UN institutions | - |
| Public institutional income | - |
| Funding of field-related costs | 1,434 |

STAFF INFORMATION

In full-time equivalents

| | |
|------------------------|-----------|
| Locally hired staff | - |
| International staff | 12 |
| Field positions | 12 |

ABOUT THIS REPORT

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