

INTERNATIONAL FINANCIAL REPORT 2011

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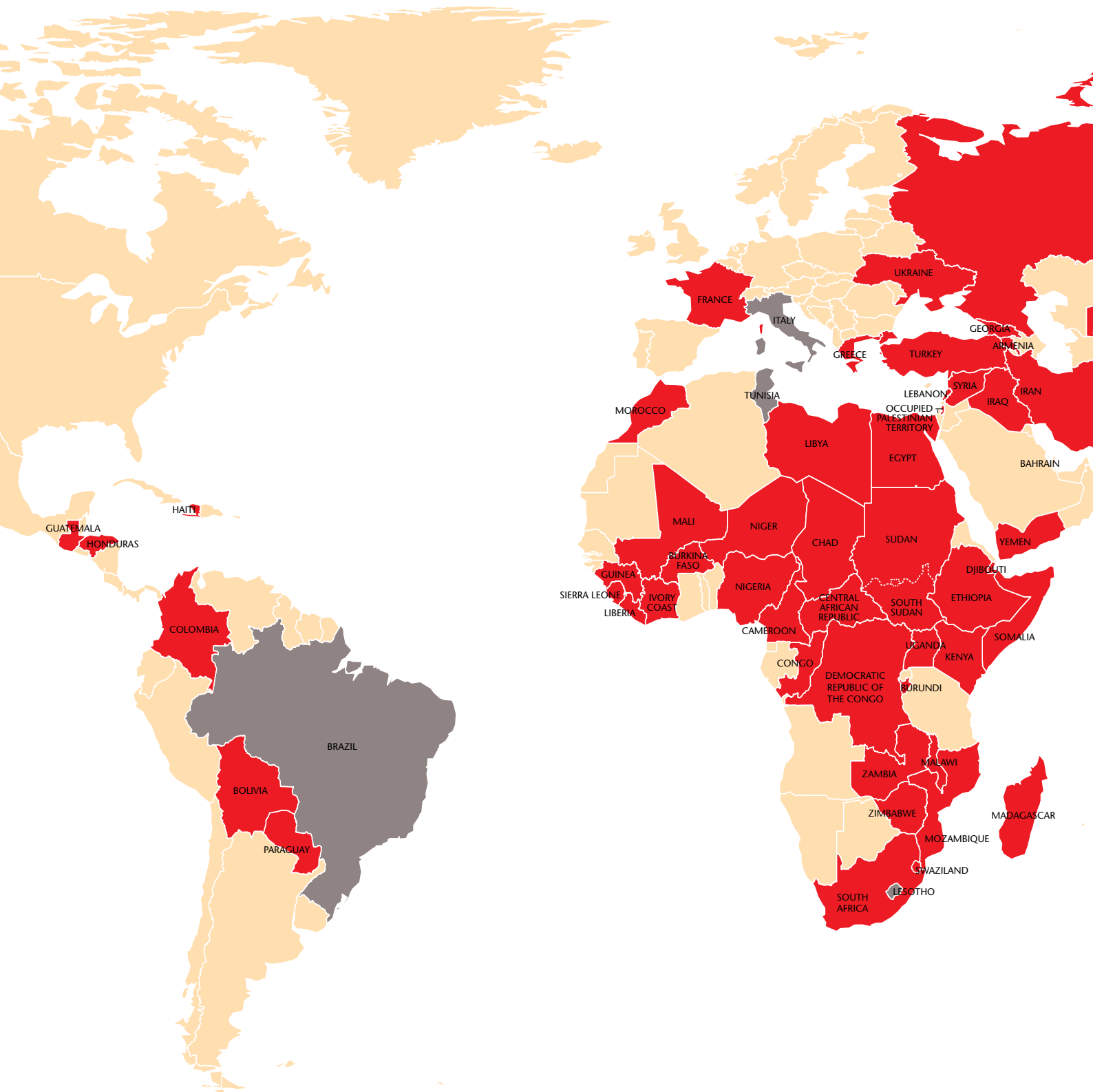
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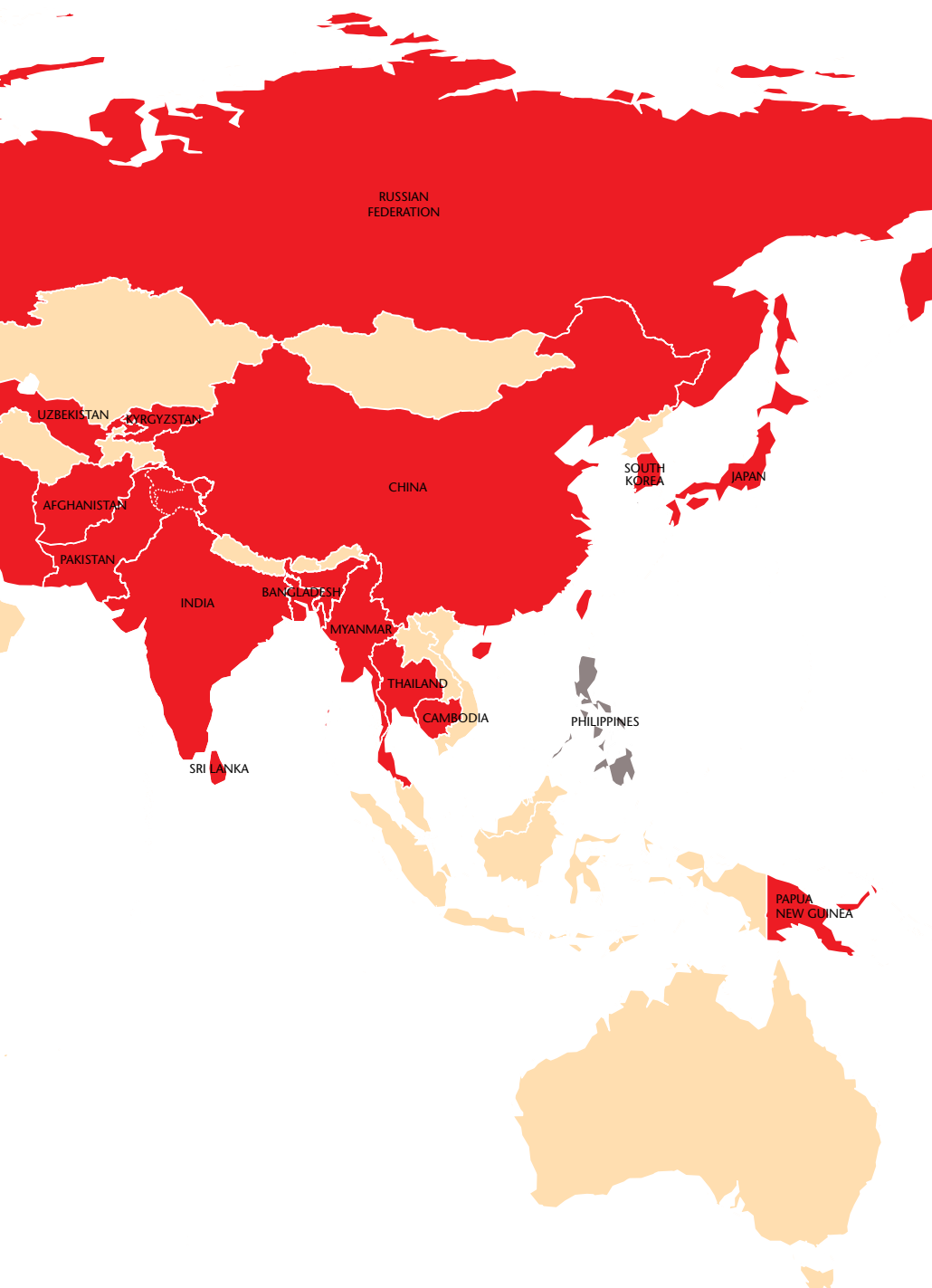
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MSF PROGRAMMES AROUND THE WORLD





* Countries in brown have a total expenditure of less than 500,000 euros and are included under 'other countries'.

35	AFGHANISTAN	52	MADAGASCAR
35	ARMENIA	52	MALAWI
36	BANGLADESH	53	MALI
36	BOLIVIA	53	MOROCCO
37	BURKINA FASO	54	MOZAMBIQUE
37	BURUNDI	54	MYANMAR
38	CAMBODIA	55	NIGER
38	CAMEROON	55	NIGERIA
39	CENTRAL AFRICAN REPUBLIC	56	OCCUPIED PALESTINIAN TERRITORY
39	CHAD	56	PAKISTAN
40	CHINA	57	PAPUA NEW GUINEA
40	COLOMBIA	36	PARAGUAY
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
47	IRAN	64	UKRAINE
48	IRAQ	64	UZBEKISTAN
48	IVORY COAST	65	YEMEN
49	JAPAN	65	ZAMBIA
49	KENYA	66	ZIMBABWE
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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 Tracq-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
<i>In thousands of €</i>			
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	<i>In thousands of €</i> 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	<i>In thousands of €</i> 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	<i>In thousands of €</i> 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:

In thousands of €

	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:

In thousands of €

	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:

In thousands of €

	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

In thousands of €

	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

					In thousands of €
SOCIAL MISSION					
Nature of expenses	Programmes	Headquarters programme support	Témoignage / awareness – raising	Other humanitarian activities	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

					In thousands of €	
Nature of expenses	Fundraising	Management and general administration	Income tax	Total other expenses	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%
4.1.2 FINANCIAL INDEPENDENCE		
Private income	89.4%	91.1%
Public institutional income	8.5%	7.3%
Other income	2.1%	1.6%
Income	100.0%	100.0%

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)

	Holland	Hong Kong	Italy	Japan	Luxembourg	Norway	Spain
<i>In thousands of €</i>							
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

	Sweden	Switzerland	United Kingdom	United States	Other entities	2011	2010
<i>In thousands of €</i>							
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

	In thousands of €	
	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

In thousands of €

	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

In thousands of €

	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)*In thousands of €*

	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*In full-time equivalents*

	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.

	<i>In thousands of €</i>	
	2011	2010
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

	<i>In thousands of €</i>	
	2011	2010
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

In thousands of €

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

In thousands of €

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

In full-time equivalents

Locally hired staff	656
International staff	80
Field positions	736

IRAN

EXPENSES

In thousands of €

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

In thousands of €

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

In full-time equivalents

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

In thousands of €

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

In thousands of €

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

In full-time equivalents

Locally hired staff	3
International staff	1
Field positions	4

KENYA

EXPENSES

In thousands of €

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

In thousands of €

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

In full-time equivalents

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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