

# INTERNATIONAL FINANCIAL REPORT 2012

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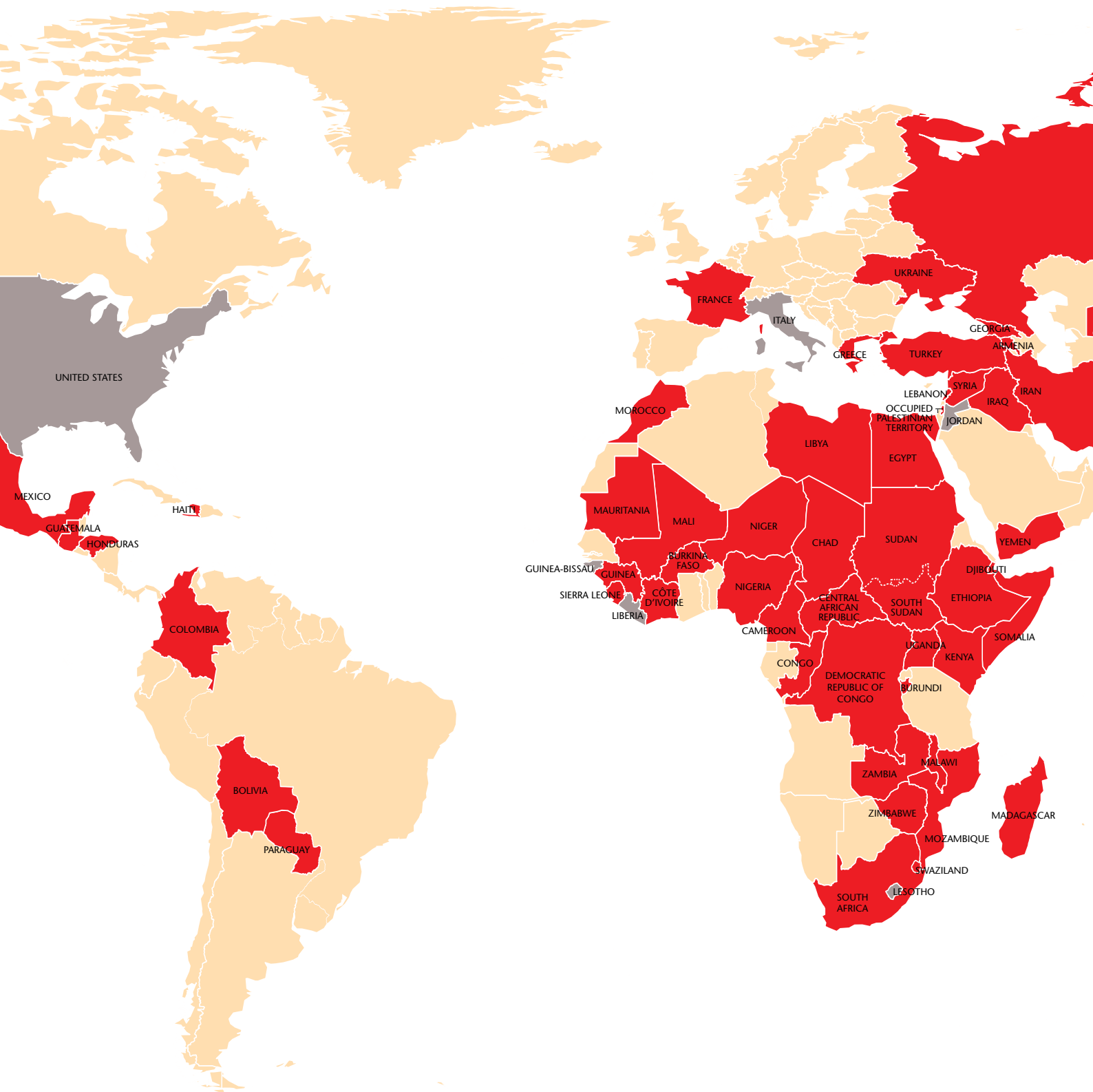
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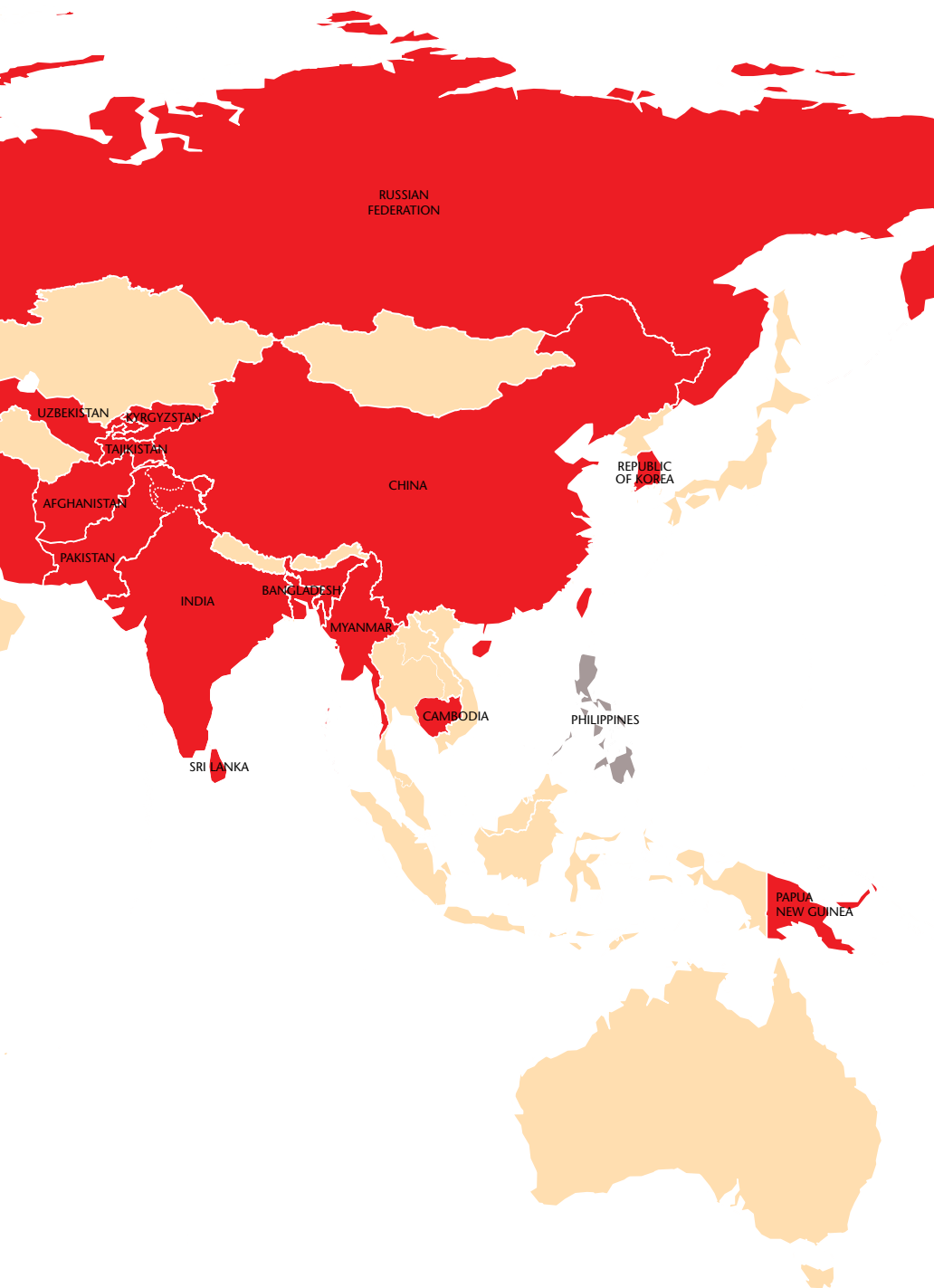
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# MSF PROGRAMMES AROUND THE WORLD





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

|                                 |                                   |
|---------------------------------|-----------------------------------|
| 35 AFGHANISTAN                  | 54 MOZAMBIQUE                     |
| 35 ARMENIA                      | 54 MYANMAR                        |
| 36 BANGLADESH                   | 55 NIGER                          |
| 36 BOLIVIA                      | 55 NIGERIA                        |
| 37 BURKINA FASO                 | 56 OCCUPIED PALESTINIAN TERRITORY |
| 37 BURUNDI                      | 56 PAKISTAN                       |
| 38 CAMBODIA                     | 57 PAPUA NEW GUINEA               |
| 38 CAMEROON                     | 36 PARAGUAY                       |
| 39 CENTRAL AFRICAN REPUBLIC     | 57 REPUBLIC OF KOREA              |
| 39 CHAD                         | 58 RUSSIAN FEDERATION             |
| 40 CHINA                        | 58 SIERRA LEONE                   |
| 40 COLOMBIA                     | 59 SOMALIA                        |
| 41 CONGO                        | 59 SOUTH AFRICA                   |
| 41 CÔTE D'IVOIRE                | 60 SOUTH SUDAN                    |
| 42 DEMOCRATIC REPUBLIC OF CONGO | 60 SRI LANKA                      |
| 42 DJIBOUTI                     | 61 SUDAN                          |
| 43 EGYPT                        | 61 SWAZILAND                      |
| 43 ETHIOPIA                     | 62 SYRIA                          |
| 44 FRANCE                       | 62 TAJIKISTAN                     |
| 44 GEORGIA                      | 63 TURKEY                         |
| 45 GREECE                       | 63 UGANDA                         |
| 45 GUATEMALA                    | 64 UKRAINE                        |
| 46 GUINEA                       | 64 UZBEKISTAN                     |
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# PRESIDENT'S REPORT

For the year ended 31 December 2012

**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 the Financial Statements of the organisation for the year ended 31 December 2012. These Financial Statements are a means of transparency and accountability, illustrating the financial situation of the movement 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 governments, as well as 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.

In 2012, some 6,000 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 70 countries.

MSF is constantly seeking to improve the quality, relevance and extent 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. Founded in Paris, France in 1971, MSF today is a worldwide movement of 23 associations, with offices all over the world.

MSF International is registered in Switzerland. The International General Assembly (IGA) is the highest authority of MSF. It is responsible for safeguarding MSF's medical humanitarian mission and providing strategic orientation to all MSF entities, and meets annually in June.

The IGA comprises two representatives of each MSF association, two representatives elected by the individual members of MSF International, and the International President.

The International Board acts on behalf of and is accountable to the IGA. It is made up of representatives of MSF's operational directorates as well as a group elected by 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 CHARTER OF MSF 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

At the end of 2012 our colleagues Montserrat Serra and Blanca Thiebaut were still being held hostage after their abduction from a refugee camp in Dadaab, Kenya on 13 October 2011. This is one of the longest-running kidnappings in the history of Médecins Sans Frontières (MSF).

Insecurity has had a significant impact on our activities this year. Many teams continued to work in unpredictable and unstable situations. Two of seven MSF staff who were detained in Myanmar in June remain in detention. Two colleagues were kidnapped in the Democratic Republic of Congo (DRC) in April. Several hours later, they were released unharmed. Armed men threatened MSF staff in Huth health centre, Yemen. We have not always been able to respond to people's needs as we intended.

### Challenges to delivering healthcare in conflict zones

In Syria, extreme violence, the collapse of the health infrastructure and the displacement of millions of people led to massive needs, but MSF has been frustrated at serious blockages to providing care. Lack of authorisation from the government, limited cross-border access and insecurity have all restricted the provision of humanitarian assistance. Our teams managed to expand activities, setting up hospitals in Aleppo and Idlib governorates. But we have been forced to limit ourselves to opposition-controlled areas and neighbouring countries. We are concerned about what the constraints on humanitarian assistance will mean for the people of Syria in the future.

In eastern DRC, MSF continued working in hospitals, health centres and clinics, despite escalating violence. Health needs are extreme in DRC even in stable settings, and our programmes include basic as well as specialist medical services. We carried out 1.6 million outpatient consultations, adapting activities as people were forced to move in search of safety.

Conflict in northern Mali and the warring parties' restrictions on movement made it very difficult for people to get to health facilities. MSF supported hospitals and health centres in remote locations as well as urban areas such as the city of Timbuktu.

In March, MSF opened a maternity hospital in Khost, Afghanistan. Some 100 births were being assisted per week, but then in April the hospital was targeted in a bomb attack, and seven people were wounded. We suspended activities. Several months of talks and assurances of support resulted in the reopening of the hospital at the end of the year.

The consequences of attacks on health workers and health facilities, and the lack of respect for medical action, reach far beyond the direct victims. We are collecting data on these attacks in order to assess their impact. Analysis will increase awareness of the need to respect medical activity, and it is hoped, help us to develop effective responses.

### Inadequate response to the needs of the displaced

In 2012, MSF saw huge growth in the need for support for people forced to leave their homes. Unfortunately, we also saw a slow and piecemeal response to that need. We must get the balance of assistance right: between the delivery of humanitarian relief and more specialised medical services.

Fighting in Sudan caused 170,000 people to fleeing across the to South Sudan. In response to the crisis, MSF set up field hospitals, clinics and feeding centres, carrying out more than 8,000 consultations each week. But the impact of healthcare is limited in the absence of essentials such as water, food and shelter, and in view of the needs and lack of broader response, we realise that we should have done more to meet basic needs.

Syrian refugees also lacked access to the basics. As winter approached, many were living without heating. Half the refugees in Lebanon were not receiving the healthcare they needed. MSF brought assistance in Lebanon, Turkey, Jordan and Iraq, but had grave concerns for the 2.5 million people estimated to be displaced within Syria.

Even in Dadaab, Kenya, where the refugee population is the size of a big city, agencies and organisations have not been able to adapt to a rapidly changing situation. This has consequences for morbidity and mortality rates. We have taken lessons from the challenges of this year, as we do from every new setting in which we work, to improve our response.

### Flooding affects hundreds of thousands worldwide

Typhoons in the Philippines caused flooding on several occasions, and MSF supplied emergency relief and medical care. Similar activities were carried out when major flooding hit northern Cameroon and eastern Nigeria. Teams set up mobile clinics, built latrines and provided safe drinking water when the Pakistani province of Balochistan and southeastern parts of Sudan were severely flooded.

### Improving how we deliver care

We need to constantly consider whether our care results in the best outcomes for people, whatever the setting.

Take maternal health: skilled birth attendants can prevent some 80 per cent of maternal deaths. High-quality emergency obstetric services, postnatal services and aftercare for unsafe abortions are all critical to bringing down maternal mortality. Concerned at the lack of recognition of the importance of such services, MSF has engaged more in the provision of emergency obstetric care. Our teams assisted some 185,000 births in 2012.

Our approach to HIV is changing too. In KwaZulu-Natal, South Africa, we are focusing on getting more people tested, initiating treatment earlier and making sure patients can access treatment and care close to home. The aim is to maximise the impact on patients' health, as well as reduce the spread of the virus, since treatment significantly lowers the risk of transmission. But many more challenges remain. Paediatric HIV, co-infection with other diseases, opportunistic infections, the abandonment of people with HIV in places where prevalence is less high: these issues all require urgent attention.

Despite progress in addressing malaria, 660,000 people still die from the disease every year, most of them African children. In Koutiala, Mali, and Moissala, Chad, where the disease is hyperendemic, MSF introduced chemoprevention, administering antimalarial treatment to children between three months and five years of age during the peak season. The number of simple malaria cases treated in the following weeks fell sharply: by 66 per cent in Koutiala and 78 per cent in Moissala. This is a positive step, but we have not solved the challenge of malaria. Strains of the disease that are resistant to current medication are already a concern in southeast Asia, and there are to date no real alternative treatment options. MSF is looking at how to tackle drug-resistant malaria.

### Drug-resistant tuberculosis: a health emergency

Drug resistance has already reached crisis point for tuberculosis (TB). Data on the prevalence of drug-resistant TB (DR-TB) is shocking: in Uzbekistan, 65 per cent of MSF's TB patients were found to have DR-TB. The introduction of a test that can detect resistance has nearly quadrupled diagnoses of DR-TB in just one MSF programme in Zimbabwe. But this is just the tip of the iceberg, as only a minority of patients have access to testing for resistance.

For the 20 per cent of people with DR-TB who have access to treatment, what follows is two gruelling years of taking pills and injections, with severe side effects. Treatment is so harsh that some choose to stop, accepting what they know will be a death sentence. Hundreds of thousands of people urgently need better diagnostics, and treatment regimens that are effective, take less time and are not toxic. This is an emergency.

### Not-so-routine vaccination

The number of children who have not received the basic package of immunisations grew between 2010 and 2012, from 19 to 22.4 million. Hundreds of thousands of children are still dying from preventable diseases every year.

Children living where roads are poor, where there is no electricity or where there is insecurity are all at risk of missing out on immunisation. This is because most vaccines must be kept refrigerated from production to administration, need more than one dose, and require a skilled health worker to administer those doses.

Vaccine funding must be invested in making vaccine programmes work for everyone: in new technologies and simpler tools, better delivery and lower costs.

Ultimately, our objective is, as always, to enable access to medical attention to everyone who needs it, no matter who or where they are.

Our frustrations with the limitations of the medicines and tools available, and the limitations of access and response, do not stop us. Thanks to the ongoing support of millions of people around the world, our independence and impartiality have allowed us to bring important assistance to people in crisis. We continue to strive to improve that assistance.

Thank you



Dr Unni Karunakara  
International President

# TREASURER'S REPORT

## COMBINED ACCOUNTS 2012

MSF is pleased to present its audited combined Financial Statements. The combined accounts represent an aggregation of the Financial Statements of the 19 main 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 Brazil, 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

2012 saw an increase in income for MSF compared with 2011. Total incoming resources of 938 million euros for 2012 were 52 million euros more than in 2011. 2012's higher income was due mainly to the increased private income received. More than 4.6 million individual donors and private funders provided 89% of MSF's income in 2012.

## EXPENDITURE

Total expenditure in 2012 was 944 million euros, an increase of 44 million euros over 2011 – equating to a 5% 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> |            |
|---------------------------------------|-------------------------|------------|
|                                       | 2012                    | 2011       |
| Programmes                            | 619                     | 610        |
| Headquarters programme support        | 104                     | 92         |
| Témoignage / awareness-raising        | 32                      | 28         |
| Other humanitarian activities         | 7                       | 7          |
| <b>Total social mission</b>           | <b>762</b>              | <b>737</b> |
| Fundraising                           | 125                     | 111        |
| Management and general administration | 57                      | 52         |
| <b>Total other expenses</b>           | <b>182</b>              | <b>163</b> |
| <b>Total</b>                          | <b>944</b>              | <b>900</b> |

The result of the above is that, in 2012, 81% of MSF's total expenditure was spent on social mission and 19% on other expenses (2011: 82% and 18% respectively.)

## PROGRAMME EXPENDITURE

Countries where we ran programmes with spending over 15 million euros in 2012 or 2011 are listed below. These 15 countries accounted for 64% of MSF's 2012 programme expenditure (2011: 65%).

|  | <i>In millions of €</i> |            |
|--|-------------------------|------------|
|  | 2012                    | 2011       |
| Democratic Republic of Congo                         | 73                      | 67         |
| South Sudan  | 61                      | 36         |
| Haiti  | 38                      | 62         |
| Niger  | 26                      | 24         |
| Somalia  | 25                      | 35         |
| Kenya  | 23                      | 23         |
| Sudan  | 20                      | 9          |
| Chad   | 20                      | 18         |
| Ethiopia   | 19                      | 25         |
| Zimbabwe   | 19                      | 20         |
| Nigeria  | 19                      | 18         |
| Central African Republic                             | 18                      | 17         |
| Afghanistan  | 17                      | 12         |
| Pakistan   | 15                      | 15         |
| Côte d'Ivoire  | 4                       | 17         |
| Other countries with spending under 15 million euros | 222                     | 212        |
| <b>Total</b>   | <b>619</b>              | <b>610</b> |

## RESULT FOR THE YEAR AND RESERVES POLICY

The result for 2012, after adjusting for exchange gains/losses, shows a deficit of 11 million euros (16 million euros for 2011). 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 at 31 December 2012 equates to approximately 7.6 months (8.1 months for 2011) of the year's activity (see Note 2.14).



Martin Aked  
International Treasurer



# AUDITORS' REPORT

**Ernst & Young SA**  
59, route de Chancy  
1213 Geneva

**KPMG SA**  
111, rue de Lyon  
1203 Geneva

Report of the joint independent auditors to the Members of the MSF International General Assembly on the combined Financial Statements of

## **Médecins Sans Frontières International, Geneva**

As joint independent auditors and in accordance with your instructions, we have audited the combined financial statements of Médecins Sans Frontières International, on pages 9 to 67, which comprise the statement of financial position as at 31 December 2012, the statements of financial activities, and statement of cash flows, and statement of changes in retained earnings and equities, for the year then ended and the notes to the financial statements. The prior period combined Financial Statements were audited by another auditor whose report dated 11 June 2012, expressed an unqualified opinion on those financial statements.

### *International Board's Responsibility*

The International Board of Médecins Sans Frontières International is responsible for the preparation of the combined financial statements in accordance with the basis set out in Note 1 to the financial statements. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of financial statements that are free from material misstatement, whether due to fraud or error. The International Board of Médecins Sans Frontières International is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

### *Joint Auditor's 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 plan and perform the audit to obtain reasonable assurance whether the financial statements are free from 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 auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the 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 system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, 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 audit opinion.

### *Opinion*

In our opinion, the combined financial statements for the year ended 31 December 2012 comply with the basis set out in Note 1 to the combined financial statements.

Ernst & Young SA

KPMG SA



Mark Hawkins  
*Licensed Audit Expert*



Thomas Madoery  
*Licensed Audit Expert*



Pierre Henri Pingeon  
*Licensed Audit Expert*



Philippe Delparte

Geneva, 13 June 2013



© Trevor Snapp

After conflict broke out in northern Mali, MSF took on activities at the Timbuktu reference hospital.

# COMBINED FINANCIAL STATEMENTS

for the year ended 31 December 2012

# STATEMENT OF FINANCIAL POSITION

|  | Notes | 2012           | 2011           |
|--|-------|----------------|----------------|
| <i>In thousands of €</i>                 |       |                |                |
| Intangible assets                        | 2.1   | 5,949          | 3,900          |
| Property, plant and equipment            | 2.2   | 38,247         | 34,182         |
| Financial assets                         | 2.3   | 13,218         | 11,513         |
| <b>Non-current assets</b>                |       | <b>57,414</b>  | <b>49,595</b>  |
| Inventories                              | 2.4   | 33,705         | 28,681         |
| Grants receivable                        | 2.5   | 20,044         | 19,875         |
| Contributions receivable                 | 2.6   | 18,091         | 16,951         |
| Other receivables                        | 2.7   | 10,908         | 9,741          |
| Other assets                             | 2.8   | 8,366          | 9,126          |
| Cash and cash equivalents                | 2.9   | 551,425        | 572,922        |
| <b>Current assets</b>                    |       | <b>642,539</b> | <b>657,296</b> |
| <b>Assets</b>                            |       | <b>699,953</b> | <b>706,891</b> |
| Permanently restricted funds             |       | 3,440          | 2,478          |
| Unrestricted funds                       |       | 580,178        | 592,292        |
| Other retained earnings and equities     |       | 15,027         | 16,142         |
| <b>Retained earnings and equities</b>    | 2.14  | <b>598,645</b> | <b>610,912</b> |
| Provisions                               | 2.10  | 5,225          | 6,452          |
| Financial debts                          | 2.11  | 942            | 1,257          |
| Accounts payable and accrued expenses    | 2.12  | 80,553         | 68,789         |
| Deferred income                          | 2.13  | 14,556         | 19,481         |
| Overdrafts                               |       | 32             | –              |
| <b>Liabilities</b>                       |       | <b>101,308</b> | <b>95,979</b>  |
| <b>Liabilities and retained earnings</b> |       | <b>699,953</b> | <b>706,891</b> |

## STATEMENT OF FINANCIAL ACTIVITIES

|  | Notes         | Unrestricted   | Restricted     | 2012           | 2011           |
|--|---------------|----------------|----------------|----------------|----------------|
| Individuals  | 3.1.1 / 4.2.1 | 725,786        | 24,086         | 749,872        | 684,222        |
| Private institutions                                   | 3.1.1 / 4.2.1 | 67,226         | 21,815         | 89,041         | 107,375        |
| <b>Private income</b>                                  |               | <b>793,012</b> | <b>45,901</b>  | <b>838,913</b> | <b>791,597</b> |
| Public institutional income                            | 3.1.2 / 4.2.2 | 2,729          | 79,939         | 82,668         | 75,200         |
| Other income   | 3.1.3 / 4.2.1 | 13,980         | 2,085          | 16,065         | 18,744         |
| <b>Income</b>  |               | <b>809,721</b> | <b>127,925</b> | <b>937,646</b> | <b>885,541</b> |
| Programmes   | 3.2.2 / 4.3   | 519,229        | 100,167        | 619,396        | 609,819        |
| Headquarters programme support                         | 3.2.3         | 80,593         | 23,355         | 103,948        | 92,318         |
| Témoignage / awareness-raising                         | 3.2.4         | 31,647         | 31             | 31,678         | 27,441         |
| Other humanitarian activities                          | 3.2.5         | 7,370          | –              | 7,370          | 7,035          |
| <b>Social mission</b>                                  |               | <b>638,839</b> | <b>123,553</b> | <b>762,392</b> | <b>736,613</b> |
| Fundraising  | 3.2.6         | 122,127        | 2,709          | 124,836        | 110,893        |
| Management and general administration                  | 3.2.7         | 55,579         | 1,043          | 56,622         | 52,403         |
| Income tax   | 3.2.8         | 87             | –              | 87             | 28             |
| <b>Other expenses</b>                                  |               | <b>177,793</b> | <b>3,752</b>   | <b>181,545</b> | <b>163,324</b> |
| <b>Expenditure</b>                                     |               | <b>816,632</b> | <b>127,305</b> | <b>943,937</b> | <b>899,937</b> |
| Net exchange gains / losses<br>unrealised and realised | 3.2.9         | -4,437         | -368           | -4,805         | -1,613         |
| <b>Surplus / deficit</b>                               |               | <b>-11,348</b> | <b>252</b>     | <b>-11,096</b> | <b>-16,010</b> |

In thousands of €

# STATEMENT OF CASH FLOWS

## CASH FLOWS FROM HUMANITARIAN AND FUNCTIONING ACTIVITIES

In thousands of €

|  | 2012            | 2011            |
|--|-----------------|-----------------|
| <b>1. Cash flows from private donors</b>   |                 |                 |
| Private income   | 838,913         | 791,597         |
| <b>Elimination of expenses and income with no impact on cash flows or not related to humanitarian and functioning activities</b> |                 |                 |
| Permanently restricted contributions and income  | -243            | –               |
| <b>Variation in working capital requirements</b>   |                 |                 |
| Change in receivables from private donors  | -1,006          | -933            |
| Change in deferred income on private grants  | -1,481          | 3,332           |
| Change in unspent donor-designated / restricted funds  | -1,173          | -4,622          |
|  | <b>835,010</b>  | <b>789,374</b>  |
| <b>2. Cash flows from public institutional agencies</b>  |                 |                 |
| Public institutional income  | 82,668          | 75,200          |
| <b>Variation in working capital requirements</b>   | 2,352           |                 |
| Change in public institutional assets  | -5,297          | -2,095          |
| Change in public institutional liabilities   |                 | 762             |
|  | <b>79,723</b>   | <b>73,867</b>   |
| <b>3. Other cash flows from humanitarian and functioning activities</b>  |                 |                 |
| Other income   | 16,065          | 18,744          |
| Social mission expenditure   | -762,392        | -736,613        |
| Other expenses   | -181,545        | -163,324        |
| <b>Elimination of expenses and income with no impact on cash flows or not related to humanitarian and functioning activities</b> |                 |                 |
| Permanently restricted contributions and income  | -9              | –               |
| Depreciation, amortisation, provisions   | 6,984           | 6,229           |
| Write-off of non-current assets  | -130            | 125             |
| Investment subsidies as income   | -81             | -95             |
| Net exchange gains and losses<br>Gains/losses resulting from financial assets and debts  | -4,805          | -1,614          |
| <b>Variation in working capital requirements</b>   |                 |                 |
| Change in other receivables and current assets   | -9,204          | -12,088         |
| Change in other current liabilities  | 14,960          | 2,057           |
|  | <b>-920,157</b> | <b>-886,579</b> |
| <b>Net cash provided by / used for humanitarian and functioning activities (A) = 1+2+3</b>                                       | <b>-5,424</b>   | <b>-23,338</b>  |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>  |                 |                 |
| Investments in non-current assets  | -15,883         | -11,055         |
| Investment subsidies as income   | 81              | 95              |
| Change in investment subsidies   | 161             | 256             |
| <b>Net cash used for investing activities (B)</b>  | <b>-15,641</b>  | <b>-10,704</b>  |

# STATEMENT OF CASH FLOWS (CONTINUED)

## CASH FLOWS FROM FINANCING ACTIVITIES

In thousands of €

|   | 2012           | 2011           |
|---|----------------|----------------|
| Permanently restricted contributions and income               | 252            | –              |
| Gains/losses resulting from financial assets and debts        | –              | –              |
| Change in financial debts                                     | -298           | -357           |
| Change in capital   | 18             | 111            |
| <b>Net cash provided by/used for financing activities (C)</b> | <b>-28</b>     | <b>-246</b>    |
| Effect of foreign exchange rate fluctuations                  | -436           | 6,292          |
| <b>Effect of exchange rate fluctuations (D)</b>               | <b>-436</b>    | <b>6,292</b>   |
| <b>Change in cash and cash equivalents (A+B+C+D)</b>          | <b>-21,529</b> | <b>-27,996</b> |
| <b>Opening cash and cash equivalents (E)</b>                  | <b>572,922</b> | <b>600,918</b> |
| <b>Closing cash and cash equivalents (A+B+C+D+E)</b>          | <b>551,393</b> | <b>572,922</b> |

# STATEMENT OF CHANGES IN RETAINED EARNINGS AND EQUITIES

In thousands of €

|   | Notes | 2011           | Deficit        | Change in subscribed capital | Impact of exchange rate on historical value | Other movements | 2012           |
|---|-------|----------------|----------------|------------------------------|---|-----------------|----------------|
| Permanently restricted funds                | 2.14  | 2,478          | 252            | –                            | –   | 710             | 3,440          |
| Unrestricted funds                          | 2.14  | 592,292        | -11,348        | –                            | –   | -766            | 580,178        |
| <b>Retained earnings</b>                    |       | <b>594,770</b> | <b>-11,096</b> | –                            | –   | <b>-56</b>      | <b>583,618</b> |
| Capital for foundations                     |       | 1,755          | –              | 18                           | –   | –               | 1,773          |
| Impact of exchange rate on historical value |       | 14,387         | –              | –                            | -1,133                                      | –               | 13,254         |
| <b>Other retained earnings and equities</b> |       | <b>16,142</b>  | –              | <b>18</b>                    | <b>-1,133</b>                               | –               | <b>15,027</b>  |
| <b>Retained earnings and equities</b>       |       | <b>610,912</b> | <b>-11,096</b> | <b>18</b>                    | <b>-1,133</b>                               | <b>-56</b>      | <b>598,645</b> |



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A baby is cleaned and wrapped after delivery by caesarean section at one of MSF's hospitals in northern Syria.

# NOTES TO THE FINANCIAL STATEMENTS

# 1 SIGNIFICANT ACCOUNTING POLICIES

These Financial Statements are based on a combination.

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 recognition and measurement (e.g. non-reciprocal transfers, donations in particular), and presentation and disclosure in 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, which deals with the accounting for employee benefits.

## 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 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<br>2012 | Closing rate<br>2011 | Average rate<br>2012 | Average rate<br>2011 |
|-----|----------------------|----------------------|----------------------|----------------------|
| AUD | 1.27                 | 1.27                 | 1.24                 | 1.35                 |
| BRL | 2.70                 | 2.42                 | 2.51                 | 2.33                 |
| CAD | 1.31                 | 1.32                 | 1.28                 | 1.38                 |
| CHF | 1.21                 | 1.22                 | 1.21                 | 1.23                 |
| CZK | 25.15                | 25.79                | 25.15                | 24.59                |
| DKK | 7.46                 | 7.43                 | 7.44                 | 7.45                 |
| EUR | 1.00                 | 1.00                 | 1.00                 | 1.00                 |
| GBP | 0.82                 | 0.84                 | 0.81                 | 0.87                 |
| HKD | 10.23                | 10.05                | 9.97                 | 10.84                |
| JPY | 113.61               | 100.20               | 102.59               | 110.96               |
| NOK | 7.35                 | 7.75                 | 7.47                 | 7.79                 |
| SEK | 8.58                 | 8.91                 | 8.70                 | 9.03                 |
| USD | 1.32                 | 1.29                 | 1.28                 | 1.39                 |
| ZAR | 11.17                | 10.48                | 10.56                | 10.10                |



### 1.3 CHANGE IN ACCOUNTING POLICIES

The 2012 Financial Statements do not contain any changes in accounting policies compared with 2011.

### 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 expensed upon shipment to the field, or upon purchase if purchased locally. When an MSF entity 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.

#### Finance 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 expenses 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 any damage.

### 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.

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 the time of preparation of the Financial Statements, or valued at best estimate if no invoice is received later. 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 2012, 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 long-term use, rather than expended short term, 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, 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.

## 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 from or pledged directly 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 relate 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 assets, classified as appropriate (building, other financial assets, other inventories) at 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.

### 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 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 2012, there is no homogenous approach within the movement. Some entities have judged that the impact of accounting for long-term employee benefits in accordance with IAS 19 would be immaterial and accordingly did not account for it. Other entities calculated and accounted for the corresponding liability, since it was deemed material. MSF plans to have a coordinated approach for the coming years. At this stage, MSF assumes that the financial impact is unlikely to be significant due to the high staff turnover and low average age of the members.

## 2 NOTES TO THE STATEMENT OF FINANCIAL POSITION

### 2.1 INTANGIBLE ASSETS

Mainly consisting of software and licences.

|                                 | 2011         | Additions    | Disposals  | Foreign exchange gain/loss | Other movements | In thousands of €<br>2012 |
|---------------------------------|--------------|--------------|------------|----------------------------|-----------------|---------------------------|
| Intangible assets – gross value | 17,266       | 4,040        | -179       | -106                       | -43             | 20,978                    |
| Amortisation                    | -13,366      | -1,873       | 119        | 93                         | -2              | -15,029                   |
| <b>Intangible assets</b>        | <b>3,900</b> | <b>2,167</b> | <b>-60</b> | <b>-13</b>                 | <b>-45</b>      | <b>5,949</b>              |

### 2.2 PROPERTY, PLANT AND EQUIPMENT

Mainly consisting of the head offices of some entities.

|   | 2011           | Additions     | Disposals     | Foreign exchange gain/loss | Other movements | In thousands of €<br>2012 |
|---|----------------|---------------|---------------|----------------------------|-----------------|---------------------------|
| Land  | 7,692          | –             | -1            | 10                         | 663             | 8,364                     |
| Buildings   | 26,513         | 175           | -89           | 47                         | 3,724           | 30,371                    |
| Fixtures  | 7,265          | 457           | -410          | -68                        | 1,822           | 9,066                     |
| Furniture   | 5,400          | 1,046         | -149          | -24                        | -8              | 6,265                     |
| Computers   | 11,763         | 1,662         | -388          | -3                         | -47             | 12,987                    |
| Machinery and equipment   | 6,591          | 929           | -167          | 19                         | –               | 7,372                     |
| Other tangible assets (including construction work in progress) | 4,812          | 5,657         | -450          | 2                          | -6,157          | 3,864                     |
| <b>Property, plant and equipment – gross value</b>              | <b>70,036</b>  | <b>9,927</b>  | <b>-1,654</b> | <b>-17</b>                 | <b>-3</b>       | <b>78,289</b>             |
| <b>Depreciation</b>   | <b>-35,854</b> | <b>-6,071</b> | <b>1,844</b>  | <b>33</b>                  | <b>6</b>        | <b>-40,042</b>            |
| <b>Property, plant and equipment</b>                            | <b>34,182</b>  | <b>3,856</b>  | <b>190</b>    | <b>16</b>                  | <b>3</b>        | <b>38,247</b>             |

#### Finance leases

At 31 December 2012, the net value of capitalised leased assets stands at 291 thousand euros, and capitalised lease obligations at 893 thousand euros (2011: 792 thousand and 1,212 thousand euros, respectively). The total reimbursements for the current year amount to 314 thousand euros, and the rent expenses to 340 thousand euros (2011: 418 thousand and 454 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 | 2012          | 2011          |
|-------------------------|---------------|-----------|---------------|---------------|
| Long-term investments   | 9,656         | –         | 9,656         | 8,186         |
| Other financial assets  | 3,562         | –         | 3,562         | 3,327         |
| Loans                   | –             | –         | –             | –             |
| <b>Financial assets</b> | <b>13,218</b> | <b>–</b>  | <b>13,218</b> | <b>11,513</b> |

Their breakdown by maturity date is as follows:

|                         | < 1 year     | > 1 year and < 5 years | > 5 years    | In thousands of €<br>2012 |
|-------------------------|--------------|------------------------|--------------|---------------------------|
| <b>Financial assets</b> | <b>1,802</b> | <b>1,752</b>           | <b>9,664</b> | <b>13,218</b>             |

## 2.4 INVENTORIES

|                                      | <i>In thousands of €</i> |             |               |               |
|--------------------------------------|--------------------------|-------------|---------------|---------------|
|                                      | Gross value              | Provision   | 2012          | 2011          |
| Medical and non-medical relief goods | 33,918                   | -922        | 32,996        | 27,585        |
| Other inventories                    | 736                      | -27         | 709           | 1,096         |
| <b>Inventories</b>                   | <b>34,654</b>            | <b>-949</b> | <b>33,705</b> | <b>28,681</b> |

## 2.5 GRANTS RECEIVABLE

|   | <i>In thousands of €</i> |            |               |               |
|---|--------------------------|------------|---------------|---------------|
|   | Gross value              | Provision  | 2012          | 2011          |
| <b>Grants receivable from private donors</b>      | <b>6,490</b>             | <b>-96</b> | <b>6,394</b>  | <b>6,808</b>  |
| ECHO and EU institutions                          | 7,655                    | -          | 7,655         | 7,293         |
| EU European governments                           | 2,871                    | -          | 2,871         | 1,474         |
| Non-EU European governments                       | 364                      | -          | 364           | 1,723         |
| Other governments or public institutions          | 2,723                    | -          | 2,723         | 2,051         |
| UN institutions                                   | 37                       | -          | 37            | 526           |
| <b>Grants receivable from public institutions</b> | <b>13,650</b>            | <b>-</b>   | <b>13,650</b> | <b>13,067</b> |
| <b>Grants receivable</b>                          | <b>20,140</b>            | <b>-96</b> | <b>20,044</b> | <b>19,875</b> |

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

## 2.6 CONTRIBUTIONS RECEIVABLE

At 31 December 2012, the outstanding commitment represents 18,091 thousand euros (2011: 16,951 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 2012, the outstanding commitment amounts to 10,908 thousand euros (2011: 9,741 thousand euros) and is expected to be received within the following year.

## 2.8 OTHER ASSETS

Other assets of 8,366 thousand euros (2011: 9,126 thousand euros) include mainly prepaid expenses. Their breakdown by maturity date is as follows:

|                     | <i>In thousands of €</i> |                           |           |              |
|---------------------|--------------------------|---------------------------|-----------|--------------|
|                     | < 1 year                 | > 1 year and<br>< 5 years | > 5 years | 2012         |
| <b>Other assets</b> | <b>8,361</b>             | <b>5</b>                  | <b>-</b>  | <b>8,366</b> |

## 2.9 CASH AND CASH EQUIVALENTS

|                                  | <i>In thousands of €</i> |                |
|----------------------------------|--------------------------|----------------|
|                                  | 2012                     | 2011           |
| Short-term deposits              | 260,811                  | 325,122        |
| Cash at headquarters             | 248,954                  | 212,394        |
| Cash in the field                | 41,660                   | 35,406         |
| <b>Cash and cash equivalents</b> | <b>551,425</b>           | <b>572,922</b> |

## 2.10 PROVISIONS

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

|                   | 2011         | Additional provisions | Amounts used  | Unused amounts reversed | Foreign exchange gain/loss | Other movements | In thousands of €<br>2012 |
|-------------------|--------------|-----------------------|---------------|-------------------------|----------------------------|-----------------|---------------------------|
| <b>Provisions</b> | <b>6,452</b> | <b>3,049</b>          | <b>-1,820</b> | <b>-2,307</b>           | <b>-6</b>                  | <b>-143</b>     | <b>5,225</b>              |

246 thousand euros of the provisions relate to tax assessments received regarding remuneration of international staff (2011: 2,828 thousand euros). The reduction compared with 2011 is due to the satisfactory resolution of assessments in prior years. Provisions for staff retirement plans amount to 1,981 thousand euros (2011: 1,851 thousand euros). The remaining 1,367 thousand euros of provisions cover various risks for which MSF has a constructive obligation (2011: 1,773 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 | 2012       | 2011         |
|------------------------------|------------|------------------------|-----------|------------|--------------|
| Capitalised lease obligation | 316        | 577                    | –         | 893        | 1,212        |
| Borrowings and loans         | 49         | –                      | –         | 49         | 45           |
| <b>Financial debts</b>       | <b>365</b> | <b>577</b>             | <b>–</b>  | <b>942</b> | <b>1,257</b> |

## 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:

|  | 2012          | 2011          |
|--|---------------|---------------|
| Accounts payable and accrued expenses        | 40,578        | 38,129        |
| Employee benefits                            | 21,790        | 17,800        |
| Accrued taxes                                | 5,014         | 3,851         |
| Public institutional grants payable          | 150           | 24            |
| Private grants payable                       | 498           | 492           |
| Other liabilities                            | 12,523        | 8,493         |
| <b>Accounts payable and accrued expenses</b> | <b>80,553</b> | <b>68,789</b> |

The breakdown by maturity date is as follows:

|  | < 1 year      | > 1 year and < 5 years | > 5 years    | 2012          |
|--|---------------|------------------------|--------------|---------------|
| <b>Accounts payable and accrued expenses</b> | <b>78,973</b> | <b>38</b>              | <b>1,542</b> | <b>80,553</b> |

## 2.13 DEFERRED INCOME

|  | 2012          | 2011          |
|--|---------------|---------------|
| Unspent donor-designated / restricted funds    | 6,295         | 7,548         |
| Deferred income on public institutional grants | 2,958         | 5,591         |
| Deferred income on private grants              | 2,742         | 4,186         |
| Gross value of investment subsidies            | 1,669         | 1,507         |
| Other deferred income                          | 892           | 649           |
| <b>Deferred income</b>                         | <b>14,556</b> | <b>19,481</b> |

## 2.13 DEFERRED INCOME (CONTINUED)

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

|                        | < 1 year      | > 1 year and<br>< 5 years | > 5 years | In thousands of €<br>2012 |
|------------------------|---------------|---------------------------|-----------|---------------------------|
| <b>Deferred income</b> | <b>13,971</b> | <b>585</b>                | <b>-</b>  | <b>14,556</b>             |

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

The following schedule shows their year-end position:

|  | 2011         | Raised in 2012 | Spent in 2012 | Foreign<br>exchange<br>gain/loss | In thousands of €<br>2012 |
|--|--------------|----------------|---------------|----------------------------------|---------------------------|
| Afghanistan                                      | 1            | -              | -1            | -                                | -                         |
| Algeria  | 19           | -              | -             | -                                | 19                        |
| Angola   | 5            | -              | -             | -                                | 5                         |
| Guatemala  | -            | 1              | -             | -                                | 1                         |
| Bangladesh                                       | 1            | -              | -1            | -                                | -                         |
| Haiti  | 2            | 6              | -2            | -                                | 6                         |
| Indonesia  | 415          | -              | -415          | -                                | -                         |
| Iran   | 63           | 5              | -5            | -                                | 63                        |
| Jordan   | -            | 31             | -             | -                                | 31                        |
| Kenya  | 629          | -              | -635          | 5                                | -1                        |
| Malawi   | 1            | -              | -1            | -                                | -                         |
| Pakistan   | 101          | -              | -99           | -                                | 2                         |
| Peru   | 34           | 35             | -34           | -                                | 35                        |
| Somalia  | 1,776        | -2             | -1,792        | 18                               | -                         |
| South Sudan                                      | -            | 1              | -             | -                                | 1                         |
| Sudan  | 2            | 1              | -             | -                                | 2                         |
| Turkey   | 22           | -              | -22           | -                                | -                         |
| United States                                    | -            | 6              | -             | -                                | 6                         |
| Yemen  | -            | 2              | -             | -                                | 2                         |
| Zimbabwe   | 354          | -              | -133          | -1                               | 220                       |
| <b>Total countries</b>                           | <b>3,425</b> | <b>86</b>      | <b>-3,140</b> | <b>22</b>                        | <b>393</b>                |
| Charitable Gift Annuity Trust                    | 2,777        | 644            | -             | -                                | 3,421                     |
| Other restrictions                               | 1,346        | 2,271          | -1,035        | -101                             | 2,481                     |
| <b>Unspent donor-designated/restricted funds</b> | <b>7,548</b> | <b>3,001</b>   | <b>-4,175</b> | <b>-79</b>                       | <b>6,295</b>              |

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 2012, the available portion (excluding permanently restricted funds and capital for foundations) represents 7.6 months of the preceding year's activity (2011: 8.1 months). The purpose of maintaining retained earnings is to meet the following needs:

- working capital needs over the course of the year, as fundraising traditionally has seasonal peaks while expenditure is relatively constant;
- speedy operational response to humanitarian needs that will be funded by forthcoming public fundraising campaigns and/or by public institutional funding;
- future major humanitarian emergencies for which sufficient funding cannot be obtained;
- the sustainability of long-term programmes (e.g. antiretroviral treatment programmes); or
- a sudden drop in private and/or public institutional funding that cannot be matched in the short term by a reduction in expenditure.

# 3 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITIES

## 3.1 INCOME

### 3.1.1 PRIVATE INCOME

Income from individuals includes:

|                                | <i>In thousands of €</i> |                |
|--------------------------------|--------------------------|----------------|
|                                | <b>2012</b>              | <b>2011</b>    |
| Donations                      | 654,340                  | 619,615        |
| Legacies and bequests          | 95,380                   | 64,479         |
| Membership fees                | 152                      | 128            |
| <b>Income from individuals</b> | <b>749,872</b>           | <b>684,222</b> |

Income from private institutions comes from the following sources:

|   | <i>In thousands of €</i> |                |
|---|--------------------------|----------------|
|   | <b>2012</b>              | <b>2011</b>    |
| Companies                               | 35,052                   | 41,887         |
| Trusts and foundations                  | 25,483                   | 36,388         |
| Lottery and special events              | 20,195                   | 23,895         |
| Joint appeals                           | 1,275                    | 2,093          |
| Other private institutions              | 7,036                    | 3,112          |
| <b>Income from private institutions</b> | <b>89,041</b>            | <b>107,375</b> |

### 3.1.2 PUBLIC INSTITUTIONAL INCOME

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

|  | <i>In thousands of €</i> |               |
|--|--------------------------|---------------|
|  | <b>2012</b>              | <b>2011</b>   |
| ECHO and EU institutions                 | 33,228                   | 24,700        |
| EU governments                           | 30,606                   | 34,576        |
| Non-EU European governments              | 11,388                   | 8,711         |
| North American governments               | 4,593                    | 3,853         |
| Other governments or public institutions | 2,850                    | 2,860         |
| UN institutions                          | 3                        | 500           |
| <b>Public institutional income</b>       | <b>82,668</b>            | <b>75,200</b> |

### 3.1.3 OTHER INCOME

|  | <i>In thousands of €</i> |               |
|--|--------------------------|---------------|
|  | <b>2012</b>              | <b>2011</b>   |
| Interest / investment income                       | 7,203                    | 6,301         |
| Merchandising                                      | 1,692                    | 3,454         |
| Equipment and services sold to other organisations | 1,670                    | 2,908         |
| Other revenues                                     | 5,500                    | 6,081         |
| <b>Other income</b>                                | <b>16,065</b>            | <b>18,744</b> |

### 3.1.4 LEGACIES AND BEQUESTS

The total value of legacies and bequests expected at year-end but not yet received is 34,072 thousand euros (30,801 thousand for 2011), plus 38,001 thousand euros pending acceptance (21,749 thousand for 2011). 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 2012 is approximately 8,688 thousand euros: 6,058 thousand euros received in the field and 2,630 thousand euros received at headquarters (2011: 9,341 thousand and 2,519 thousand, respectively). The majority of the gifts received in the field relate to drugs and medical equipment and, at headquarters, to consultancies and travel miles. As described in Note 1.13, the accounting policy of the organisation is that in-kind donations and services are not recognised as income in the Statement of Financial Activities.

## 3.2 EXPENDITURE

### 3.2.1 FUNCTIONAL EXPENSES

| SOCIAL MISSION              | In thousands of €  |                |                                |                                |                               |
|-----------------------------|--------------------|----------------|--------------------------------|--------------------------------|-------------------------------|
|                             | Nature of expenses | Programmes     | Headquarters programme support | Témoignage / awareness-raising | Other humanitarian activities |
| Personnel costs             | 330,156            | 74,322         | 16,185                         | 355                            | 421,018                       |
| Travel and transportation   | 96,390             | 7,252          | 1,379                          | 379                            | 105,400                       |
| Medical and nutrition       | 107,928            | 262            | 12                             | 697                            | 108,899                       |
| Logistics and sanitation    | 34,871             | 475            | –                              | 71                             | 35,417                        |
| Professional services       | 8,252              | 4,243          | 3,242                          | 4                              | 15,741                        |
| Communications              | 8,033              | 1,823          | 1,726                          | 5                              | 11,587                        |
| Publications                | –                  | 272            | 2,598                          | 4                              | 2,874                         |
| Promotional expenses        | –                  | 554            | 3,919                          | –                              | 4,473                         |
| Office expenses             | 18,933             | 10,049         | 2,586                          | 38                             | 31,606                        |
| Taxes                       | 1,148              | 313            | 16                             | 1                              | 1,478                         |
| Private grants              | 10,069             | 551            | 4                              | 4,767                          | 15,391                        |
| Public institutional grants | –                  | 308            | –                              | –                              | 308                           |
| Financial expenses          | 1,063              | 135            | 23                             | –                              | 1,221                         |
| Depreciation                | –                  | 4,169          | 488                            | 3                              | 4,660                         |
| Others                      | 2,553              | -781           | -500                           | 1,047                          | 2,319                         |
| <b>Total</b>                | <b>619,396</b>     | <b>103,947</b> | <b>31,678</b>                  | <b>7,371</b>                   | <b>762,392</b>                |

| OTHER EXPENSES              | In thousands of €  |               |                                       |                |                      |                |
|-----------------------------|--------------------|---------------|---------------------------------------|----------------|----------------------|----------------|
|                             | Nature of expenses | Fundraising   | Management and general administration | Income tax     | Total other expenses | 2012           |
| Personnel costs             | 25,087             | 34,704        | –                                     | 59,791         | 480,809              | 436,860        |
| Travel and transportation   | 1,584              | 2,847         | –                                     | 4,431          | 109,831              | 112,323        |
| Medical and nutrition       | –                  | 1             | –                                     | 1              | 108,900              | 126,349        |
| Logistics and sanitation    | 3                  | –             | –                                     | 3              | 35,420               | 39,069         |
| Professional services       | 12,799             | 3,985         | –                                     | 16,784         | 32,525               | 26,101         |
| Communications              | 14,771             | 873           | –                                     | 15,644         | 27,231               | 27,359         |
| Publications                | 17,487             | 620           | –                                     | 18,107         | 20,981               | 22,107         |
| Promotional expenses        | 45,820             | -26           | –                                     | 45,794         | 50,267               | 41,793         |
| Office expenses             | 4,432              | 7,831         | –                                     | 12,263         | 43,869               | 38,452         |
| Taxes                       | 77                 | 593           | 87                                    | 757            | 2,235                | 1,496          |
| Private grants              | 7                  | 83            | –                                     | 90             | 15,481               | 9,073          |
| Public institutional grants | –                  | –             | –                                     | –              | 308                  | 187            |
| Financial expenses          | 1,797              | 1,022         | –                                     | 2,819          | 4,040                | 3,989          |
| Depreciation                | 830                | 2,490         | –                                     | 3,320          | 7,980                | 6,486          |
| Others                      | 142                | 1,599         | –                                     | 1,741          | 4,060                | 8,293          |
| <b>Total</b>                | <b>124,836</b>     | <b>56,622</b> | <b>87</b>                             | <b>181,545</b> | <b>943,937</b>       | <b>899,937</b> |



### 3.2.2 PROGRAMME EXPENSES BY NATURE AND CONTINENT

|   |                |               |                |               |              |              | <i>In thousands of €</i> |                |
|---|----------------|---------------|----------------|---------------|--------------|--------------|--------------------------|----------------|
|   | Africa         | The Americas  | Asia           | Europe        | Oceania      | Unallocated  | 2012                     | 2011           |
| Locally hired staff                     | 131,947        | 27,784        | 38,631         | 4,538         | 1,387        | 940          | 205,227                  | 187,104        |
| International staff                     | 98,091         | 10,072        | 30,664         | 2,245         | 1,887        | 1,245        | 144,204                  | 134,506        |
| Operational running expenses            | 20,617         | 1,507         | 5,931          | 666           | 330          | 129          | 29,178                   | 28,716         |
| Medical and nutrition                   | 68,497         | 6,326         | 30,005         | 2,625         | 431          | 44           | 107,928                  | 125,650        |
| Logistics and sanitation                | 24,780         | 2,277         | 7,259          | 316           | 240          | -1           | 34,871                   | 38,711         |
| Transport, freight and storage          | 63,381         | 3,150         | 8,658          | 342           | 620          | 254          | 76,405                   | 80,906         |
| Training and local support              | 7,392          | 65            | 685            | 33            | 44           | 3,351        | 11,571                   | 6,822          |
| Consultants and field support           | 6,923          | 466           | 1,209          | 277           | 23           | 64           | 8,962                    | 6,315          |
| Private and public institutional grants | –              | –             | –              | –             | –            | 233          | 233                      | 150            |
| Others                                  | 639            | 49            | 53             | 26            | 28           | 22           | 817                      | 939            |
| <b>Programmes</b>                       | <b>422,266</b> | <b>51,596</b> | <b>123,095</b> | <b>11,068</b> | <b>4,990</b> | <b>6,281</b> | <b>619,396</b>           | <b>609,819</b> |

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 communication specialists. It pushes to lower the prices of existing drugs, vaccines and diagnostic tests; to stimulate research and development into new treatments for diseases that primarily affect the poor; and to overcome other barriers that prevent patients from getting the treatment they need.

|   | <i>In thousands of €</i> |               |
|---|--------------------------|---------------|
|   | 2012                     | 2011          |
| Access Campaign                         | 4,877                    | 4,001         |
| Other témoignage campaigns and expenses | 26,800                   | 23,440        |
| <b>Témoignage / awareness-raising</b>   | <b>31,677</b>            | <b>27,441</b> |

## **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 during the year 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

|                                       | 2012          | 2011          |
|---------------------------------------|---------------|---------------|
| Operations                            | 76.6%         | 78.1%         |
| Témoignage/awareness-raising          | 3.4%          | 3.0%          |
| Other humanitarian activities         | 0.8%          | 0.8%          |
| <b>Social mission</b>                 | <b>80.8%</b>  | <b>81.9%</b>  |
| Fundraising                           | 13.2%         | 12.3%         |
| Management and general administration | 6.0%          | 5.8%          |
| Income tax                            | –             | –             |
| <b>Other expenses</b>                 | <b>19.2%</b>  | <b>18.1%</b>  |
| <b>Expenditure</b>                    | <b>100.0%</b> | <b>100.0%</b> |
| <b>4.1.2 FINANCIAL INDEPENDENCE</b>   |               |               |
| Private income                        | 89.5%         | 89.4%         |
| Public institutional income           | 8.8%          | 8.5%          |
| Other income                          | 1.7%          | 2.1%          |
| <b>Income</b>                         | <b>100.0%</b> | <b>100.0%</b> |

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 91.2% of MSF total income in 2012 (2011: 91.5%). More than 4.6 million (2011: 4.5 million) individual donors and private funders worldwide made this possible.

## 4.2 INCOME

### 4.2.1 PRIVATE AND OTHER INCOME BY OFFICE

*In thousands of €*

|  | Australia     | Austria       | Belgium       | Brazil        | Canada        | Czech Republic | Denmark       | France        |
|--|---------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|
| Donations  | 40,645        | 18,569        | 21,684        | 11,311        | 21,954        | 1,359          | 6,901         | 55,530        |
| Legacies and bequests                              | 1,495         | 1,673         | 4,428         | –             | 2,755         | –              | 4,451         | 14,201        |
| Membership fees                                    | 5             | 2             | 8             | –             | 13            | –              | –             | 39            |
| <b>Income from individuals</b>                     | <b>42,145</b> | <b>20,244</b> | <b>26,120</b> | <b>11,311</b> | <b>24,722</b> | <b>1,359</b>   | <b>11,352</b> | <b>69,770</b> |
| Companies  | 4,876         | 1,447         | 1,946         | –             | 269           | –              | 581           | 1,313         |
| Trusts and foundations                             | 334           | –             | –             | –             | 466           | –              | 923           | 205           |
| Lottery and special events                         | –             | –             | –             | –             | 1             | –              | 266           | –             |
| Joint appeals                                      | –             | –             | –             | –             | –             | –              | 1,275         | –             |
| Other private institutions                         | –             | –             | 281           | 75            | –             | –              | 163           | 3,630         |
| <b>Donations from private institutions</b>         | <b>5,210</b>  | <b>1,447</b>  | <b>2,227</b>  | <b>75</b>     | <b>736</b>    | <b>–</b>       | <b>3,208</b>  | <b>5,148</b>  |
| <b>Private income</b>                              | <b>47,355</b> | <b>21,691</b> | <b>28,347</b> | <b>11,386</b> | <b>25,548</b> | <b>1,359</b>   | <b>14,560</b> | <b>74,918</b> |
| Interest/investment income                         | 566           | 71            | 822           | 408           | 73            | 2              | 13            | 1,147         |
| Merchandising                                      | –             | –             | –             | –             | –             | 2              | 22            | 543           |
| Equipment and services sold to other organisations | –             | –             | 1,109         | –             | –             | –              | –             | 227           |
| Other revenues                                     | 28            | 51            | 829           | –             | 41            | –              | 178           | 2,209         |
| <b>Other income</b>                                | <b>594</b>    | <b>122</b>    | <b>2,760</b>  | <b>408</b>    | <b>114</b>    | <b>4</b>       | <b>213</b>    | <b>4,126</b>  |

4.2.1 PRIVATE AND OTHER INCOME BY OFFICE (CONTINUED)

*In thousands of €*

|  | Germany       | Greece       | Holland       | Hong Kong     | Ireland    | Italy         | Japan         | Luxembourg   |
|--|---------------|--------------|---------------|---------------|------------|---------------|---------------|--------------|
| Donations  | 52,805        | 2,609        | 32,261        | 22,679        | 458        | 33,535        | 39,333        | 2,713        |
| Legacies and bequests                              | 6,578         | 293          | 10,362        | 104           | 3          | 4,994         | 1,487         | 914          |
| Membership fees                                    | 10            | 3            | 6             | 1             | –          | 5             | 4             | 1            |
| <b>Income from individuals</b>                     | <b>59,393</b> | <b>2,905</b> | <b>42,629</b> | <b>22,784</b> | <b>461</b> | <b>38,534</b> | <b>40,824</b> | <b>3,628</b> |
| Companies  | 450           | 273          | 1,180         | 1,510         | 12         | 2,369         | 3,791         | 326          |
| Trusts and foundations                             | 560           | 140          | 896           | 226           | 25         | 42            | 719           | –            |
| Lottery and special events                         | 1,359         | –            | 13,500        | 316           | 178        | 127           | –             | –            |
| Joint appeals                                      | –             | –            | –             | –             | –          | –             | –             | –            |
| Other private institutions                         | 1,322         | 10           | 1,489         | 22            | –          | 38            | -174          | 186          |
| <b>Donations from private institutions</b>         | <b>3,691</b>  | <b>424</b>   | <b>17,065</b> | <b>2,074</b>  | <b>215</b> | <b>2,577</b>  | <b>4,336</b>  | <b>512</b>   |
| <b>Private income</b>                              | <b>63,084</b> | <b>3,329</b> | <b>59,694</b> | <b>24,858</b> | <b>676</b> | <b>41,111</b> | <b>45,160</b> | <b>4,140</b> |
| Interest/investment income                         | 206           | 2            | 1,584         | –             | –          | 98            | 2             | 7            |
| Merchandising                                      | –             | –            | –             | –             | –          | 72            | –             | 1            |
| Equipment and services sold to other organisations | –             | –            | –             | –             | –          | –             | –             | –            |
| Other revenues                                     | 815           | 46           | –             | –             | –          | 59            | 14            | 13           |
| <b>Other income</b>                                | <b>1,021</b>  | <b>48</b>    | <b>1,584</b>  | <b>–</b>      | <b>–</b>   | <b>229</b>    | <b>16</b>     | <b>21</b>    |

*In thousands of €*

|  | Norway        | South Africa | Spain         | Sweden        | Switzerland   | United Kingdom | United States  | 2012           |
|--|---------------|--------------|---------------|---------------|---------------|----------------|----------------|----------------|
| Donations  | 20,359        | 1,067        | 55,345        | 24,442        | 57,682        | 14,861         | 116,237        | 654,340        |
| Legacies and bequests                              | 1,389         | –            | 2,734         | 6,692         | 7,835         | 4,064          | 18,927         | 95,380         |
| Membership fees                                    | 4             | 2            | 22            | 10            | 17            | –              | –              | 152            |
| <b>Income from individuals</b>                     | <b>21,752</b> | <b>1,069</b> | <b>58,101</b> | <b>31,144</b> | <b>65,534</b> | <b>18,925</b>  | <b>135,164</b> | <b>749,872</b> |
| Companies  | 1,008         | –            | 3,948         | 1,960         | 1,139         | 1,713          | 4,939          | 35,052         |
| Trusts and foundations                             | 1,470         | –            | 156           | 3,523         | 8,992         | 2,096          | 4,711          | 25,483         |
| Lottery and special events                         | –             | –            | –             | –             | –             | 4,448          | –              | 20,195         |
| Joint appeals                                      | –             | –            | –             | –             | –             | –              | –              | 1,275          |
| Other private institutions                         | –             | –            | –             | -9            | 2             | –              | –              | 7,036          |
| <b>Donations from private institutions</b>         | <b>2,478</b>  | <b>–</b>     | <b>4,104</b>  | <b>5,474</b>  | <b>10,133</b> | <b>8,257</b>   | <b>9,650</b>   | <b>89,041</b>  |
| <b>Private income</b>                              | <b>24,230</b> | <b>1,069</b> | <b>62,205</b> | <b>36,618</b> | <b>75,667</b> | <b>27,181</b>  | <b>144,814</b> | <b>838,913</b> |
| Interest/investment income                         | 977           | 6            | 296           | 100           | 114           | 22             | 690            | 7,203          |
| Merchandising                                      | –             | –            | 1,037         | –             | 14            | –              | –              | 1,692          |
| Equipment and services sold to other organisations | –             | –            | –             | –             | 335           | –              | –              | 1,670          |
| Other revenues                                     | 126           | –            | 340           | 18            | 691           | 6              | 36             | 5,500          |
| <b>Other income</b>                                | <b>1,103</b>  | <b>6</b>     | <b>1,673</b>  | <b>118</b>    | <b>1,154</b>  | <b>28</b>      | <b>726</b>     | <b>16,065</b>  |

## 4.2.2 PUBLIC INSTITUTIONAL INCOME

|   | <i>In thousands of €</i> |               |
|---|--------------------------|---------------|
|   | <b>2012</b>              | <b>2011</b>   |
| Humanitarian Aid Office of the European Commission (ECHO) | 32,134                   | 23,727        |
| EU European Development Fund                              | 697                      | –             |
| EU others   | 397                      | 973           |
| <b>ECHO and EU institutions</b>                           | <b>33,228</b>            | <b>24,700</b> |
| Belgium   | 5,205                    | 5,135         |
| Czech Republic  | 276                      | 363           |
| Denmark   | 3,580                    | 3,464         |
| France  | 120                      | 231           |
| Germany   | 3,787                    | 2,997         |
| Ireland   | 909                      | 1,220         |
| Italy   | 27                       | 625           |
| Luxembourg  | 1,041                    | 1,274         |
| Spain   | 1,753                    | 4,028         |
| Sweden  | 13,240                   | 13,846        |
| United Kingdom  | 668                      | 1,393         |
| <b>EU governments</b>                                     | <b>30,606</b>            | <b>34,576</b> |
| Norway  | 8,554                    | 5,838         |
| Switzerland   | 2,834                    | 2,873         |
| <b>Non-EU European governments</b>                        | <b>11,388</b>            | <b>8,711</b>  |
| Canada  | 4,593                    | 3,853         |
| <b>North American governments</b>                         | <b>4,593</b>             | <b>3,853</b>  |
| <b>Other governments or public institutions</b>           | <b>2,850</b>             | <b>2,860</b>  |
| Office for Project Services (OPS)                         | -21                      | 239           |
| United Nations Children's Fund (UNICEF)                   | –                        | 259           |
| World Food Programme (WFP)                                | 24                       | 2             |
| <b>UN institutions</b>                                    | <b>3</b>                 | <b>500</b>    |
| <b>Public institutional income</b>                        | <b>82,668</b>            | <b>75,200</b> |

## 4.3 PROGRAMMES

Programme expenses by nature, and funding of programmes.

### EXPENSES

|   | <i>In thousands of €</i> |                |
|---|--------------------------|----------------|
|   | <b>2012</b>              | <b>2011</b>    |
| Locally hired staff                     | 205,227                  | 187,104        |
| International staff                     | 144,204                  | 134,506        |
| Operational running expenses            | 29,178                   | 28,716         |
| Medical and nutrition                   | 107,928                  | 125,650        |
| Logistics and sanitation                | 34,871                   | 38,711         |
| Transport, freight and storage          | 76,405                   | 80,906         |
| Training and local support              | 11,571                   | 6,822          |
| Consultants and field support           | 8,962                    | 6,315          |
| Private and public institutional grants | 233                      | 150            |
| Others                                  | 818                      | 939            |
| <b>Programmes</b>                       | <b>619,396</b>           | <b>609,819</b> |
| <b>Indirect supply costs</b>            | <b>11,403</b>            | <b>12,971</b>  |
| <b>Field-related expenses</b>           | <b>630,799</b>           | <b>622,790</b> |

### FUNDING

|   | <i>In thousands of €</i> |                |
|---|--------------------------|----------------|
|   | <b>2012</b>              | <b>2011</b>    |
| <b>Private and other income</b>                             | <b>551,728</b>           | <b>550,674</b> |
| Humanitarian Aid Office of the European Commission (ECHO)   | <b>31,128</b>            | 22,833         |
| EU European Development Fund                                | 697                      | –              |
| EU others   | 389                      | 906            |
| <b>ECHO and EU institutions</b>                             | <b>32,214</b>            | <b>23,739</b>  |
| AGCD – Belgium  | 4,638                    | 4,636          |
| Municipalities and regional councils – Belgium              | 266                      | –              |
| Ministry of Foreign Affairs (MFA) – Czech Republic          | 266                      | 359            |
| Danish Agency for Development Assistance (DANIDA)           | 3,284                    | 3,426          |
| Governments – France  | –                        | 19             |
| Municipalities and regional councils – France               | 120                      | 199            |
| Ministry of Foreign Affairs (MFA) – Germany                 | 3,787                    | 2,997          |
| Irish Aid (DCI)   | 884                      | 1,185          |
| Governments – Italy   | 27                       | 625            |
| Ministry of Foreign Affairs (MAE) – Luxembourg              | 920                      | 1,119          |
| Governments – Spain   | 1,459                    | 3,485          |
| Municipalities and regional councils – Spain                | 294                      | 542            |
| Swedish International Development Cooperation Agency (SIDA) | 12,671                   | 13,417         |
| Department for International Development (DFID) – UK        | 624                      | 1,302          |
| <b>EU governments</b>                                       | <b>29,240</b>            | <b>33,311</b>  |

**FUNDING ( CONTINUED )**

|  | <i>In thousands of €</i> |                |
|--|--------------------------|----------------|
|  | <b>2012</b>              | <b>2011</b>    |
| Ministry of Foreign Affairs (MFA) – Norway           | 6,735                    | 3,849          |
| Norwegian Agency for Development Cooperation (NORAD) | 1,542                    | 1,778          |
| Municipalities and regional councils – Switzerland   | 649                      | 467            |
| Swiss Agency for Development and Cooperation (SDC)   | 1,750                    | 2,068          |
| <b>Non-EU European governments</b>                   | <b>10,676</b>            | <b>8,162</b>   |
| Canadian International Development Agency (CIDA)     | 4,340                    | 3,805          |
| <b>North American governments</b>                    | <b>4,340</b>             | <b>3,805</b>   |
| <b>Other governments or public institutions</b>      | <b>2,598</b>             | <b>2,860</b>   |
| Office for Project Services (OPS)                    | -21                      | 239            |
| United Nations Children's Fund (UNICEF)              | –                        | –              |
| World Health Organization (WHO)                      | –                        | –              |
| World Food Programme (WFP)                           | 24                       | –              |
| <b>UN institutions</b>                               | <b>3</b>                 | <b>239</b>     |
| <b>Public institutional income</b>                   | <b>79,072</b>            | <b>72,116</b>  |
| <b>Funding of field-related expenses</b>             | <b>630,799</b>           | <b>622,790</b> |

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.

618,467 thousand euros were spent in direct connection with the projects (2011: 609,819 thousand euros). The indirect supply costs of the logistics satellites stood at 11,403 thousand euros (2011: 12,971 thousand euros).

These expenses were funded by 79,072 thousand euros from public institutional bodies (2011: 72,116 thousand), the balance being funded by unrestricted and restricted private funds.

The difference of 3,596 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 (2011: 3,084 thousand euros).

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 intervention because the emergency nature of MSF's action means that year to year comparison by country/region of intervention is of limited value.

**STAFF INFORMATION**

|                        | <i>In full-time equivalents</i> |               |
|------------------------|---------------------------------|---------------|
|                        | <b>2012</b>                     | <b>2011</b>   |
| Locally hired staff    | 29,229                          | 29,302        |
| International staff    | 2,592                           | 2,580         |
| <b>Field positions</b> | <b>31,820</b>                   | <b>31,882</b> |

## 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> |               |
|--------------------------------------|--------------------------|---------------|
|                                      | <b>2012</b>              | <b>2011</b>   |
| ECHO and EU institutions             | 342                      | 1,453         |
| EU governments                       | 5,436                    | 10,160        |
| <b>Remaining commitment to spend</b> | <b>5,778</b>             | <b>11,613</b> |

#### 5.1.2 OTHER COMMITMENTS

|   | <i>In thousands of €</i> |               |
|---|--------------------------|---------------|
|   | <b>2012</b>              | <b>2011</b>   |
| Rental contracts for office buildings     | 9,010                    | 7,035         |
| Warranty to secure debt                   | 2,000                    | 2,000         |
| Guarantees given                          | 846                      | 315           |
| Other off-balance sheet commitments given | 368                      | 106           |
| DNDi                                      | 5,123                    | 7,809         |
| <b>Other commitments</b>                  | <b>17,347</b>            | <b>17,265</b> |

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, when MSF was one of the founding partners. MSF's objective in its involvement in the creation of DNDi was to help create a research and development 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 be involved initially for five years.

In 2012, MSF launched a review process, to be concluded in 2013, that would inform any decision to be made in 2013 on MSF's operational, political and financial commitment, if any, towards DNDi after 2014.

### 5.2 SUBSEQUENT EVENTS

There are no subsequent events to report.



## 5.3 STAFF FIGURES

### 5.3.1 INTERNATIONAL DEPARTURES TO THE FIELD

|   | 2012         | 2011         |
|---|--------------|--------------|
| Medical pool                                | 1,548        | 1,734        |
| Nurse and other paramedical pool            | 1,785        | 1,935        |
| Non-medical pool                            | 2,622        | 2,707        |
| <b>International departures (full year)</b> | <b>5,955</b> | <b>6,376</b> |
| <b>First-time departures (full year)</b>    | <b>1,500</b> | <b>1,593</b> |

### 5.3.2 POSITIONS IN THE FIELD

|                        | <i>In full-time equivalents</i> |               |
|------------------------|---------------------------------|---------------|
|                        | 2012                            | 2011          |
| Locally hired staff    | 29,228                          | 29,302        |
| International staff    | 2,592                           | 2,580         |
| <b>Field positions</b> | <b>31,820</b>                   | <b>31,882</b> |

### 5.3.3 POSITIONS AT HEADQUARTERS

|                                       | <i>In full-time equivalents</i> |              |
|---------------------------------------|---------------------------------|--------------|
|                                       | 2012                            | 2011         |
| Social mission                        | 1,318                           | 1,155        |
| Fundraising                           | 495                             | 406          |
| Management and general administration | 513                             | 501          |
| <b>Employees</b>                      | <b>2,326</b>                    | <b>2,062</b> |
| Social mission                        | 28                              | 26           |
| Fundraising                           | 26                              | 25           |
| Management and general administration | 22                              | 26           |
| <b>Volunteers</b>                     | <b>76</b>                       | <b>77</b>    |

Note: For volunteers at headquarters, the numbers reported represent the average number of persons when full-time equivalent data are not available.

### 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                  | 153,443    | Australian dollars   | General Director        |
| MSF Austria                    | 65,203     | euros                | General Director        |
| MSF Belgium                    | 87,062     | euros                | General Director        |
| MSF Brazil                     | 140,153    | Brazilian real       | General Director        |
| MSF Canada                     | 132,200    | Canadian dollars     | General Director        |
| MSF Czech Republic             | 715,000    | Czech koruna         | General Director        |
| MSF Denmark                    | 695,400    | Danish krone         | General Director        |
| MSF France                     | 78,840     | euros                | President               |
| MSF Germany                    | 80,886     | euros                | General Director        |
| MSF Greece                     | 49,054     | euros                | General Director        |
| MSF Holland                    | 100,764    | euros                | General Director        |
| MSF Hong Kong                  | 622,368    | Hong Kong dollars    | General Director        |
| MSF International              | 111,600    | Swiss francs         | International President |
| MSF Ireland                    | 76,792     | euros                | Office Manager          |
| MSF Italy                      | 62,534     | euros                | General Director        |
| MSF Japan                      | 13,944,000 | Japanese yen         | General Director        |
| MSF Logistique                 | 66,328     | euros                | General Director        |
| MSF Luxembourg                 | 70,788     | euros                | General Director        |
| MSF Norway                     | 710,388    | Norwegian krone      | General Director        |
| MSF South Africa               | 556,464    | South African rand   | General Director        |
| MSF Spain                      | 69,299     | euros                | General Director        |
| MSF Supply                     | 73,980     | euros                | General Director        |
| MSF Sweden                     | 571,356    | Swedish krona        | General Director        |
| MSF Switzerland                | 134,724    | Swiss francs         | General Director        |
| MSF UK                         | 60,525     | pounds sterling      | General Director        |
| MSF USA                        | 147,340    | US dollars           | General Director        |
| Epicentre                      | 82,706     | euros                | General Director        |
| Etat d'Urgence Production      | 52,810     | euros                | General Director        |
| Fondation MSF                  | 56,864     | euros                | General Director        |

| Lowest gross salary by entity |           | For the position of: |                                    |
|-------------------------------|-----------|----------------------|------------------------------------|
| MSF Australia                 | 44,541    | Australian dollars   | Donor Service Centre staff         |
| MSF Austria                   | 25,200    | euros                | Fundraising Officer                |
| MSF Belgium                   | 34,164    | euros                | Driver                             |
| MSF Brazil                    | 25,968    | Brazilian real       | Administrative Assistant           |
| MSF Canada                    | 36,628    | Canadian dollars     | Receptionist                       |
| MSF Czech Republic            | 325,000   | Czech koruna         | Fundraising Database Administrator |
| MSF Denmark                   | 260,856   | Danish krone         | Receptionist                       |
| MSF France                    | 23,914    | euros                | Receptionist                       |
| MSF Germany                   | 28,275    | euros                | Assistant                          |
| MSF Greece                    | 16,044    | euros                | Facilities Officer                 |
| MSF Holland                   | 20,496    | euros                | Receptionist                       |
| MSF Hong Kong                 | 154,656   | Hong Kong dollars    | Assistant                          |
| MSF International             | 44,632    | Swiss francs         | Messenger                          |
| MSF Ireland                   | 26,454    | euros                | Officer                            |
| MSF Italy                     | 21,350    | euros                | Receptionist                       |
| MSF Japan                     | 3,552,000 | Japanese yen         | Communication Officer              |
| MSF Logistique                | 20,826    | euros                | Assistant                          |
| MSF Luxembourg                | 25,115    | euros                | Housekeeper                        |
| MSF Norway                    | 253,018   | Norwegian krone      | Fundraiser                         |
| MSF South Africa              | 66,678    | South African rand   | Assistant                          |
| MSF Spain                     | 21,954    | euros                | Fundraiser                         |
| MSF Supply                    | 31,776    | euros                | Warehouse Assistant                |
| MSF Sweden                    | 258,492   | Swedish krona        | Assistant                          |
| MSF Switzerland               | 42,939    | Swiss francs         | Assistant                          |
| MSF UK                        | 22,245    | pounds sterling      | Assistant                          |
| MSF USA                       | 45,200    | US dollars           | Administrative Assistant           |
| Epicentre                     | 32,374    | euros                | Receptionist                       |
| Etat d'Urgence Production     | 35,292    | euros                | Production Assistant               |
| Fondation MSF                 | 56,864    | euros                | Assistant                          |



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A patient at MSF's three-week fistula surgery camp in Warrap state, South Sudan. Obstetric fistulas are debilitating injuries to the birth canal that cause incontinence and often lead to social stigma.

# FINANCES BY COUNTRY

# AFGHANISTAN

## EXPENSES

*In thousands of €*

|   |               |
|---|---------------|
| Locally hired staff                     | 5,435         |
| International staff                     | 3,800         |
| Operational running expenses            | 659           |
| Medical and nutrition                   | 3,016         |
| Logistics and sanitation                | 2,146         |
| Transport, freight and storage          | 1             |
| Training and local support              | 1,379         |
| Consultants and field support           | 92            |
| Private and public institutional grants | -             |
| Others                                  | 1             |
| <b>Programmes</b>                       | <b>16,529</b> |
| <b>Indirect supply costs</b>            | <b>560</b>    |
| <b>Field-related expenses</b>           | <b>17,089</b> |

## FUNDING

*In thousands of €*

|                                       |               |
|---------------------------------------|---------------|
| <b>Private and other income</b>       | <b>17,089</b> |
| ECHO and EU institutions              | -             |
| EU governments                        | -             |
| Non-EU European governments           | -             |
| North American governments            | -             |
| Other governments                     | -             |
| UN institutions                       | -             |
| <b>Public institutional income</b>    | <b>-</b>      |
| <b>Funding of field-related costs</b> | <b>17,089</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |              |
|------------------------|--------------|
| Locally hired staff    | 1,040        |
| International staff    | 71           |
| <b>Field positions</b> | <b>1,111</b> |

# ARMENIA

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 901          |
| International staff                     | 630          |
| Operational running expenses            | 117          |
| Medical and nutrition                   | 230          |
| Logistics and sanitation                | 38           |
| Transport, freight and storage          | 14           |
| Training and local support              | 86           |
| Consultants and field support           | 10           |
| Private and public institutional grants | -            |
| Others                                  | 6            |
| <b>Programmes</b>                       | <b>2,032</b> |
| <b>Indirect supply costs</b>            | <b>24</b>    |
| <b>Field-related expenses</b>           | <b>2,056</b> |

## FUNDING

*In thousands of €*

|                                       |              |
|---------------------------------------|--------------|
| <b>Private and other income</b>       | <b>2,056</b> |
| ECHO and EU institutions              | -            |
| EU governments                        | -            |
| Non-EU European governments           | -            |
| North American governments            | -            |
| Other governments                     | -            |
| UN institutions                       | -            |
| <b>Public institutional income</b>    | <b>-</b>     |
| <b>Funding of field-related costs</b> | <b>2,056</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 81        |
| International staff    | 12        |
| <b>Field positions</b> | <b>93</b> |

## BANGLADESH

### EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 1,278        |
| International staff                     | 1,368        |
| Operational running expenses            | 201          |
| Medical and nutrition                   | 592          |
| Logistics and sanitation                | 63           |
| Transport, freight and storage          | -            |
| Training and local support              | 189          |
| Consultants and field support           | 15           |
| Private and public institutional grants | -            |
| Others                                  | -            |
| <b>Programmes</b>                       | <b>3,706</b> |
| <b>Indirect supply costs</b>            | <b>11</b>    |
| <b>Field-related expenses</b>           | <b>3,717</b> |

### FUNDING

*In thousands of €*

|   |              |
|---|--------------|
| <b>Private and other income</b>                           | <b>2,864</b> |
| Humanitarian Aid Office of the European Commission (ECHO) | 802          |
| <b>ECHO and EU institutions</b>                           | <b>802</b>   |
| Danish Agency for Development Assistance (DANIDA)         | 31           |
| Ministry of Foreign Affairs (MAE) – Luxembourg            | 20           |
| <b>EU governments</b>                                     | <b>51</b>    |
| <b>Non-EU European governments</b>                        | <b>-</b>     |
| <b>North American governments</b>                         | <b>-</b>     |
| <b>Other governments</b>                                  | <b>-</b>     |
| <b>UN institutions</b>                                    | <b>-</b>     |
| <b>Public institutional income</b>                        | <b>853</b>   |
| <b>Funding of field-related costs</b>                     | <b>3,717</b> |

### STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 329        |
| International staff    | 25         |
| <b>Field positions</b> | <b>354</b> |

## BOLIVIA & PARAGUAY\*

### EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 830          |
| International staff                     | 571          |
| Operational running expenses            | 76           |
| Medical and nutrition                   | 155          |
| Logistics and sanitation                | 63           |
| Transport, freight and storage          | 20           |
| Training and local support              | 196          |
| Consultants and field support           | 45           |
| Private and public institutional grants | -            |
| Others                                  | 3            |
| <b>Programmes</b>                       | <b>1,959</b> |
| <b>Indirect supply costs</b>            | <b>4</b>     |
| <b>Field-related expenses</b>           | <b>1,963</b> |

### FUNDING

*In thousands of €*

|  |              |
|--|--------------|
| <b>Private and other income</b>              | <b>1,697</b> |
| <b>ECHO and EU institutions</b>              | <b>-</b>     |
| Municipalities and regional councils – Spain | 266          |
| <b>EU governments</b>                        | <b>266</b>   |
| <b>Non-EU European governments</b>           | <b>-</b>     |
| <b>North American governments</b>            | <b>-</b>     |
| <b>Other governments</b>                     | <b>-</b>     |
| <b>UN institutions</b>                       | <b>-</b>     |
| <b>Public institutional income</b>           | <b>266</b>   |
| <b>Funding of field-related costs</b>        | <b>1,963</b> |

### STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 55        |
| International staff    | 12        |
| <b>Field positions</b> | <b>67</b> |

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

# BURKINA FASO

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 996          |
| International staff                     | 680          |
| Operational running expenses            | 97           |
| Medical and nutrition                   | 238          |
| Logistics and sanitation                | 111          |
| Transport, freight and storage          | 3            |
| Training and local support              | 289          |
| Consultants and field support           | 4            |
| Private and public institutional grants | -            |
| Others                                  | 7            |
| <b>Programmes</b>                       | <b>2,425</b> |
| <b>Indirect supply costs</b>            | <b>26</b>    |
| <b>Field-related expenses</b>           | <b>2,451</b> |

## FUNDING

*In thousands of €*

|   |              |
|---|--------------|
| <b>Private and other income</b>                           | <b>1,719</b> |
| Humanitarian Aid Office of the European Commission (ECHO) | 732          |
| <b>ECHO and EU institutions</b>                           | <b>732</b>   |
| <b>EU governments</b>                                     | -            |
| <b>Non-EU European governments</b>                        | -            |
| <b>North American governments</b>                         | -            |
| <b>Other governments</b>                                  | -            |
| <b>UN institutions</b>                                    | -            |
| <b>Public institutional income</b>                        | <b>732</b>   |
| <b>Funding of field-related costs</b>                     | <b>2,451</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 164        |
| International staff    | 14         |
| <b>Field positions</b> | <b>178</b> |

# BURUNDI

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 1,205        |
| International staff                     | 1,355        |
| Operational running expenses            | 273          |
| Medical and nutrition                   | 488          |
| Logistics and sanitation                | 289          |
| Transport, freight and storage          | 13           |
| Training and local support              | 419          |
| Consultants and field support           | 19           |
| Private and public institutional grants | -            |
| Others                                  | 5            |
| <b>Programmes</b>                       | <b>4,066</b> |
| <b>Indirect supply costs</b>            | <b>131</b>   |
| <b>Field-related expenses</b>           | <b>4,197</b> |

## FUNDING

*In thousands of €*

|   |              |
|---|--------------|
| <b>Private and other income</b>                   | <b>4,178</b> |
| <b>ECHO and EU institutions</b>                   | -            |
| Danish Agency for Development Assistance (DANIDA) | 19           |
| <b>EU governments</b>                             | <b>19</b>    |
| <b>Non-EU European governments</b>                | -            |
| <b>North American governments</b>                 | -            |
| <b>Other governments</b>                          | -            |
| <b>UN institutions</b>                            | -            |
| <b>Public institutional income</b>                | <b>19</b>    |
| <b>Funding of field-related costs</b>             | <b>4,197</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 256        |
| International staff    | 26         |
| <b>Field positions</b> | <b>282</b> |

# CAMBODIA

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 429          |
| International staff                     | 743          |
| Operational running expenses            | 73           |
| Medical and nutrition                   | 320          |
| Logistics and sanitation                | 137          |
| Transport, freight and storage          | 37           |
| Training and local support              | 81           |
| Consultants and field support           | 5            |
| Private and public institutional grants | -            |
| Others                                  | 2            |
| <b>Programmes</b>                       | <b>1,827</b> |
| <b>Indirect supply costs</b>            | <b>22</b>    |
| <b>Field-related expenses</b>           | <b>1,849</b> |

## FUNDING

*In thousands of €*

|                                       |              |
|---------------------------------------|--------------|
| <b>Private and other income</b>       | <b>1,849</b> |
| ECHO and EU institutions              | -            |
| EU governments                        | -            |
| Non-EU European governments           | -            |
| North American governments            | -            |
| Other governments                     | -            |
| UN institutions                       | -            |
| <b>Public institutional income</b>    | <b>-</b>     |
| <b>Funding of field-related costs</b> | <b>1,849</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 115        |
| International staff    | 14         |
| <b>Field positions</b> | <b>129</b> |

# CAMEROON

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 657          |
| International staff                     | 1,174        |
| Operational running expenses            | 154          |
| Medical and nutrition                   | 680          |
| Logistics and sanitation                | 125          |
| Transport, freight and storage          | 7            |
| Training and local support              | 353          |
| Consultants and field support           | 122          |
| Private and public institutional grants | -            |
| Others                                  | 2            |
| <b>Programmes</b>                       | <b>3,274</b> |
| <b>Indirect supply costs</b>            | <b>49</b>    |
| <b>Field-related expenses</b>           | <b>3,323</b> |

## FUNDING

*In thousands of €*

|  |              |
|--|--------------|
| <b>Private and other income</b>                    | <b>3,184</b> |
| ECHO and EU institutions                           | -            |
| EU governments                                     | -            |
| Swiss Agency for Development and Cooperation (SDC) | 135          |
| Municipalities and regional councils – Switzerland | 4            |
| <b>Non-EU European governments</b>                 | <b>139</b>   |
| North American governments                         | -            |
| Other governments                                  | -            |
| UN institutions                                    | -            |
| <b>Public institutional income</b>                 | <b>139</b>   |
| <b>Funding of field-related costs</b>              | <b>3,323</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 79        |
| International staff    | 17        |
| <b>Field positions</b> | <b>96</b> |



# CENTRAL AFRICAN REPUBLIC

## EXPENSES

|   | <i>In thousands of €</i> |
|---|--------------------------|
| Locally hired staff                     | 4,684                    |
| International staff                     | 5,075                    |
| Operational running expenses            | 906                      |
| Medical and nutrition                   | 3,413                    |
| Logistics and sanitation                | 984                      |
| Transport, freight and storage          | 35                       |
| Training and local support              | 3,192                    |
| Consultants and field support           | 178                      |
| Private and public institutional grants | -                        |
| Others                                  | 28                       |
| <b>Programmes</b>                       | <b>18,495</b>            |
| <b>Indirect supply costs</b>            | <b>413</b>               |
| <b>Field-related expenses</b>           | <b>18,908</b>            |

## FUNDING

|   | <i>In thousands of €</i> |
|---|--------------------------|
| <b>Private and other income</b>                             | <b>14,212</b>            |
| Humanitarian Aid Office of the European Commission (ECHO)   | 1,523                    |
| <b>ECHO and EU institutions</b>                             | <b>1,523</b>             |
| Danish Agency for Development Assistance (DANIDA)           | 3                        |
| Ministry of Foreign Affairs (MFA) – Germany                 | 842                      |
| Governments – Spain   | -                        |
| Irish Aid (DCI) – Ireland                                   | 450                      |
| Swedish International Development Cooperation Agency (SIDA) | 1,138                    |
| <b>EU governments</b>                                       | <b>2,433</b>             |
| <b>Non-EU European governments</b>                          | <b>-</b>                 |
| Canadian International Development Agency (CIDA)            | 740                      |
| <b>North American governments</b>                           | <b>740</b>               |
| <b>Other governments</b>                                    | <b>-</b>                 |
| <b>UN institutions</b>                                      | <b>-</b>                 |
| <b>Public institutional income</b>                          | <b>4,696</b>             |
| <b>Funding of field-related costs</b>                       | <b>18,908</b>            |

## STAFF INFORMATION

|                        | <i>In full-time equivalents</i> |
|------------------------|---------------------------------|
| Locally hired staff    | 1,196                           |
| International staff    | 104                             |
| <b>Field positions</b> | <b>1,300</b>                    |

# CHAD

## EXPENSES

|   | <i>In thousands of €</i> |
|---|--------------------------|
| Locally hired staff                     | 5,262                    |
| International staff                     | 5,411                    |
| Operational running expenses            | 1,211                    |
| Medical and nutrition                   | 2,838                    |
| Logistics and sanitation                | 857                      |
| Transport, freight and storage          | 29                       |
| Training and local support              | 4,133                    |
| Consultants and field support           | 280                      |
| Private and public institutional grants | -                        |
| Others                                  | 12                       |
| <b>Programmes</b>                       | <b>20,033</b>            |
| <b>Indirect supply costs</b>            | <b>283</b>               |
| <b>Field-related expenses</b>           | <b>20,316</b>            |

## FUNDING

|   | <i>In thousands of €</i> |
|---|--------------------------|
| <b>Private and other income</b>                             | <b>16,523</b>            |
| Humanitarian Aid Office of the European Commission (ECHO)   | 2,154                    |
| <b>ECHO and EU institutions</b>                             | <b>2,154</b>             |
| Danish Agency for Development Assistance (DANIDA)           | 15                       |
| Ministry of Foreign Affairs (MFA) – Germany                 | 299                      |
| Swedish International Development Cooperation Agency (SIDA) | 1,062                    |
| <b>EU governments</b>                                       | <b>1,376</b>             |
| Swiss Agency for Development and Cooperation (SDC)          | 138                      |
| Municipalities and regional councils – Switzerland          | 125                      |
| <b>Non-EU European governments</b>                          | <b>263</b>               |
| <b>North American governments</b>                           | <b>-</b>                 |
| <b>Other governments</b>                                    | <b>-</b>                 |
| <b>UN institutions</b>                                      | <b>-</b>                 |
| <b>Public institutional income</b>                          | <b>3,793</b>             |
| <b>Funding of field-related costs</b>                       | <b>20,316</b>            |

## STAFF INFORMATION

|                        | <i>In full-time equivalents</i> |
|------------------------|---------------------------------|
| Locally hired staff    | 911                             |
| International staff    | 86                              |
| <b>Field positions</b> | <b>997</b>                      |

# CHINA

## EXPENSES

*In thousands of €*

|   |            |
|---|------------|
| Locally hired staff                     | 197        |
| International staff                     | 237        |
| Operational running expenses            | 28         |
| Medical and nutrition                   | 103        |
| Logistics and sanitation                | 97         |
| Transport, freight and storage          | 1          |
| Training and local support              | 42         |
| Consultants and field support           | -          |
| Private and public institutional grants | -          |
| Others                                  | -          |
| <b>Programmes</b>                       | <b>705</b> |
| <b>Indirect supply costs</b>            | <b>-</b>   |
| <b>Field-related expenses</b>           | <b>705</b> |

## FUNDING

*In thousands of €*

|                                       |            |
|---------------------------------------|------------|
| <b>Private and other income</b>       | <b>705</b> |
| ECHO and EU institutions              | -          |
| EU governments                        | -          |
| Non-EU European governments           | -          |
| North American governments            | -          |
| Other governments                     | -          |
| UN institutions                       | -          |
| <b>Public institutional income</b>    | <b>-</b>   |
| <b>Funding of field-related costs</b> | <b>705</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 8         |
| International staff    | 4         |
| <b>Field positions</b> | <b>12</b> |

# COLOMBIA

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 4,425        |
| International staff                     | 2,171        |
| Operational running expenses            | 405          |
| Medical and nutrition                   | 683          |
| Logistics and sanitation                | 198          |
| Transport, freight and storage          | 10           |
| Training and local support              | 608          |
| Consultants and field support           | 136          |
| Private and public institutional grants | -            |
| Others                                  | 16           |
| <b>Programmes</b>                       | <b>8,652</b> |
| <b>Indirect supply costs</b>            | <b>13</b>    |
| <b>Field-related expenses</b>           | <b>8,665</b> |

## FUNDING

*In thousands of €*

|                                       |              |
|---------------------------------------|--------------|
| <b>Private and other income</b>       | <b>8,665</b> |
| ECHO and EU institutions              | -            |
| EU governments                        | -            |
| Non-EU European governments           | -            |
| North American governments            | -            |
| Other governments                     | -            |
| UN institutions                       | -            |
| <b>Public institutional income</b>    | <b>-</b>     |
| <b>Funding of field-related costs</b> | <b>8,665</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 240        |
| International staff    | 44         |
| <b>Field positions</b> | <b>284</b> |

# CONGO

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 978          |
| International staff                     | 914          |
| Operational running expenses            | 157          |
| Medical and nutrition                   | 471          |
| Logistics and sanitation                | 188          |
| Transport, freight and storage          | 6            |
| Training and local support              | 403          |
| Consultants and field support           | 12           |
| Private and public institutional grants | -            |
| Others                                  | 2            |
| <b>Programmes</b>                       | <b>3,131</b> |
| <b>Indirect supply costs</b>            | <b>59</b>    |
| <b>Field-related expenses</b>           | <b>3,190</b> |

## FUNDING

*In thousands of €*

|   |              |
|---|--------------|
| <b>Private and other income</b>                   | <b>3,187</b> |
| ECHO and EU institutions                          | -            |
| Danish Agency for Development Assistance (DANIDA) | 3            |
| <b>EU governments</b>                             | <b>3</b>     |
| Non-EU European governments                       | -            |
| North American governments                        | -            |
| Other governments                                 | -            |
| UN institutions                                   | -            |
| <b>Public institutional income</b>                | <b>-</b>     |
| <b>Funding of field-related costs</b>             | <b>3,190</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 203        |
| International staff    | 17         |
| <b>Field positions</b> | <b>220</b> |

# CÔTE D'IVOIRE

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 1,584        |
| International staff                     | 1,145        |
| Operational running expenses            | 178          |
| Medical and nutrition                   | 675          |
| Logistics and sanitation                | 106          |
| Transport, freight and storage          | 18           |
| Training and local support              | 386          |
| Consultants and field support           | 4            |
| Private and public institutional grants | -            |
| Others                                  | 23           |
| <b>Programmes</b>                       | <b>4,119</b> |
| <b>Indirect supply costs</b>            | <b>35</b>    |
| <b>Field-related expenses</b>           | <b>4,154</b> |

## FUNDING

*In thousands of €*

|                                       |              |
|---------------------------------------|--------------|
| <b>Private and other income</b>       | <b>4,154</b> |
| ECHO and EU institutions              | -            |
| <b>EU governments</b>                 | <b>-</b>     |
| Non-EU European governments           | -            |
| North American governments            | -            |
| Other governments                     | -            |
| UN institutions                       | -            |
| <b>Public institutional income</b>    | <b>-</b>     |
| <b>Funding of field-related costs</b> | <b>4,154</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 348        |
| International staff    | 21         |
| <b>Field positions</b> | <b>369</b> |

# DEMOCRATIC REPUBLIC OF CONGO

## EXPENSES

*In thousands of €*

|   |               |
|---|---------------|
| Locally hired staff                     | 22,481        |
| International staff                     | 15,942        |
| Operational running expenses            | 4,189         |
| Medical and nutrition                   | 12,764        |
| Logistics and sanitation                | 3,221         |
| Transport, freight and storage          | 323           |
| Training and local support              | 11,704        |
| Consultants and field support           | 1,796         |
| Private and public institutional grants | -             |
| Others                                  | 333           |
| <b>Programmes</b>                       | <b>72,753</b> |
| <b>Indirect supply costs</b>            | <b>1,821</b>  |
| <b>Field-related expenses</b>           | <b>74,574</b> |

## FUNDING

*In thousands of €*

|   |               |
|---|---------------|
| <b>Private and other income</b>                             | <b>65,412</b> |
| Humanitarian Aid Office of the European Commission (ECHO)   | 2,515         |
| <b>ECHO and EU institutions</b>                             | <b>2,515</b>  |
| Ministry of Foreign Affairs (MFA)–Czech Republic            | 74            |
| Danish Agency for Development Assistance (DANIDA)           | 236           |
| Ministry of Foreign Affairs (MFA)–Germany                   | 445           |
| Governments – Spain   | 459           |
| Swedish International Development Cooperation Agency (SIDA) | 1,360         |
| Department for International Development (DFID)–UK          | 624           |
| <b>EU governments</b>                                       | <b>3,198</b>  |
| Ministry of Foreign Affairs (MFA)–Norway                    | 1,708         |
| Swiss Agency for Development and Cooperation (SDC)          | 536           |
| Municipalities and regional councils – Switzerland          | 118           |
| <b>Non-EU European governments</b>                          | <b>2,362</b>  |
| Canadian International Development Agency (CIDA) – Canada   | 1,087         |
| <b>North American governments</b>                           | <b>1,087</b>  |
| <b>Other governments</b>                                    | <b>-</b>      |
| <b>UN institutions</b>                                      | <b>-</b>      |
| <b>Public institutional income</b>                          | <b>9,162</b>  |
| <b>Funding of field-related costs</b>                       | <b>74,574</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |              |
|------------------------|--------------|
| Locally hired staff    | 2,494        |
| International staff    | 288          |
| <b>Field positions</b> | <b>2,782</b> |

# DJIBOUTI

## EXPENSES

*In thousands of €*

|   |            |
|---|------------|
| Locally hired staff                     | 297        |
| International staff                     | 201        |
| Operational running expenses            | 23         |
| Medical and nutrition                   | 43         |
| Logistics and sanitation                | 8          |
| Transport, freight and storage          | -          |
| Training and local support              | 26         |
| Consultants and field support           | 16         |
| Private and public institutional grants | -          |
| Others                                  | 3          |
| <b>Programmes</b>                       | <b>617</b> |
| <b>Indirect supply costs</b>            | <b>3</b>   |
| <b>Field-related expenses</b>           | <b>620</b> |

## FUNDING

*In thousands of €*

|                                       |            |
|---------------------------------------|------------|
| <b>Private and other income</b>       | <b>620</b> |
| ECHO and EU institutions              | -          |
| EU governments                        | -          |
| Non-EU European governments           | -          |
| North American governments            | -          |
| Other governments                     | -          |
| UN institutions                       | -          |
| <b>Public institutional income</b>    | <b>-</b>   |
| <b>Funding of field-related costs</b> | <b>620</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 28        |
| International staff    | 3         |
| <b>Field positions</b> | <b>31</b> |

# EGYPT

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 306          |
| International staff                     | 527          |
| Operational running expenses            | 103          |
| Medical and nutrition                   | 169          |
| Logistics and sanitation                | 112          |
| Transport, freight and storage          | 3            |
| Training and local support              | 100          |
| Consultants and field support           | 149          |
| Private and public institutional grants | -            |
| Others                                  | -8           |
| <b>Programmes</b>                       | <b>1,461</b> |
| <b>Indirect supply costs</b>            | <b>5</b>     |
| <b>Field-related expenses</b>           | <b>1,466</b> |

## FUNDING

*In thousands of €*

|                                       |              |
|---------------------------------------|--------------|
| <b>Private and other income</b>       | <b>1,466</b> |
| ECHO and EU institutions              | -            |
| EU governments                        | -            |
| Non-EU European governments           | -            |
| North American governments            | -            |
| Other governments                     | -            |
| UN institutions                       | -            |
| <b>Public institutional income</b>    | <b>-</b>     |
| <b>Funding of field-related costs</b> | <b>1,466</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 53        |
| International staff    | 10        |
| <b>Field positions</b> | <b>63</b> |

# ETHIOPIA

## EXPENSES

*In thousands of €*

|   |               |
|---|---------------|
| Locally hired staff                     | 5,579         |
| International staff                     | 5,149         |
| Operational running expenses            | 1,192         |
| Medical and nutrition                   | 2,123         |
| Logistics and sanitation                | 884           |
| Transport, freight and storage          | 31            |
| Training and local support              | 3,846         |
| Consultants and field support           | 378           |
| Private and public institutional grants | -             |
| Others                                  | 34            |
| <b>Programmes</b>                       | <b>19,216</b> |
| <b>Indirect supply costs</b>            | <b>165</b>    |
| <b>Field-related expenses</b>           | <b>19,381</b> |

## FUNDING

*In thousands of €*

|   |               |
|---|---------------|
| <b>Private and other income</b>                             | <b>15,553</b> |
| Humanitarian Aid Office of the European Commission (ECHO)   | 873           |
| <b>ECHO and EU institutions</b>                             | <b>873</b>    |
| Danish Agency for Development Assistance (DANIDA)           | 279           |
| Municipalities and regional councils–Spain                  | 28            |
| Swedish International Development Cooperation Agency (SIDA) | 569           |
| <b>EU governments</b>                                       | <b>875</b>    |
| Swiss Agency for Development and Cooperation (SDC)          | 332           |
| <b>Non-EU European governments</b>                          | <b>332</b>    |
| Canadian International Development Agency (CIDA) - Canada   | 1,747         |
| <b>North American governments</b>                           | <b>1,747</b>  |
| <b>Other governments</b>                                    | <b>-</b>      |
| <b>UN institutions</b>                                      | <b>-</b>      |
| <b>Public institutional income</b>                          | <b>3,828</b>  |
| <b>Funding of field-related costs</b>                       | <b>19,381</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |              |
|------------------------|--------------|
| Locally hired staff    | 1,457        |
| International staff    | 107          |
| <b>Field positions</b> | <b>1,564</b> |

# FRANCE

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 5            |
| International staff                     | 873          |
| Operational running expenses            | 23           |
| Medical and nutrition                   | 147          |
| Logistics and sanitation                | 8            |
| Transport, freight and storage          | -            |
| Training and local support              | 2            |
| Consultants and field support           | 184          |
| Private and public institutional grants | -            |
| Others                                  | -            |
| <b>Programmes</b>                       | <b>1,242</b> |
| <b>Indirect supply costs</b>            | <b>1</b>     |
| <b>Field-related expenses</b>           | <b>1,243</b> |

## FUNDING

*In thousands of €*

|                                       |              |
|---------------------------------------|--------------|
| <b>Private and other income</b>       | <b>1,243</b> |
| ECHO and EU institutions              | -            |
| EU governments                        | -            |
| Non-EU European governments           | -            |
| North American governments            | -            |
| Other governments                     | -            |
| UN institutions                       | -            |
| <b>Public institutional income</b>    | <b>-</b>     |
| <b>Funding of field-related costs</b> | <b>1,243</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | -         |
| International staff    | 13        |
| <b>Field positions</b> | <b>13</b> |

# GEORGIA

## EXPENSES

*In thousands of €*

|   |            |
|---|------------|
| Locally hired staff                     | 387        |
| International staff                     | 188        |
| Operational running expenses            | 79         |
| Medical and nutrition                   | 104        |
| Logistics and sanitation                | 17         |
| Transport, freight and storage          | 21         |
| Training and local support              | 58         |
| Consultants and field support           | -          |
| Private and public institutional grants | -          |
| Others                                  | 2          |
| <b>Programmes</b>                       | <b>856</b> |
| <b>Indirect supply costs</b>            | <b>4</b>   |
| <b>Field-related expenses</b>           | <b>860</b> |

## FUNDING

*In thousands of €*

|                                       |            |
|---------------------------------------|------------|
| <b>Private and other income</b>       | <b>860</b> |
| ECHO and EU institutions              | -          |
| EU governments                        | -          |
| Non-EU European governments           | -          |
| North American governments            | -          |
| Other governments                     | -          |
| UN institutions                       | -          |
| <b>Public institutional income</b>    | <b>-</b>   |
| <b>Funding of field-related costs</b> | <b>860</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 41        |
| International staff    | 3         |
| <b>Field positions</b> | <b>44</b> |

# GREECE

## EXPENSES

*In thousands of €*

|   |            |
|---|------------|
| Locally hired staff                     | 472        |
| International staff                     | 69         |
| Operational running expenses            | 38         |
| Medical and nutrition                   | 83         |
| Logistics and sanitation                | 140        |
| Transport, freight and storage          | 1          |
| Training and local support              | 63         |
| Consultants and field support           | 7          |
| Private and public institutional grants | -          |
| Others                                  | -          |
| <b>Programmes</b>                       | <b>873</b> |
| <b>Indirect supply costs</b>            | <b>1</b>   |
| <b>Field-related expenses</b>           | <b>874</b> |

## FUNDING

*In thousands of €*

|                                       |            |
|---------------------------------------|------------|
| <b>Private and other income</b>       | <b>874</b> |
| ECHO and EU institutions              | -          |
| EU governments                        | -          |
| Non-EU European governments           | -          |
| North American governments            | -          |
| Other governments                     | -          |
| UN institutions                       | -          |
| <b>Public institutional income</b>    | <b>-</b>   |
| <b>Funding of field-related costs</b> | <b>874</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 15        |
| International staff    | 1         |
| <b>Field positions</b> | <b>16</b> |

# GUATEMALA

## EXPENSES

*In thousands of €*

|   |            |
|---|------------|
| Locally hired staff                     | 437        |
| International staff                     | 159        |
| Operational running expenses            | 28         |
| Medical and nutrition                   | 16         |
| Logistics and sanitation                | 29         |
| Transport, freight and storage          | 9          |
| Training and local support              | 49         |
| Consultants and field support           | 15         |
| Private and public institutional grants | -          |
| Others                                  | -          |
| <b>Programmes</b>                       | <b>742</b> |
| <b>Indirect supply costs</b>            | <b>2</b>   |
| <b>Field-related expenses</b>           | <b>744</b> |

## FUNDING

*In thousands of €*

|                                       |            |
|---------------------------------------|------------|
| <b>Private and other income</b>       | <b>744</b> |
| ECHO and EU institutions              | -          |
| EU governments                        | -          |
| Non-EU European governments           | -          |
| North American governments            | -          |
| Other governments                     | -          |
| UN institutions                       | -          |
| <b>Public institutional income</b>    | <b>-</b>   |
| <b>Funding of field-related costs</b> | <b>744</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 20        |
| International staff    | 3         |
| <b>Field positions</b> | <b>23</b> |

# GUINEA

## EXPENSES

|   | <i>In thousands of €</i> |
|---|--------------------------|
| Locally hired staff                     | 1,908                    |
| International staff                     | 2,853                    |
| Operational running expenses            | 580                      |
| Medical and nutrition                   | 2,871                    |
| Logistics and sanitation                | 806                      |
| Transport, freight and storage          | 38                       |
| Training and local support              | 1,358                    |
| Consultants and field support           | 93                       |
| Private and public institutional grants | -                        |
| Others                                  | 4                        |
| <b>Programmes</b>                       | <b>10,511</b>            |
| <b>Indirect supply costs</b>            | <b>486</b>               |
| <b>Field-related expenses</b>           | <b>10,997</b>            |

## FUNDING

|   | <i>In thousands of €</i> |
|---|--------------------------|
| <b>Private and other income</b>                             | <b>10,038</b>            |
| Humanitarian Aid Office of the European Commission (ECHO)   | 198                      |
| <b>ECHO and EU institutions</b>                             | <b>198</b>               |
| AGCD – Belgium  | 510                      |
| Ministry of Foreign Affairs (MFA) – Czech Republic          | 72                       |
| Danish Agency for Development Assistance (DANIDA) – Denmark | 12                       |
| <b>EU governments</b>                                       | <b>594</b>               |
| Municipalities and regional councils – Switzerland          | 167                      |
| <b>Non-EU European governments</b>                          | <b>167</b>               |
| <b>North American governments</b>                           | <b>-</b>                 |
| <b>Other governments</b>                                    | <b>-</b>                 |
| <b>UN institutions</b>                                      | <b>-</b>                 |
| <b>Public institutional income</b>                          | <b>959</b>               |
| <b>Funding of field-related costs</b>                       | <b>10,997</b>            |

## STAFF INFORMATION

|                        | <i>In full-time equivalents</i> |
|------------------------|---------------------------------|
| Locally hired staff    | 323                             |
| International staff    | 43                              |
| <b>Field positions</b> | <b>366</b>                      |

# HAITI

## EXPENSES

|   | <i>In thousands of €</i> |
|---|--------------------------|
| Locally hired staff                     | 21,363                   |
| International staff                     | 6,198                    |
| Operational running expenses            | 780                      |
| Medical and nutrition                   | 5,299                    |
| Logistics and sanitation                | 1,932                    |
| Transport, freight and storage          | 17                       |
| Training and local support              | 2,068                    |
| Consultants and field support           | 232                      |
| Private and public institutional grants | -                        |
| Others                                  | 29                       |
| <b>Programmes</b>                       | <b>37,918</b>            |
| <b>Indirect supply costs</b>            | <b>532</b>               |
| <b>Field-related expenses</b>           | <b>38,450</b>            |

## FUNDING

|   | <i>In thousands of €</i> |
|---|--------------------------|
| <b>Private and other income</b>                             | <b>36,981</b>            |
| Humanitarian Aid Office of the European Commission (ECHO)   | 302                      |
| EU Others   | 27                       |
| <b>ECHO and EU institutions</b>                             | <b>329</b>               |
| Municipalities and regional councils – Belgium              | 30                       |
| Danish Agency for Development Assistance (DANIDA)           | 173                      |
| Governments – Italy   | 27                       |
| Swedish International Development Cooperation Agency (SIDA) | 878                      |
| <b>EU governments</b>                                       | <b>1,108</b>             |
| Municipalities and regional councils – Switzerland          | 2                        |
| <b>Non-EU European governments</b>                          | <b>2</b>                 |
| <b>North American governments</b>                           | <b>-</b>                 |
| <b>Other governments or public institutions</b>             | <b>30</b>                |
| <b>UN institutions</b>                                      | <b>-</b>                 |
| <b>Public institutional income</b>                          | <b>1,469</b>             |
| <b>Funding of field-related costs</b>                       | <b>38,450</b>            |

## STAFF INFORMATION

|                        | <i>In full-time equivalents</i> |
|------------------------|---------------------------------|
| Locally hired staff    | 2,469                           |
| International staff    | 113                             |
| <b>Field positions</b> | <b>2,582</b>                    |



# HONDURAS

## EXPENSES

*In thousands of €*

|   |            |
|---|------------|
| Locally hired staff                     | 340        |
| International staff                     | 394        |
| Operational running expenses            | 66         |
| Medical and nutrition                   | 43         |
| Logistics and sanitation                | 16         |
| Transport, freight and storage          | 9          |
| Training and local support              | 37         |
| Consultants and field support           | 26         |
| Private and public institutional grants | -          |
| Others                                  | -          |
| <b>Programmes</b>                       | <b>931</b> |
| <b>Indirect supply costs</b>            | <b>2</b>   |
| <b>Field-related expenses</b>           | <b>933</b> |

## FUNDING

*In thousands of €*

|  |            |
|--|------------|
| <b>Private and other income</b>                    | <b>927</b> |
| ECHO and EU institutions                           | -          |
| EU governments                                     | -          |
| Municipalities and regional councils – Switzerland | 6          |
| <b>Non-EU European governments</b>                 | <b>6</b>   |
| North American governments                         | -          |
| Other governments                                  | -          |
| UN institutions                                    | -          |
| <b>Public institutional income</b>                 | <b>6</b>   |
| <b>Funding of field-related costs</b>              | <b>933</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 27        |
| International staff    | 7         |
| <b>Field positions</b> | <b>34</b> |

# INDIA

## EXPENSES

*In thousands of €*

|   |               |
|---|---------------|
| Locally hired staff                     | 3,193         |
| International staff                     | 3,484         |
| Operational running expenses            | 667           |
| Medical and nutrition                   | 2,040         |
| Logistics and sanitation                | 474           |
| Transport, freight and storage          | 16            |
| Training and local support              | 696           |
| Consultants and field support           | 282           |
| Private and public institutional grants | -             |
| Others                                  | 8             |
| <b>Programmes</b>                       | <b>10,860</b> |
| <b>Indirect supply costs</b>            | <b>3</b>      |
| <b>Field-related expenses</b>           | <b>10,863</b> |

## FUNDING

*In thousands of €*

|  |               |
|--|---------------|
| <b>Private and other income</b>                                      | <b>9,939</b>  |
| Humanitarian Aid Office of the European Commission (ECHO)            | 400           |
| <b>ECHO and EU institutions</b>                                      | <b>400</b>    |
| Danish Agency for Development Assistance (DANIDA)                    | 12            |
| Swedish International Development Cooperation Agency (SIDA) – Sweden | 512           |
| <b>EU governments</b>  | <b>524</b>    |
| <b>Non-EU European governments</b>                                   | <b>-</b>      |
| North American governments   | -             |
| Other governments  | -             |
| UN institutions  | -             |
| <b>Public institutional income</b>                                   | <b>924</b>    |
| <b>Funding of field-related costs</b>                                | <b>10,863</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 659        |
| International staff    | 74         |
| <b>Field positions</b> | <b>733</b> |

# IRAN

## EXPENSES

*In thousands of €*

|   |            |
|---|------------|
| Locally hired staff                     | 437        |
| International staff                     | 179        |
| Operational running expenses            | 99         |
| Medical and nutrition                   | 88         |
| Logistics and sanitation                | 65         |
| Transport, freight and storage          | 2          |
| Training and local support              | 31         |
| Consultants and field support           | 3          |
| Private and public institutional grants | -          |
| Others                                  | 1          |
| <b>Programmes</b>                       | <b>905</b> |
| <b>Indirect supply costs</b>            | <b>-</b>   |
| <b>Field-related expenses</b>           | <b>905</b> |

## FUNDING

*In thousands of €*

|                                       |            |
|---------------------------------------|------------|
| <b>Private and other income</b>       | <b>905</b> |
| ECHO and EU institutions              | -          |
| EU governments                        | -          |
| Non-EU European governments           | -          |
| North American governments            | -          |
| Other governments                     | -          |
| UN institutions                       | -          |
| <b>Public institutional income</b>    | <b>-</b>   |
| <b>Funding of field-related costs</b> | <b>905</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 82        |
| International staff    | 2         |
| <b>Field positions</b> | <b>84</b> |

# IRAQ

## EXPENSES

*In thousands of €*

|   |               |
|---|---------------|
| Locally hired staff                     | 4,408         |
| International staff                     | 2,222         |
| Operational running expenses            | 807           |
| Medical and nutrition                   | 4,545         |
| Logistics and sanitation                | 107           |
| Transport, freight and storage          | 155           |
| Training and local support              | 514           |
| Consultants and field support           | 172           |
| Private and public institutional grants | -             |
| Others                                  | -             |
| <b>Programmes</b>                       | <b>12,930</b> |
| <b>Indirect supply costs</b>            | <b>12</b>     |
| <b>Field-related expenses</b>           | <b>12,942</b> |

## FUNDING

*In thousands of €*

|                                       |               |
|---------------------------------------|---------------|
| <b>Private and other income</b>       | <b>12,942</b> |
| ECHO and EU institutions              | -             |
| EU governments                        | -             |
| Non-EU European governments           | -             |
| North American governments            | -             |
| Other governments                     | -             |
| UN institutions                       | -             |
| <b>Public institutional income</b>    | <b>-</b>      |
| <b>Funding of field-related costs</b> | <b>12,942</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 270        |
| International staff    | 34         |
| <b>Field positions</b> | <b>304</b> |

## KENYA

## EXPENSES

|   | <i>In thousands of €</i> |
|---|--------------------------|
| Locally hired staff                     | 10,341                   |
| International staff                     | 3,333                    |
| Operational running expenses            | 992                      |
| Medical and nutrition                   | 3,593                    |
| Logistics and sanitation                | 1,163                    |
| Transport, freight and storage          | 99                       |
| Training and local support              | 1,541                    |
| Consultants and field support           | 1,562                    |
| Private and public institutional grants | -                        |
| Others                                  | 24                       |
| <b>Programmes</b>                       | <b>22,648</b>            |
| <b>Indirect supply costs</b>            | <b>133</b>               |
| <b>Field-related expenses</b>           | <b>22,781</b>            |

## FUNDING

|   | <i>In thousands of €</i> |
|---|--------------------------|
| <b>Private and other income</b>                               | <b>18,389</b>            |
| Humanitarian Aid Office of the European Commission (ECHO)     | 854                      |
| <b>ECHO and EU institutions</b>                               | <b>854</b>               |
| AGCD – Belgium  | 1,000                    |
| Danish Agency for Development Assistance (DANIDA)             | 292                      |
| Municipalities and regional councils – France                 | 120                      |
| Ministry of Foreign Affairs (MFA) – Germany                   | 500                      |
| <b>EU governments</b>   | <b>1,912</b>             |
| Ministry of Foreign Affairs (MFA) – Norway                    | 648                      |
| Norwegian Agency for Development Cooperation (NORAD) – Norway | 827                      |
| Municipalities and regional councils - Switzerland            | 15                       |
| Swiss Agency for Development and Cooperation (SDC)            | 136                      |
| <b>Non-EU European governments</b>                            | <b>1,626</b>             |
| <b>North American governments</b>                             | <b>-</b>                 |
| <b>Other governments</b>                                      | <b>-</b>                 |
| <b>UN institutions</b>  | <b>-</b>                 |
| <b>Public institutional income</b>                            | <b>4,392</b>             |
| <b>Funding of field-related costs</b>                         | <b>22,781</b>            |

## STAFF INFORMATION

|                        | <i>In full-time equivalents</i> |
|------------------------|---------------------------------|
| Locally hired staff    | 797                             |
| International staff    | 54                              |
| <b>Field positions</b> | <b>851</b>                      |

## KYRGYZSTAN

## EXPENSES

|   | <i>In thousands of €</i> |
|---|--------------------------|
| Locally hired staff                     | 647                      |
| International staff                     | 1,137                    |
| Operational running expenses            | 235                      |
| Medical and nutrition                   | 579                      |
| Logistics and sanitation                | 228                      |
| Transport, freight and storage          | 4                        |
| Training and local support              | 188                      |
| Consultants and field support           | 80                       |
| Private and public institutional grants | -                        |
| Others                                  | -                        |
| <b>Programmes</b>                       | <b>3,098</b>             |
| <b>Indirect supply costs</b>            | <b>60</b>                |
| <b>Field-related expenses</b>           | <b>3,158</b>             |

## FUNDING

|  | <i>In thousands of €</i> |
|--|--------------------------|
| <b>Private and other income</b>                    | <b>3,048</b>             |
| <b>ECHO and EU institutions</b>                    | <b>-</b>                 |
| <b>EU governments</b>                              | <b>-</b>                 |
| Municipalities and regional councils - Switzerland | 110                      |
| <b>Non-EU European governments</b>                 | <b>110</b>               |
| <b>North American governments</b>                  | <b>-</b>                 |
| <b>Other governments</b>                           | <b>-</b>                 |
| <b>UN institutions</b>                             | <b>-</b>                 |
| <b>Public institutional income</b>                 | <b>110</b>               |
| <b>Funding of field-related costs</b>              | <b>3,158</b>             |

## STAFF INFORMATION

|                        | <i>In full-time equivalents</i> |
|------------------------|---------------------------------|
| Locally hired staff    | 99                              |
| International staff    | 18                              |
| <b>Field positions</b> | <b>117</b>                      |

# LEBANON

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 1,371        |
| International staff                     | 1,082        |
| Operational running expenses            | 382          |
| Medical and nutrition                   | 1,114        |
| Logistics and sanitation                | 486          |
| Transport, freight and storage          | 27           |
| Training and local support              | 452          |
| Consultants and field support           | 34           |
| Private and public institutional grants | -            |
| Others                                  | 1            |
| <b>Programmes</b>                       | <b>4,949</b> |
| <b>Indirect supply costs</b>            | <b>48</b>    |
| <b>Field-related expenses</b>           | <b>4,997</b> |

## FUNDING

*In thousands of €*

|  |              |
|--|--------------|
| <b>Private and other income</b>                    | <b>4,984</b> |
| ECHO and EU institutions                           | -            |
| EU governments                                     | -            |
| Municipalities and regional councils – Switzerland | 13           |
| Non-EU European governments                        | 13           |
| North American governments                         | -            |
| Other governments                                  | -            |
| UN institutions                                    | -            |
| <b>Public institutional income</b>                 | <b>13</b>    |
| <b>Funding of field-related costs</b>              | <b>4,997</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 63        |
| International staff    | 18        |
| <b>Field positions</b> | <b>81</b> |

# LIBYA

## EXPENSES

*In thousands of €*

|   |            |
|---|------------|
| Locally hired staff                     | 202        |
| International staff                     | 495        |
| Operational running expenses            | 68         |
| Medical and nutrition                   | 19         |
| Logistics and sanitation                | 13         |
| Transport, freight and storage          | 1          |
| Training and local support              | -16        |
| Consultants and field support           | 20         |
| Private and public institutional grants | -          |
| Others                                  | -          |
| <b>Programmes</b>                       | <b>802</b> |
| <b>Indirect supply costs</b>            | <b>1</b>   |
| <b>Field-related expenses</b>           | <b>803</b> |

## FUNDING

*In thousands of €*

|                                       |            |
|---------------------------------------|------------|
| <b>Private and other income</b>       | <b>803</b> |
| ECHO and EU institutions              | -          |
| EU governments                        | -          |
| Non-EU European governments           | -          |
| North American governments            | -          |
| Other governments                     | -          |
| UN institutions                       | -          |
| <b>Public institutional income</b>    | <b>-</b>   |
| <b>Funding of field-related costs</b> | <b>803</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 15        |
| International staff    | 8         |
| <b>Field positions</b> | <b>23</b> |

# MADAGASCAR

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 118          |
| International staff                     | 592          |
| Operational running expenses            | 62           |
| Medical and nutrition                   | 158          |
| Logistics and sanitation                | 40           |
| Transport, freight and storage          | 4            |
| Training and local support              | 238          |
| Consultants and field support           | 6            |
| Private and public institutional grants | -            |
| Others                                  | -            |
| <b>Programmes</b>                       | <b>1,218</b> |
| <b>Indirect supply costs</b>            | <b>18</b>    |
| <b>Field-related expenses</b>           | <b>1,236</b> |

## FUNDING

*In thousands of €*

|   |              |
|---|--------------|
| <b>Private and other income</b>                   | <b>1,233</b> |
| ECHO and EU institutions                          | -            |
| Danish Agency for Development Assistance (DANIDA) | 3            |
| <b>EU governments</b>                             | <b>3</b>     |
| Non-EU European governments                       | -            |
| North American governments                        | -            |
| Other governments                                 | -            |
| UN institutions                                   | -            |
| <b>Public institutional income</b>                | <b>3</b>     |
| <b>Funding of field-related costs</b>             | <b>1,236</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 62        |
| International staff    | 13        |
| <b>Field positions</b> | <b>75</b> |

# MALAWI

## EXPENSES

*In thousands of €*

|   |               |
|---|---------------|
| Locally hired staff                     | 3,748         |
| International staff                     | 2,293         |
| Operational running expenses            | 424           |
| Medical and nutrition                   | 1,798         |
| Logistics and sanitation                | 278           |
| Transport, freight and storage          | 173           |
| Training and local support              | 1,003         |
| Consultants and field support           | 109           |
| Private and public institutional grants | -             |
| Others                                  | 2             |
| <b>Programmes</b>                       | <b>9,828</b>  |
| <b>Indirect supply costs</b>            | <b>301</b>    |
| <b>Field-related expenses</b>           | <b>10,129</b> |

## FUNDING

*In thousands of €*

|  |               |
|--|---------------|
| <b>Private and other income</b>                      | <b>8,551</b>  |
| ECHO and EU institutions                             | -             |
| AGCD – Belgium                                       | 984           |
| Danish Agency for Development Assistance (DANIDA)    | 12            |
| <b>EU governments</b>                                | <b>996</b>    |
| Norwegian Agency for Development Cooperation (NORAD) | 582           |
| Non-EU European governments                          | 582           |
| North American governments                           | -             |
| Other governments                                    | -             |
| UN institutions                                      | -             |
| <b>Public institutional income</b>                   | <b>1,578</b>  |
| <b>Funding of field-related costs</b>                | <b>10,129</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 733        |
| International staff    | 37         |
| <b>Field positions</b> | <b>770</b> |

# MALI

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 1,690        |
| International staff                     | 1,824        |
| Operational running expenses            | 255          |
| Medical and nutrition                   | 1,873        |
| Logistics and sanitation                | 357          |
| Transport, freight and storage          | 1,795        |
| Training and local support              | 1,193        |
| Consultants and field support           | 114          |
| Private and public institutional grants | -            |
| Others                                  | 3            |
| <b>Programmes</b>                       | <b>9,104</b> |
| <b>Indirect supply costs</b>            | <b>288</b>   |
| <b>Field-related expenses</b>           | <b>9,392</b> |

## FUNDING

*In thousands of €*

|   |              |
|---|--------------|
| <b>Private and other income</b>                           | <b>6,679</b> |
| Humanitarian Aid Office of the European Commission (ECHO) | 2,713        |
| <b>ECHO and EU institutions</b>                           | <b>2,713</b> |
| <b>EU governments</b>                                     | -            |
| <b>Non-EU European governments</b>                        | -            |
| <b>North American governments</b>                         | -            |
| <b>Other governments</b>                                  | -            |
| <b>UN institutions</b>                                    | -            |
| <b>Public institutional income</b>                        | <b>2,713</b> |
| <b>Funding of field-related costs</b>                     | <b>9,392</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 465        |
| International staff    | 31         |
| <b>Field positions</b> | <b>496</b> |

# MAURITANIA

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 531          |
| International staff                     | 1,291        |
| Operational running expenses            | 145          |
| Medical and nutrition                   | 560          |
| Logistics and sanitation                | 452          |
| Transport, freight and storage          | 7            |
| Training and local support              | 1,015        |
| Consultants and field support           | 2            |
| Private and public institutional grants | -            |
| Others                                  | -            |
| <b>Programmes</b>                       | <b>4,003</b> |
| <b>Indirect supply costs</b>            | <b>256</b>   |
| <b>Field-related expenses</b>           | <b>4,259</b> |

## FUNDING

*In thousands of €*

|  |              |
|--|--------------|
| <b>Private and other income</b>                                      | <b>2,502</b> |
| Humanitarian Aid Office of the European Commission (ECHO)            | 654          |
| <b>ECHO and EU institutions</b>                                      | <b>654</b>   |
| Ministry of Foreign Affairs (MAE) – Luxembourg                       | 50           |
| Swedish International Development Cooperation Agency (SIDA) – Sweden | 403          |
| <b>EU governments</b>  | <b>453</b>   |
| Ministry of Foreign Affairs (MFA) – Norway                           | 649          |
| <b>Non-EU European governments</b>                                   | <b>649</b>   |
| <b>North American governments</b>                                    | -            |
| <b>Other governments</b>   | -            |
| <b>UN institutions</b>   | -            |
| <b>Public institutional income</b>                                   | <b>1,757</b> |
| <b>Funding of field-related costs</b>                                | <b>4,259</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 177        |
| International staff    | 21         |
| <b>Field positions</b> | <b>198</b> |

# MEXICO

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 330          |
| International staff                     | 397          |
| Operational running expenses            | 124          |
| Medical and nutrition                   | 117          |
| Logistics and sanitation                | 32           |
| Transport, freight and storage          | -            |
| Training and local support              | 102          |
| Consultants and field support           | 11           |
| Private and public institutional grants | -            |
| Others                                  | 1            |
| <b>Programmes</b>                       | <b>1,114</b> |
| <b>Indirect supply costs</b>            | <b>-</b>     |
| <b>Field-related expenses</b>           | <b>1,114</b> |

## FUNDING

*In thousands of €*

|                                       |              |
|---------------------------------------|--------------|
| <b>Private and other income</b>       | <b>1,114</b> |
| ECHO and EU institutions              | -            |
| EU governments                        | -            |
| Non-EU European governments           | -            |
| North American governments            | -            |
| Other governments                     | -            |
| UN institutions                       | -            |
| <b>Public institutional income</b>    | <b>-</b>     |
| <b>Funding of field-related costs</b> | <b>1,114</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 23        |
| International staff    | 8         |
| <b>Field positions</b> | <b>31</b> |

# MOROCCO

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 296          |
| International staff                     | 404          |
| Operational running expenses            | 48           |
| Medical and nutrition                   | 123          |
| Logistics and sanitation                | 100          |
| Transport, freight and storage          | 2            |
| Training and local support              | 28           |
| Consultants and field support           | 11           |
| Private and public institutional grants | -            |
| Others                                  | -            |
| <b>Programmes</b>                       | <b>1,012</b> |
| <b>Indirect supply costs</b>            | <b>-</b>     |
| <b>Field-related expenses</b>           | <b>1,012</b> |

## FUNDING

*In thousands of €*

|                                       |              |
|---------------------------------------|--------------|
| <b>Private and other income</b>       | <b>1,012</b> |
| ECHO and EU institutions              | -            |
| EU governments                        | -            |
| Non-EU European governments           | -            |
| North American governments            | -            |
| Other governments                     | -            |
| UN institutions                       | -            |
| <b>Public institutional income</b>    | <b>-</b>     |
| <b>Funding of field-related costs</b> | <b>1,012</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 25        |
| International staff    | 10        |
| <b>Field positions</b> | <b>35</b> |

# MOZAMBIQUE

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 2,951        |
| International staff                     | 2,577        |
| Operational running expenses            | 392          |
| Medical and nutrition                   | 850          |
| Logistics and sanitation                | 185          |
| Transport, freight and storage          | 81           |
| Training and local support              | 437          |
| Consultants and field support           | 151          |
| Private and public institutional grants | -            |
| Others                                  | 1            |
| <b>Programmes</b>                       | <b>7,625</b> |
| <b>Indirect supply costs</b>            | <b>82</b>    |
| <b>Field-related expenses</b>           | <b>7,707</b> |

## FUNDING

*In thousands of €*

|  |              |
|--|--------------|
| <b>Private and other income</b>                    | <b>6,549</b> |
| EU Others  | 104          |
| <b>ECHO and EU institutions</b>                    | <b>104</b>   |
| AGCD–Belgium                                       | 706          |
| Municipalities and regional councils – Belgium     | 212          |
| <b>EU governments</b>                              | <b>918</b>   |
| Swiss Agency for Development and Cooperation (SDC) | 136          |
| <b>Non-EU European governments</b>                 | <b>136</b>   |
| <b>North American governments</b>                  | <b>-</b>     |
| <b>Other governments</b>                           | <b>-</b>     |
| <b>UN institutions</b>                             | <b>-</b>     |
| <b>Public institutional income</b>                 | <b>1,158</b> |
| <b>Funding of field-related costs</b>              | <b>7,707</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 373        |
| International staff    | 37         |
| <b>Field positions</b> | <b>410</b> |

# MYANMAR

## EXPENSES

*In thousands of €*

|   |               |
|---|---------------|
| Locally hired staff                     | 4,021         |
| International staff                     | 1,887         |
| Operational running expenses            | 364           |
| Medical and nutrition                   | 5,146         |
| Logistics and sanitation                | 376           |
| Transport, freight and storage          | 25            |
| Training and local support              | 1,061         |
| Consultants and field support           | 97            |
| Private and public institutional grants | -             |
| Others                                  | 7             |
| <b>Programmes</b>                       | <b>12,984</b> |
| <b>Indirect supply costs</b>            | <b>84</b>     |
| <b>Field-related expenses</b>           | <b>13,068</b> |

## FUNDING

*In thousands of €*

|   |               |
|---|---------------|
| <b>Private and other income</b>                             | <b>8,528</b>  |
| Humanitarian Aid Office of the European Commission (ECHO)   | 889           |
| <b>ECHO and EU institutions</b>                             | <b>889</b>    |
| Swedish International Development Cooperation Agency (SIDA) | 569           |
| <b>EU governments</b>                                       | <b>569</b>    |
| Ministry of Foreign Affairs (MFA)–Norway                    | 535           |
| <b>Non-EU European governments</b>                          | <b>535</b>    |
| <b>North American governments</b>                           | <b>-</b>      |
| <b>Other governments</b>                                    | <b>2,568</b>  |
| Office for Project Services (OPS)                           | -21           |
| <b>UN institutions</b>                                      | <b>-21</b>    |
| <b>Public institutional income</b>                          | <b>4,540</b>  |
| <b>Funding of field-related costs</b>                       | <b>13,068</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |              |
|------------------------|--------------|
| Locally hired staff    | 1,212        |
| International staff    | 35           |
| <b>Field positions</b> | <b>1,247</b> |



# NIGER

## EXPENSES

*In thousands of €*

|   |               |
|---|---------------|
| Locally hired staff                     | 7,472         |
| International staff                     | 4,989         |
| Operational running expenses            | 880           |
| Medical and nutrition                   | 3,943         |
| Logistics and sanitation                | 2,400         |
| Transport, freight and storage          | 3,583         |
| Training and local support              | 2,865         |
| Consultants and field support           | 64            |
| Private and public institutional grants | -             |
| Others                                  | 1             |
| <b>Programmes</b>                       | <b>26,197</b> |
| <b>Indirect supply costs</b>            | <b>693</b>    |
| <b>Field-related expenses</b>           | <b>26,890</b> |

## FUNDING

*In thousands of €*

|   |               |
|---|---------------|
| <b>Private and other income</b>                             | <b>16,085</b> |
| Humanitarian Aid Office of the European Commission (ECHO)   | 6,342         |
| EU Others   | 258           |
| <b>ECHO and EU institutions</b>                             | <b>6,600</b>  |
| AGCD – Belgium  | 348           |
| Ministry of Foreign Affairs (MFA) – Germany                 | 401           |
| Irish Aid (DCI)   | 425           |
| Ministry of Foreign Affairs (MAE) – Luxembourg              | 650           |
| Governments – Spain   | 379           |
| Swedish International Development Cooperation Agency (SIDA) | 1,321         |
| <b>EU governments</b>                                       | <b>3,524</b>  |
| Ministry of Foreign Affairs (MFA) – Norway                  | 649           |
| Municipalities and regional councils – Switzerland          | 8             |
| <b>Non-EU European governments</b>                          | <b>657</b>    |
| <b>North American governments</b>                           | <b>-</b>      |
| <b>Other governments</b>                                    | <b>-</b>      |
| World Food Programme (WFP)                                  | 24            |
| <b>UN institutions</b>                                      | <b>24</b>     |
| <b>Public institutional income</b>                          | <b>10,805</b> |
| <b>Funding of field-related costs</b>                       | <b>26,890</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |              |
|------------------------|--------------|
| Locally hired staff    | 1,505        |
| International staff    | 88           |
| <b>Field positions</b> | <b>1,593</b> |

# NIGERIA

## EXPENSES

*In thousands of €*

|   |               |
|---|---------------|
| Locally hired staff                     | 7,509         |
| International staff                     | 4,283         |
| Operational running expenses            | 656           |
| Medical and nutrition                   | 3,966         |
| Logistics and sanitation                | 701           |
| Transport, freight and storage          | 25            |
| Training and local support              | 1,498         |
| Consultants and field support           | 174           |
| Private and public institutional grants | -             |
| Others                                  | 12            |
| <b>Programmes</b>                       | <b>18,824</b> |
| <b>Indirect supply costs</b>            | <b>207</b>    |
| <b>Field-related expenses</b>           | <b>19,031</b> |

## FUNDING

*In thousands of €*

|   |               |
|---|---------------|
| <b>Private and other income</b>                           | <b>17,530</b> |
| Humanitarian Aid Office of the European Commission (ECHO) | 766           |
| EU European Development Fund                              | 697           |
| <b>ECHO and EU institutions</b>                           | <b>1,463</b>  |
| Danish Agency for Development Assistance (DANIDA)         | 38            |
| <b>EU governments</b>                                     | <b>38</b>     |
| <b>Non-EU European governments</b>                        | <b>-</b>      |
| <b>North American governments</b>                         | <b>-</b>      |
| <b>Other governments or public institutions</b>           | <b>-</b>      |
| <b>UN institutions</b>                                    | <b>-</b>      |
| <b>Public institutional income</b>                        | <b>1,501</b>  |
| <b>Funding of field-related costs</b>                     | <b>19,031</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 891        |
| International staff    | 80         |
| <b>Field positions</b> | <b>971</b> |

# OCCUPIED PALESTINIAN TERRITORY

## EXPENSES

|   | <i>In thousands of €</i> |
|---|--------------------------|
| Locally hired staff                     | 1,986                    |
| International staff                     | 919                      |
| Operational running expenses            | 237                      |
| Medical and nutrition                   | 208                      |
| Logistics and sanitation                | 13                       |
| Transport, freight and storage          | 5                        |
| Training and local support              | 222                      |
| Consultants and field support           | 29                       |
| Private and public institutional grants | -                        |
| Others                                  | 11                       |
| <b>Programmes</b>                       | <b>3,630</b>             |
| <b>Indirect supply costs</b>            | <b>1</b>                 |
| <b>Field-related expenses</b>           | <b>3,631</b>             |

## FUNDING

|                                       | <i>In thousands of €</i> |
|---------------------------------------|--------------------------|
| <b>Private and other income</b>       | <b>3,631</b>             |
| ECHO and EU institutions              | -                        |
| EU governments                        | -                        |
| Non-EU European governments           | -                        |
| North American governments            | -                        |
| Other governments                     | -                        |
| UN institutions                       | -                        |
| <b>Public institutional income</b>    | <b>-</b>                 |
| <b>Funding of field-related costs</b> | <b>3,631</b>             |

## STAFF INFORMATION

|                        | <i>In full-time equivalents</i> |
|------------------------|---------------------------------|
| Locally hired staff    | 79                              |
| International staff    | 17                              |
| <b>Field positions</b> | <b>96</b>                       |

# PAKISTAN

## EXPENSES

|   | <i>In thousands of €</i> |
|---|--------------------------|
| Locally hired staff                     | 5,239                    |
| International staff                     | 3,979                    |
| Operational running expenses            | 571                      |
| Medical and nutrition                   | 2,336                    |
| Logistics and sanitation                | 1,009                    |
| Transport, freight and storage          | 7                        |
| Training and local support              | 1,170                    |
| Consultants and field support           | 136                      |
| Private and public institutional grants | -                        |
| Others                                  | 10                       |
| <b>Programmes</b>                       | <b>14,457</b>            |
| <b>Indirect supply costs</b>            | <b>133</b>               |
| <b>Field-related expenses</b>           | <b>14,590</b>            |

## FUNDING

|                                       | <i>In thousands of €</i> |
|---------------------------------------|--------------------------|
| <b>Private and other income</b>       | <b>14,590</b>            |
| ECHO and EU institutions              | -                        |
| EU governments                        | -                        |
| Non-EU European governments           | -                        |
| North American governments            | -                        |
| Other governments                     | -                        |
| UN institutions                       | -                        |
| <b>Public institutional income</b>    | <b>-</b>                 |
| <b>Funding of field-related costs</b> | <b>14,590</b>            |

## STAFF INFORMATION

|                        | <i>In full-time equivalents</i> |
|------------------------|---------------------------------|
| Locally hired staff    | 1,327                           |
| International staff    | 77                              |
| <b>Field positions</b> | <b>1,404</b>                    |

# PAPUA NEW GUINEA

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 1,387        |
| International staff                     | 1,887        |
| Operational running expenses            | 329          |
| Medical and nutrition                   | 431          |
| Logistics and sanitation                | 240          |
| Transport, freight and storage          | 44           |
| Training and local support              | 620          |
| Consultants and field support           | 23           |
| Private and public institutional grants | -            |
| Others                                  | 28           |
| <b>Programmes</b>                       | <b>4,989</b> |
| <b>Indirect supply costs</b>            | <b>25</b>    |
| <b>Field-related expenses</b>           | <b>5,014</b> |

## FUNDING

*In thousands of €*

|                                       |              |
|---------------------------------------|--------------|
| <b>Private and other income</b>       | <b>5,014</b> |
| ECHO and EU institutions              | -            |
| EU governments                        | -            |
| Non-EU European governments           | -            |
| North American governments            | -            |
| Other governments                     | -            |
| UN institutions                       | -            |
| <b>Public institutional income</b>    | <b>-</b>     |
| <b>Funding of field-related costs</b> | <b>5,014</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 168        |
| International staff    | 33         |
| <b>Field positions</b> | <b>201</b> |

# REPUBLIC OF KOREA

## EXPENSES

*In thousands of €*

|   |            |
|---|------------|
| Locally hired staff                     | 122        |
| International staff                     | 193        |
| Operational running expenses            | 36         |
| Medical and nutrition                   | 76         |
| Logistics and sanitation                | 88         |
| Transport, freight and storage          | 11         |
| Training and local support              | 160        |
| Consultants and field support           | 3          |
| Private and public institutional grants | -          |
| Others                                  | 2          |
| <b>Programmes</b>                       | <b>691</b> |
| <b>Indirect supply costs</b>            | <b>25</b>  |
| <b>Field-related expenses</b>           | <b>716</b> |

## FUNDING

*In thousands of €*

|                                       |            |
|---------------------------------------|------------|
| <b>Private and other income</b>       | <b>716</b> |
| ECHO and EU institutions              | -          |
| EU governments                        | -          |
| Non-EU European governments           | -          |
| North American governments            | -          |
| Other governments                     | -          |
| UN institutions                       | -          |
| <b>Public institutional income</b>    | <b>-</b>   |
| <b>Funding of field-related costs</b> | <b>716</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |          |
|------------------------|----------|
| Locally hired staff    | -        |
| International staff    | 2        |
| <b>Field positions</b> | <b>2</b> |

## RUSSIAN FEDERATION

### EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 3,402        |
| International staff                     | 664          |
| Operational running expenses            | 483          |
| Medical and nutrition                   | 1,381        |
| Logistics and sanitation                | 87           |
| Transport, freight and storage          | 21           |
| Training and local support              | 174          |
| Consultants and field support           | 67           |
| Private and public institutional grants | -            |
| Others                                  | 25           |
| <b>Programmes</b>                       | <b>6,304</b> |
| <b>Indirect supply costs</b>            | <b>0</b>     |
| <b>Field-related expenses</b>           | <b>6,304</b> |

### FUNDING

*In thousands of €*

|                                       |              |
|---------------------------------------|--------------|
| <b>Private and other income</b>       | <b>6,304</b> |
| ECHO and EU institutions              | -            |
| EU governments                        | -            |
| Non-EU European governments           | -            |
| North American governments            | -            |
| Other governments                     | -            |
| UN institutions                       | -            |
| <b>Public institutional income</b>    | <b>-</b>     |
| <b>Funding of field-related costs</b> | <b>6,304</b> |

### STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 180        |
| International staff    | 9          |
| <b>Field positions</b> | <b>189</b> |

## SIERRA LEONE

### EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 1,648        |
| International staff                     | 2,101        |
| Operational running expenses            | 350          |
| Medical and nutrition                   | 1,642        |
| Logistics and sanitation                | 612          |
| Transport, freight and storage          | 6            |
| Training and local support              | 771          |
| Consultants and field support           | 58           |
| Private and public institutional grants | -            |
| Others                                  | 74           |
| <b>Programmes</b>                       | <b>7,262</b> |
| <b>Indirect supply costs</b>            | <b>392</b>   |
| <b>Field-related expenses</b>           | <b>7,654</b> |

### FUNDING

*In thousands of €*

|   |              |
|---|--------------|
| <b>Private and other income</b>                             | <b>6,488</b> |
| Humanitarian Aid Office of the European Commission (ECHO)   | 375          |
| <b>ECHO and EU institutions</b>                             | <b>375</b>   |
| Danish Agency for Development Assistance (DANIDA) – Denmark | 84           |
| Swedish International Development Cooperation Agency (SIDA) | 707          |
| <b>EU governments</b>                                       | <b>791</b>   |
| Non-EU European governments                                 | -            |
| North American governments                                  | -            |
| Other governments   | -            |
| UN institutions   | -            |
| <b>Public institutional income</b>                          | <b>1,166</b> |
| <b>Funding of field-related costs</b>                       | <b>7,654</b> |

### STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 518        |
| International staff    | 38         |
| <b>Field positions</b> | <b>556</b> |

# SOMALIA

## EXPENSES

*In thousands of €*

|   |               |
|---|---------------|
| Locally hired staff                     | 10,594        |
| International staff                     | 3,777         |
| Operational running expenses            | 1,149         |
| Medical and nutrition                   | 3,797         |
| Logistics and sanitation                | 1,019         |
| Transport, freight and storage          | 5             |
| Training and local support              | 4,737         |
| Consultants and field support           | 109           |
| Private and public institutional grants | -             |
| Others                                  | 17            |
| <b>Programmes</b>                       | <b>25,204</b> |
| <b>Indirect supply costs</b>            | <b>473</b>    |
| <b>Field-related expenses</b>           | <b>25,677</b> |

## FUNDING

*In thousands of €*

|  |               |
|--|---------------|
| <b>Private and other income</b>                    | <b>25,639</b> |
| ECHO and EU institutions                           | -             |
| EU governments                                     | -             |
| Municipalities and regional councils – Switzerland | 38            |
| Non-EU European governments                        | 38            |
| North American governments                         | -             |
| Other governments                                  | -             |
| UN institutions                                    | -             |
| <b>Public institutional income</b>                 | <b>38</b>     |
| <b>Funding of field-related costs</b>              | <b>25,677</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |              |
|------------------------|--------------|
| Locally hired staff    | 1,928        |
| International staff    | 62           |
| <b>Field positions</b> | <b>1,990</b> |

# SOUTH AFRICA

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 4,221        |
| International staff                     | 1,685        |
| Operational running expenses            | 407          |
| Medical and nutrition                   | 912          |
| Logistics and sanitation                | 77           |
| Transport, freight and storage          | 259          |
| Training and local support              | 323          |
| Consultants and field support           | 248          |
| Private and public institutional grants | -            |
| Others                                  | 2            |
| <b>Programmes</b>                       | <b>8,134</b> |
| <b>Indirect supply costs</b>            | <b>3</b>     |
| <b>Field-related expenses</b>           | <b>8,137</b> |

## FUNDING

*In thousands of €*

|  |              |
|--|--------------|
| <b>Private and other income</b>                                      | <b>6,368</b> |
| ECHO and EU institutions   | -            |
| AGCD – Belgium   | 1,091        |
| Danish Agency for Development Assistance (DANIDA)                    | 22           |
| Swedish International Development Cooperation Agency (SIDA) – Sweden | 656          |
| <b>EU governments</b>  | <b>1,769</b> |
| Non-EU European governments  | -            |
| North American governments   | -            |
| Other governments  | -            |
| UN institutions  | -            |
| <b>Public institutional income</b>                                   | <b>1,769</b> |
| <b>Funding of field-related costs</b>                                | <b>8,137</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 200        |
| International staff    | 35         |
| <b>Field positions</b> | <b>235</b> |

## SOUTH SUDAN

### EXPENSES

*In thousands of €*

|   |               |
|---|---------------|
| Locally hired staff                     | 14,295        |
| International staff                     | 14,781        |
| Operational running expenses            | 2,708         |
| Medical and nutrition                   | 7,470         |
| Logistics and sanitation                | 6,791         |
| Transport, freight and storage          | 43            |
| Training and local support              | 14,686        |
| Consultants and field support           | 363           |
| Private and public institutional grants | -             |
| Others                                  | 17            |
| <b>Programmes</b>                       | <b>61,154</b> |
| <b>Indirect supply costs</b>            | <b>1,522</b>  |
| <b>Field-related expenses</b>           | <b>62,676</b> |

### FUNDING

*In thousands of €*

|  |               |
|--|---------------|
| <b>Private and other income</b>                                      | <b>46,692</b> |
| Humanitarian Aid Office of the European Commission (ECHO)            | 8,365         |
| <b>ECHO and EU institutions</b>                                      | <b>8,365</b>  |
| Municipalities and regional councils – Belgium                       | 25            |
| Danish Agency for Development Assistance (DANIDA)                    | 1,075         |
| Ministry of Foreign Affairs (MFA)–Germany                            | 1,300         |
| Irish Aid (DCI) – Ireland  | 9             |
| Ministry of Foreign Affairs (MAE) – Luxembourg Governments – Spain   | 200           |
| Swedish International Development Cooperation Agency (SIDA)          | 340           |
| <b>EU governments</b>  | <b>5,802</b>  |
| Ministry of Foreign Affairs (MFA)–Norway                             | 916           |
| Swedish International Development Cooperation Agency (SIDA) – Sweden | 135           |
| <b>Non-EU European governments</b>                                   | <b>1,051</b>  |
| Canadian International Development Agency (CIDA) - Canada            | 766           |
| <b>North American governments</b>                                    | <b>766</b>    |
| <b>Other governments</b>   | <b>-</b>      |
| <b>UN institutions</b>   | <b>-</b>      |
| <b>Public institutional income</b>                                   | <b>15,984</b> |
| <b>Funding of field-related costs</b>                                | <b>62,676</b> |

### STAFF INFORMATION

*In full-time equivalents*

|                        |              |
|------------------------|--------------|
| Locally hired staff    | 2,165        |
| International staff    | 250          |
| <b>Field positions</b> | <b>2,415</b> |

## SRI LANKA

### EXPENSES

*In thousands of €*

|   |            |
|---|------------|
| Locally hired staff                     | 364        |
| International staff                     | 379        |
| Operational running expenses            | 26         |
| Medical and nutrition                   | 17         |
| Logistics and sanitation                | 12         |
| Transport, freight and storage          | 5          |
| Training and local support              | 52         |
| Consultants and field support           | 15         |
| Private and public institutional grants | -          |
| Others                                  | -          |
| <b>Programmes</b>                       | <b>870</b> |
| <b>Indirect supply costs</b>            | <b>-</b>   |
| <b>Field-related expenses</b>           | <b>870</b> |

### FUNDING

*In thousands of €*

|   |            |
|---|------------|
| <b>Private and other income</b>                           | <b>840</b> |
| Humanitarian Aid Office of the European Commission (ECHO) | 30         |
| <b>ECHO and EU institutions</b>                           | <b>30</b>  |
| <b>EU governments</b>                                     | <b>-</b>   |
| <b>Non-EU European governments</b>                        | <b>-</b>   |
| <b>North American governments</b>                         | <b>-</b>   |
| <b>Other governments</b>                                  | <b>-</b>   |
| <b>UN institutions</b>                                    | <b>-</b>   |
| <b>Public institutional income</b>                        | <b>30</b>  |
| <b>Funding of field-related costs</b>                     | <b>870</b> |

### STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 65        |
| International staff    | 8         |
| <b>Field positions</b> | <b>73</b> |

# SUDAN

## EXPENSES

*In thousands of €*

|   |               |
|---|---------------|
| Locally hired staff                     | 6,094         |
| International staff                     | 5,348         |
| Operational running expenses            | 1,251         |
| Medical and nutrition                   | 2,044         |
| Logistics and sanitation                | 1,515         |
| Transport, freight and storage          | 16            |
| Training and local support              | 3,779         |
| Consultants and field support           | 95            |
| Private and public institutional grants | -             |
| Others                                  | 27            |
| <b>Programmes</b>                       | <b>20,169</b> |
| <b>Indirect supply costs</b>            | <b>310</b>    |
| <b>Field-related expenses</b>           | <b>20,479</b> |

## FUNDING

*In thousands of €*

|   |               |
|---|---------------|
| <b>Private and other income</b>                           | <b>18,900</b> |
| Humanitarian Aid Office of the European Commission (ECHO) | 520           |
| <b>ECHO and EU institutions</b>                           | <b>520</b>    |
| Danish Agency for Development Assistance (DANIDA)         | 142           |
| <b>EU governments</b>                                     | <b>142</b>    |
| Ministry of Foreign Affairs (MFA) – Norway                | 713           |
| Swiss Agency for Development and Cooperation (SDC)        | 204           |
| <b>Non-EU European governments</b>                        | <b>917</b>    |
| <b>North American governments</b>                         | <b>-</b>      |
| <b>Other governments</b>                                  | <b>-</b>      |
| <b>UN institutions</b>                                    | <b>-</b>      |
| <b>Public institutional income</b>                        | <b>1,579</b>  |
| <b>Funding of field-related costs</b>                     | <b>20,479</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |              |
|------------------------|--------------|
| Locally hired staff    | 940          |
| International staff    | 91           |
| <b>Field positions</b> | <b>1,031</b> |

# SWAZILAND

## EXPENSES

*In thousands of €*

|   |               |
|---|---------------|
| Locally hired staff                     | 3,452         |
| International staff                     | 2,074         |
| Operational running expenses            | 459           |
| Medical and nutrition                   | 2,260         |
| Logistics and sanitation                | 646           |
| Transport, freight and storage          | 257           |
| Training and local support              | 986           |
| Consultants and field support           | 252           |
| Private and public institutional grants | -             |
| Others                                  | 2             |
| <b>Programmes</b>                       | <b>10,388</b> |
| <b>Indirect supply costs</b>            | <b>92</b>     |
| <b>Field-related expenses</b>           | <b>10,480</b> |

## FUNDING

*In thousands of €*

|  |               |
|--|---------------|
| <b>Private and other income</b>                      | <b>10,291</b> |
| <b>ECHO and EU institutions</b>                      | <b>-</b>      |
| Danish Agency for Development Assistance (DANIDA)    | 14            |
| <b>EU governments</b>                                | <b>14</b>     |
| Norwegian Agency for Development Cooperation (NORAD) | 133           |
| Municipalities and regional councils – Switzerland   | 42            |
| <b>Non-EU European governments</b>                   | <b>175</b>    |
| <b>North American governments</b>                    | <b>-</b>      |
| <b>Other governments</b>                             | <b>-</b>      |
| <b>UN institutions</b>                               | <b>-</b>      |
| <b>Public institutional income</b>                   | <b>189</b>    |
| <b>Funding of field-related costs</b>                | <b>10,480</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 272        |
| International staff    | 35         |
| <b>Field positions</b> | <b>307</b> |

# SYRIA

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 880          |
| International staff                     | 2,603        |
| Operational running expenses            | 470          |
| Medical and nutrition                   | 3,824        |
| Logistics and sanitation                | 874          |
| Transport, freight and storage          | 258          |
| Training and local support              | 604          |
| Consultants and field support           | 47           |
| Private and public institutional grants | -            |
| Others                                  | -4           |
| <b>Programmes</b>                       | <b>9,556</b> |
| <b>Indirect supply costs</b>            | <b>195</b>   |
| <b>Field-related expenses</b>           | <b>9,751</b> |

## FUNDING

*In thousands of €*

|                                       |              |
|---------------------------------------|--------------|
| <b>Private and other income</b>       | <b>9,751</b> |
| ECHO and EU institutions              | -            |
| EU governments                        | -            |
| Non-EU European governments           | -            |
| North American governments            | -            |
| Other governments                     | -            |
| UN institutions                       | -            |
| <b>Public institutional income</b>    | <b>-</b>     |
| <b>Funding of field-related costs</b> | <b>9,751</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 77         |
| International staff    | 46         |
| <b>Field positions</b> | <b>123</b> |

# TAJIKISTAN

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 164          |
| International staff                     | 564          |
| Operational running expenses            | 125          |
| Medical and nutrition                   | 219          |
| Logistics and sanitation                | 56           |
| Transport, freight and storage          | 14           |
| Training and local support              | 146          |
| Consultants and field support           | 2            |
| Private and public institutional grants | -            |
| Others                                  | -            |
| <b>Programmes</b>                       | <b>1,290</b> |
| <b>Indirect supply costs</b>            | <b>17</b>    |
| <b>Field-related expenses</b>           | <b>1,307</b> |

## FUNDING

*In thousands of €*

|                                       |              |
|---------------------------------------|--------------|
| <b>Private and other income</b>       | <b>1,307</b> |
| ECHO and EU institutions              | -            |
| EU governments                        | -            |
| Non-EU European governments           | -            |
| North American governments            | -            |
| Other governments                     | -            |
| UN institutions                       | -            |
| <b>Public institutional income</b>    | <b>-</b>     |
| <b>Funding of field-related costs</b> | <b>1,307</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 28        |
| International staff    | 10        |
| <b>Field positions</b> | <b>38</b> |



# TURKEY

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 388          |
| International staff                     | 445          |
| Operational running expenses            | 102          |
| Medical and nutrition                   | 98           |
| Logistics and sanitation                | 88           |
| Transport, freight and storage          | 4            |
| Training and local support              | 55           |
| Consultants and field support           | 45           |
| Private and public institutional grants | -            |
| Others                                  | -            |
| <b>Programmes</b>                       | <b>1,225</b> |
| <b>Indirect supply costs</b>            | <b>-</b>     |
| <b>Field-related expenses</b>           | <b>1,225</b> |

## FUNDING

*In thousands of €*

|                                       |              |
|---------------------------------------|--------------|
| <b>Private and other income</b>       | <b>1,225</b> |
| ECHO and EU institutions              | -            |
| EU governments                        | -            |
| Non-EU European governments           | -            |
| North American governments            | -            |
| Other governments                     | -            |
| UN institutions                       | -            |
| <b>Public institutional income</b>    | <b>-</b>     |
| <b>Funding of field-related costs</b> | <b>1,225</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 30        |
| International staff    | 5         |
| <b>Field positions</b> | <b>35</b> |

# UGANDA

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 1,582        |
| International staff                     | 2,340        |
| Operational running expenses            | 334          |
| Medical and nutrition                   | 1,297        |
| Logistics and sanitation                | 159          |
| Transport, freight and storage          | 88           |
| Training and local support              | 551          |
| Consultants and field support           | 83           |
| Private and public institutional grants | -            |
| Others                                  | 4            |
| <b>Programmes</b>                       | <b>6,438</b> |
| <b>Indirect supply costs</b>            | <b>100</b>   |
| <b>Field-related expenses</b>           | <b>6,538</b> |

## FUNDING

*In thousands of €*

|   |              |
|---|--------------|
| <b>Private and other income</b>                           | <b>6,137</b> |
| Humanitarian Aid Office of the European Commission (ECHO) | 121          |
| <b>ECHO and EU institutions</b>                           | <b>121</b>   |
| Governments – Spain                                       | 280          |
| <b>EU governments</b>                                     | <b>280</b>   |
| Non-EU European governments                               | -            |
| North American governments                                | -            |
| Other governments   | -            |
| UN institutions   | -            |
| <b>Public institutional income</b>                        | <b>401</b>   |
| <b>Funding of field-related costs</b>                     | <b>6,538</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 418        |
| International staff    | 38         |
| <b>Field positions</b> | <b>456</b> |

## UKRAINE

### EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 492          |
| International staff                     | 635          |
| Operational running expenses            | 107          |
| Medical and nutrition                   | 1,006        |
| Logistics and sanitation                | 81           |
| Transport, freight and storage          | 9            |
| Training and local support              | 90           |
| Consultants and field support           | 17           |
| Private and public institutional grants | -            |
| Others                                  | -            |
| <b>Programmes</b>                       | <b>2,437</b> |
| <b>Indirect supply costs</b>            | <b>7</b>     |
| <b>Field-related expenses</b>           | <b>2,444</b> |

### FUNDING

*In thousands of €*

|                                       |              |
|---------------------------------------|--------------|
| <b>Private and other income</b>       | <b>2,444</b> |
| ECHO and EU institutions              | -            |
| EU governments                        | -            |
| Non-EU European governments           | -            |
| North American governments            | -            |
| Other governments                     | -            |
| UN institutions                       | -            |
| <b>Public institutional income</b>    | <b>-</b>     |
| <b>Funding of field-related costs</b> | <b>2,444</b> |

### STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 40        |
| International staff    | 12        |
| <b>Field positions</b> | <b>52</b> |

## UZBEKISTAN

### EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 1,284        |
| International staff                     | 1,393        |
| Operational running expenses            | 278          |
| Medical and nutrition                   | 1,896        |
| Logistics and sanitation                | 472          |
| Transport, freight and storage          | 34           |
| Training and local support              | 523          |
| Consultants and field support           | 29           |
| Private and public institutional grants | -            |
| Others                                  | -            |
| <b>Programmes</b>                       | <b>5,909</b> |
| <b>Indirect supply costs</b>            | <b>34</b>    |
| <b>Field-related expenses</b>           | <b>5,943</b> |

### FUNDING

*In thousands of €*

|                                       |              |
|---------------------------------------|--------------|
| <b>Private and other income</b>       | <b>5,943</b> |
| ECHO and EU institutions              | -            |
| EU governments                        | -            |
| Non-EU European governments           | -            |
| North American governments            | -            |
| Other governments                     | -            |
| UN institutions                       | -            |
| <b>Public institutional income</b>    | <b>-</b>     |
| <b>Funding of field-related costs</b> | <b>5,943</b> |

### STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 132        |
| International staff    | 28         |
| <b>Field positions</b> | <b>160</b> |

# YEMEN

## EXPENSES

*In thousands of €*

|   |               |
|---|---------------|
| Locally hired staff                     | 5,408         |
| International staff                     | 2,835         |
| Operational running expenses            | 345           |
| Medical and nutrition                   | 3,432         |
| Logistics and sanitation                | 339           |
| Transport, freight and storage          | 4             |
| Training and local support              | 802           |
| Consultants and field support           | 97            |
| Private and public institutional grants | -             |
| Others                                  | 7             |
| <b>Programmes</b>                       | <b>13,269</b> |
| <b>Indirect supply costs</b>            | <b>183</b>    |
| <b>Field-related expenses</b>           | <b>13,452</b> |

## FUNDING

*In thousands of €*

|                                       |               |
|---------------------------------------|---------------|
| <b>Private and other income</b>       | <b>13,452</b> |
| ECHO and EU institutions              | -             |
| Governments – Spain                   | -             |
| <b>EU governments</b>                 |               |
| Non-EU European governments           | -             |
| North American governments            | -             |
| Other governments                     | -             |
| UN institutions                       | -             |
| <b>Public institutional income</b>    | <b>-</b>      |
| <b>Funding of field-related costs</b> | <b>13,452</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 517        |
| International staff    | 59         |
| <b>Field positions</b> | <b>576</b> |

# ZAMBIA

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 789          |
| International staff                     | 556          |
| Operational running expenses            | 112          |
| Medical and nutrition                   | 132          |
| Logistics and sanitation                | 102          |
| Transport, freight and storage          | 13           |
| Training and local support              | 259          |
| Consultants and field support           | 6            |
| Private and public institutional grants | -            |
| Others                                  | -            |
| <b>Programmes</b>                       | <b>1,969</b> |
| <b>Indirect supply costs</b>            | <b>24</b>    |
| <b>Field-related expenses</b>           | <b>1,993</b> |

## FUNDING

*In thousands of €*

|   |              |
|---|--------------|
| <b>Private and other income</b>                   | <b>1,967</b> |
| ECHO and EU institutions                          | -            |
| Danish Agency for Development Assistance (DANIDA) | 26           |
| <b>EU governments</b>                             | <b>26</b>    |
| Non-EU European governments                       | -            |
| North American governments                        | -            |
| Other governments                                 | -            |
| UN institutions                                   | -            |
| <b>Public institutional income</b>                | <b>26</b>    |
| <b>Funding of field-related costs</b>             | <b>1,993</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 65        |
| International staff    | 11        |
| <b>Field positions</b> | <b>76</b> |

## ZIMBABWE

### EXPENSES

*In thousands of €*

|   |               |
|---|---------------|
| Locally hired staff                     | 8,311         |
| International staff                     | 2,359         |
| Operational running expenses            | 759           |
| Medical and nutrition                   | 5,145         |
| Logistics and sanitation                | 460           |
| Transport, freight and storage          | 409           |
| Training and local support              | 1,110         |
| Consultants and field support           | 425           |
| Private and public institutional grants | -             |
| Others                                  | 7             |
| <b>Programmes</b>                       | <b>18,985</b> |
| <b>Indirect supply costs</b>            | <b>299</b>    |
| <b>Field-related expenses</b>           | <b>19,284</b> |

### FUNDING

*In thousands of €*

|   |               |
|---|---------------|
| <b>Private and other income</b>                   | <b>17,954</b> |
| <b>ECHO and EU institutions</b>                   | -             |
| Ministry of Foreign Affairs (MFA)–Czech Republic  | 119           |
| Danish Agency for Development Assistance (DANIDA) | 295           |
| <b>EU governments</b>                             | <b>414</b>    |
| Ministry of Foreign Affairs (MFA)–Norway          | 916           |
| <b>Non-EU European governments</b>                | <b>916</b>    |
| <b>North American governments</b>                 | -             |
| <b>Other governments</b>                          | -             |
| <b>UN institutions</b>                            | -             |
| <b>Public institutional income</b>                | <b>1,330</b>  |
| <b>Funding of field-related costs</b>             | <b>19,284</b> |

### STAFF INFORMATION

*In full-time equivalents*

|                        |            |
|------------------------|------------|
| Locally hired staff    | 639        |
| International staff    | 41         |
| <b>Field positions</b> | <b>680</b> |

## OTHER COUNTRIES

### EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 1,417        |
| International staff                     | 1,480        |
| Operational running expenses            | 188          |
| Medical and nutrition                   | 229          |
| Logistics and sanitation                | 99           |
| Transport, freight and storage          | 3,414        |
| Training and local support              | 521          |
| Consultants and field support           | 95           |
| Private and public institutional grants | 233          |
| Others                                  | 22           |
| <b>Programmes</b>                       | <b>7,698</b> |
| <b>Indirect supply costs</b>            | <b>719</b>   |
| <b>Field-related expenses</b>           | <b>8,417</b> |

### FUNDING

*In thousands of €*

|   |              |
|---|--------------|
| <b>Private and other income</b>                             | <b>7,275</b> |
| <b>ECHO and EU institutions</b>                             | -            |
| Danish Agency for Development Assistance (DANIDA)           | 497          |
| Swedish International Development Cooperation Agency (SIDA) | 645          |
| <b>EU governments</b>                                       | <b>1,142</b> |
| <b>Non-EU European governments</b>                          | -            |
| <b>North American governments</b>                           | -            |
| <b>Other governments</b>                                    | -            |
| <b>UN institutions</b>                                      | -            |
| <b>Public institutional income</b>                          | <b>1,142</b> |
| <b>Funding of field-related costs</b>                       | <b>8,417</b> |

### STAFF INFORMATION

*In full-time equivalents*

|                        |           |
|------------------------|-----------|
| Locally hired staff    | 38        |
| International staff    | 57        |
| <b>Field positions</b> | <b>95</b> |

# TRANSVERSAL ACTIVITIES\*

## EXPENSES

*In thousands of €*

|   |              |
|---|--------------|
| Locally hired staff                     | 7            |
| International staff                     | 911          |
| Operational running expenses            | 116          |
| Medical and nutrition                   | -            |
| Logistics and sanitation                | -            |
| Transport, freight and storage          | -            |
| Training and local support              | 151          |
| Consultants and field support           | 8            |
| Private and public institutional grants | -            |
| Others                                  | 2            |
| <b>Programmes</b>                       | <b>1,195</b> |
| <b>Indirect supply costs</b>            | <b>13</b>    |
| <b>Field-related expenses</b>           | <b>1,208</b> |

## FUNDING

*In thousands of €*

|                                       |              |
|---------------------------------------|--------------|
| <b>Private and other income</b>       | <b>1,208</b> |
| ECHO and EU institutions              | -            |
| EU governments                        | -            |
| Non-EU European governments           | -            |
| North American governments            | -            |
| Other governments                     | -            |
| UN institutions                       | -            |
| <b>Public institutional income</b>    | <b>-</b>     |
| <b>Funding of field-related costs</b> | <b>1,208</b> |

## STAFF INFORMATION

*In full-time equivalents*

|                        |          |
|------------------------|----------|
| Locally hired staff    | -        |
| International staff    | -        |
| <b>Field positions</b> | <b>-</b> |

\*Transversal activities are activities covering more than one country not accounted for in individual country programmes.

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