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GLOBAL OVERVIEW  
FOR 10 YEARS

COMBINED FINANCIALS AT 10

# INTERNATIONAL FINANCIAL REPORT **2013**



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# ▶ CELEBRATING 10 YEARS OF COMBINED MSF FINANCIALS

We are delighted to announce the realisation of MSF's 10th annual International Financial Report.

When we published our first audited, combined international financial accounts report for the year 2004, it represented the culmination of a challenging three-year process involving 18 MSF entities. Despite being under no legal requirement to do so, MSF produced the report then and produces it now because transparency and accountability are for us a moral obligation towards the populations for whom we work, our donors and ourselves.

Since its first publication this report has been audited by international audit firms, who have always expressed positive opinions about the accuracy of the financial information provided. In the uninterrupted 10 years of this accountability effort we have managed to optimise our processes and now the report is published in May instead of November – when it first appeared. At the same time, the number of independent entities that make up the MSF movement has increased from the initial 18 to the current 34. More importantly, the process of producing an international financial report has acted as a base for enhancing the financial management of our organisation.

Over these 10 years, MSF's expenses directly impacting populations in need more than doubled from 277 million euros in 2004 to over 615 million euros in 2013. The number of donors supporting our medical humanitarian assistance also increased from three million to almost five million. More information about this is detailed in the report.

We want to take this opportunity to acknowledge the dedication and remarkable work done by all those who together make this transparency exercise an excellence standard of our accountability. Our greatest appreciation is directed to all MSF colleagues, especially our finance colleagues and those working in the field; to our auditors; to all those reading the contents of this report; and to our donors who make our work possible.

On behalf of MSF,

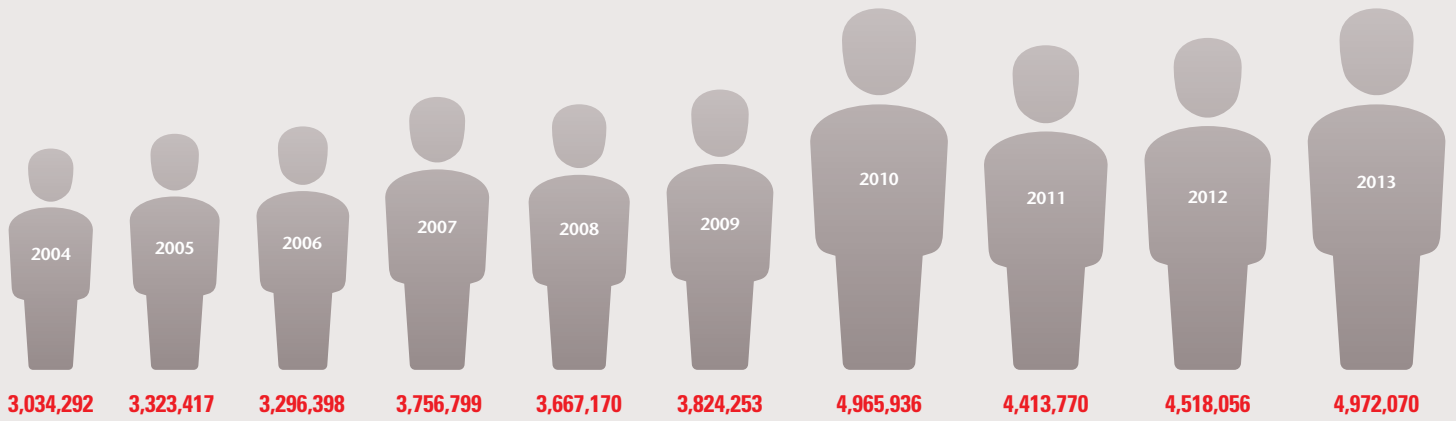


**Jérôme Oberreit,**  
Secretary General

## INCOME



**NUMBER OF ACTIVE INDIVIDUAL DONORS**

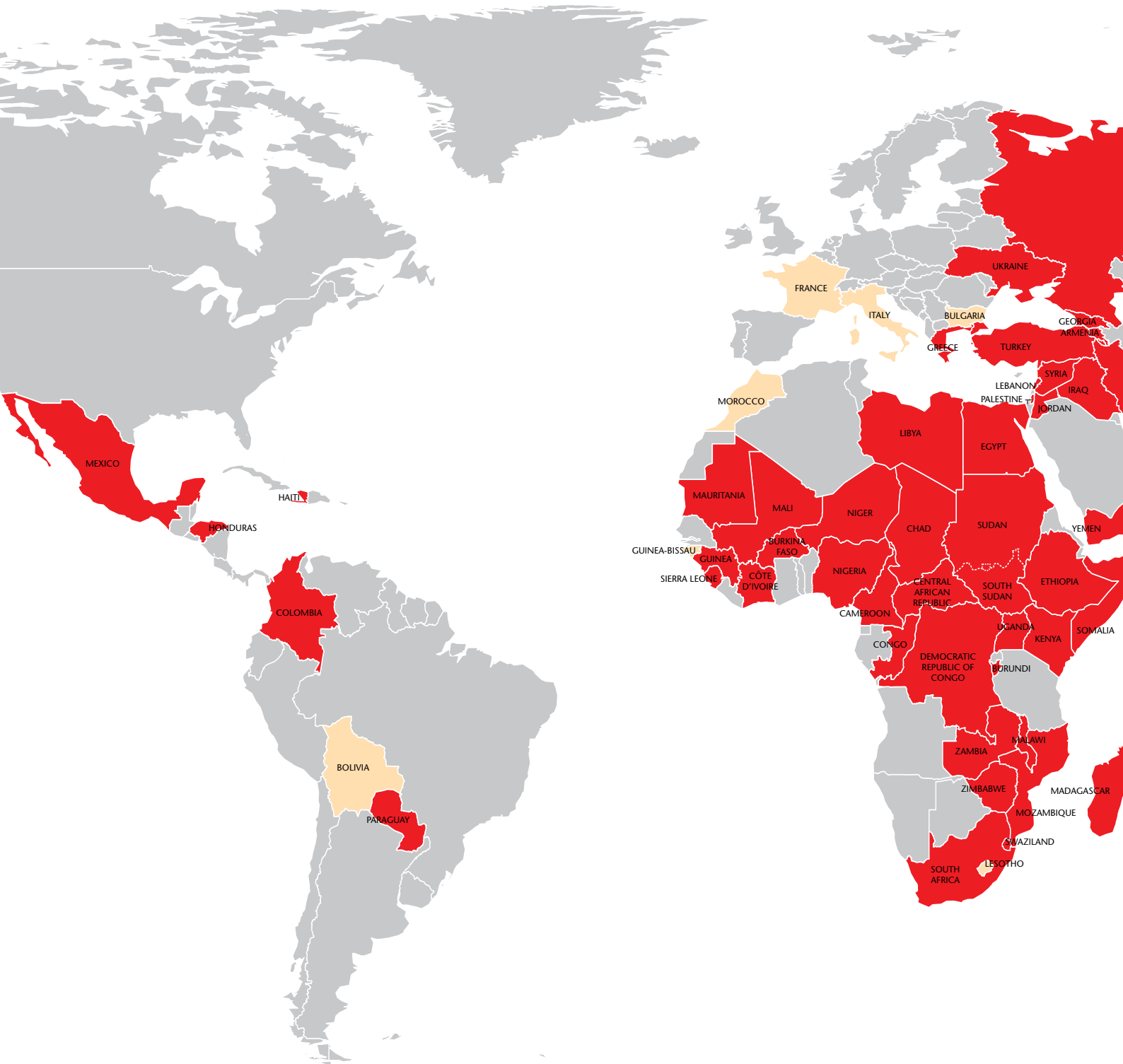


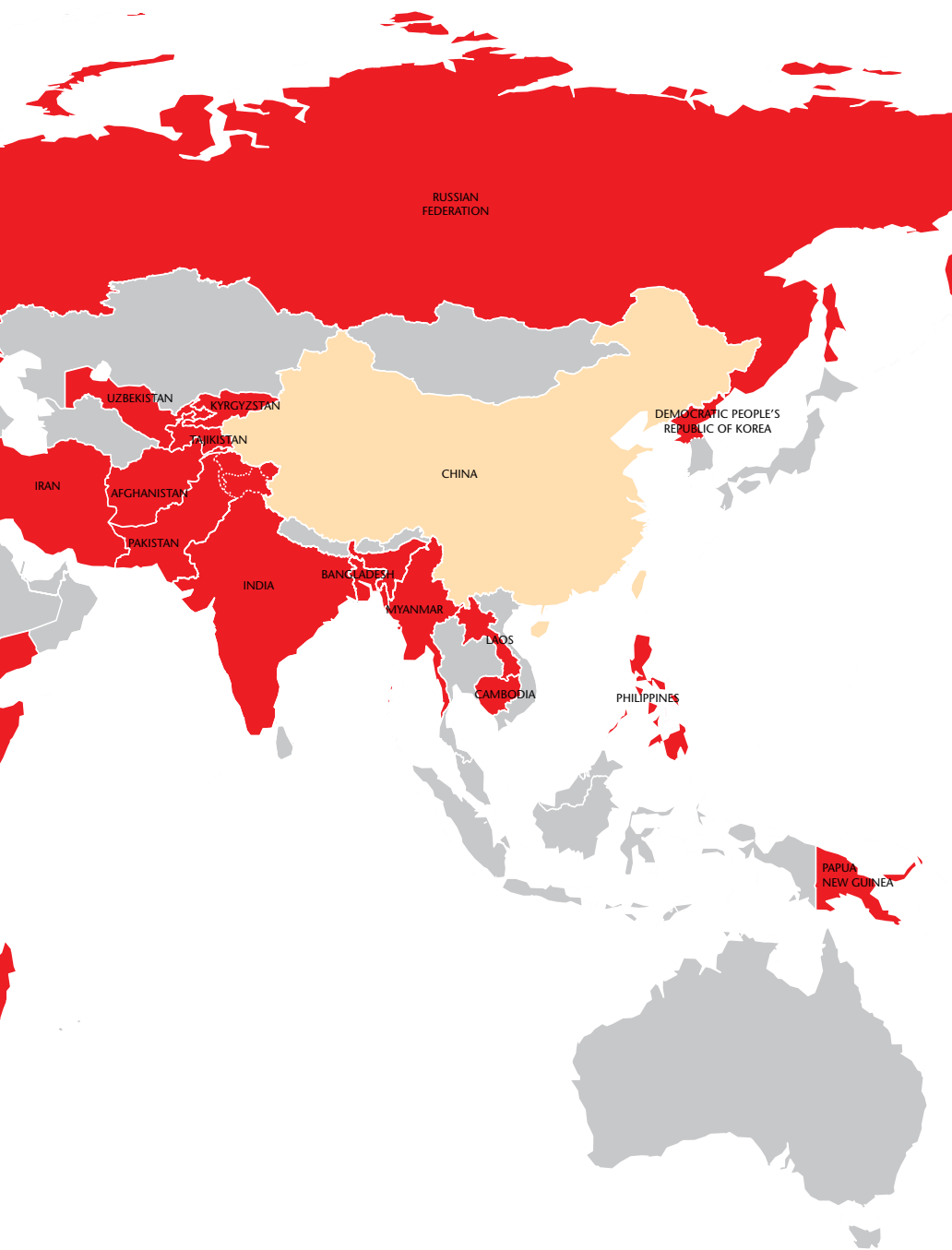
**PROGRAMME EXPENSES**

*In millions of €*



# MSF PROGRAMMES AROUND THE WORLD





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

37	AFGHANISTAN	52	MALAWI
37	ARMENIA	53	MALI
38	BANGLADESH	53	MAURITANIA
38	BURKINA FASO	54	MEXICO
39	BURUNDI	54	MOZAMBIQUE
39	CAMBODIA	55	MYANMAR
40	CAMEROON	55	NIGER
40	CENTRAL AFRICAN REPUBLIC	56	NIGERIA
41	CHAD	56	PAKISTAN
41	COLOMBIA	57	PALESTINE
42	CONGO	57	PAPUA NEW GUINEA
42	CÔTE D'IVOIRE	58	PARAGUAY
43	DEMOCRATIC PEOPLE'S REPUBLIC OF KOREA	58	PHILIPPINES
43	DEMOCRATIC REPUBLIC OF CONGO	59	RUSSIAN FEDERATION
44	EGYPT	59	SIERRA LEONE
44	ETHIOPIA	60	SOMALIA
45	GEORGIA	60	SOUTH AFRICA
45	GREECE	61	SOUTH SUDAN
46	GUINEA	61	SUDAN
46	HAITI	62	SWAZILAND
47	HONDURAS	62	SYRIA
47	INDIA	63	TAJIKISTAN
48	IRAN	63	TURKEY
48	IRAQ	64	UGANDA
49	JORDAN	64	UKRAINE
49	KENYA	65	UZBEKISTAN
50	KYRGYZSTAN	65	YEMEN
50	LAOS	66	ZAMBIA
51	LEBANON	66	ZIMBABWE
51	LIBYA	67	OTHER COUNTRIES
52	MADAGASCAR	67	TRANSVERSAL ACTIVITIES

# PRESIDENT'S REPORT

For the year ended 31 December 2013

**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 2013. 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 2013, some 6,000 health professionals, logistics specialists and administrative staff of all nationalities left on field assignments to join some almost 30,000 locally hired staff working in medical programmes in 67 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

In August 2013, Médecins Sans Frontières (MSF) pulled out of Somalia after working in the country continuously for 22 years.

Looking back at 2013, it has been a year of exceptional circumstances, decisions and compromises, particularly with regards Somalia and Syria. It has also been one where we have found ourselves largely alone operating in crisis situations, for example in Central African Republic (CAR) and South Sudan.

Since its founding, MSF has faced different forms of violence against its patients, staff, health facilities and medical vehicles, and has also witnessed targeting of health systems in general. The situation in Somalia, however, became untenable in 2013 as the balance could no longer be found between the risks involved, the compromises we had to make and our ability to provide medical care to the Somali people. Staff members had been threatened, attacked, kidnapped and even killed during our time in Somalia, but it was when it became apparent that the parties with whom we were negotiating were in some cases actively involved in, or complacent towards, violent actions directed against MSF that we had no choice but to draw the line. A lack of respect and deliberate violations of medical humanitarianism for political and financial profit were putting the lives of our patients and staff at risk. We withdrew with heavy hearts.

In Syria, the civil war continued into its third year and at present it is estimated by the UN refugee agency that nine million people are internally displaced in the country or have fled abroad as a result of the violence. The healthcare system has collapsed, resulting in outbreaks of preventable diseases such as measles and polio. Countless Syrians are desperate to access medical care, and are without services for everyday requirements like antenatal care, immunisations and the management of chronic diseases. MSF operated aid programmes where permission could be obtained, namely in opposition-held areas where instability constantly challenged our ability to work. Inpatient wards, outpatient consultations, surgery, and maternal and obstetric care were provided and vaccinations were undertaken. In Lebanon, Iraq, Turkey and Jordan, MSF continued to provide healthcare for Syrians inside and outside the refugee camps. The situation in Syria has been a forceful reminder of how medical practice can be used for political purposes.

The year was punctuated by numerous acute crises that left entire communities vulnerable, with little skilled medical help. In some cases, external assistance was their only lifeline and yet MSF often found itself alone tackling not just the medical but also the humanitarian needs of the people affected.

Political events marked a descent into instability and brutal violence in both South Sudan and Central African Republic (CAR), displacing thousands. In CAR, there was a presidential coup in March and subsequent political clashes spread throughout the country. By January 2014, it was estimated that over one million people had fled their homes, of which 245,000 crossed the border into neighbouring countries such as Chad. Hundreds of thousands of people were sheltering in the bush and others were living in displacement sites. By the end of 2013, nine MSF emergency projects were delivering healthcare alongside seven ongoing programmes, and over 800,000 medical consultations had been provided to people throughout the country.

In South Sudan, where people have come to rely in large part on MSF for healthcare, fighting in Jonglei early in the year caused displacement, and in December, violence quickly spread throughout five states, causing people to flee their homes and destroying hopes of stability for the nascent country. More than 3,000 MSF staff continued to operate 16 programmes in nine states, and three emergency projects were opened to care for the displaced and war wounded; further emergency programmes opened in neighbouring countries such as Uganda to provide aid to the refugees.

Once again this year, MSF's largest programme expenditure was a response to the repeated displacement of people and the appalling lack of healthcare in Democratic Republic of Congo (DRC). While there is a large aid community in DRC, much of it is focused in Goma and areas of the country considered stable, the more remote areas of eastern DRC, where people are subjected to increasing conflict, banditry, widespread exactions and sexual violence, are largely neglected. In 2013, heavy fighting caused massive displacement, and inadequate living conditions meant diseases such as malaria, cholera and measles were rampant. MSF undertook a number of emergency projects and in total, more than 1.2 million children aged between six months and 15 years were vaccinated against measles.

### Responding in the Philippines

This year we were shown once again that public sympathy for the plight of others is never as strong as in the wake of a natural disaster, and individuals worldwide quickly dug into their pockets to assist survivors of the Philippines' Typhoon Haiyan in November. The great force of the storm destroyed public health facilities, but due to the experience of local health workers and the preparedness of the Department of Health, medical needs were much smaller than feared. MSF sought to assist the Filipinos by providing medical care and relief supplies in the Visayas Islands, while also rebuilding healthcare capacity. Numerous logistical challenges were encountered within the first days; even so, by the two-week mark MSF had a fast-growing team of international and local staff in four hospitals and eight health centres, and was running mobile clinics in 37 locations.

### Speaking out for access to healthcare

MSF is a medical organisation but our work does not stop at the delivery of care, it is also about bearing witness in extreme situations. In October, MSF launched the *Speaking Out* website, making publicly accessible MSF témoignage documents on crises through the history of the movement.

There were many events that compelled MSF to make public statements and speak out in 2013. On 21 August, information was received from MSF-supported doctors based in three locations in the El Ghouta region of Syria that they had directly cared for around 3,600 people who had been exposed to a neurotoxic agent. MSF was the most direct independent witness through the reliable doctor-to-doctor link we had developed in the country and we released a statement – an action not undertaken lightly – calling for independent verification.

On 12 December, the MSF International President, on behalf of the movement, published an open letter to Valerie Amos, UN Under-Secretary-General, about the situation in CAR and the UN humanitarian system's failure to respond adequately to the emergency or ensure minimum requirements for human life. MSF's deployment of staff and delivery of aid had shown that with principled humanitarianism, it was possible to provide widespread assistance. Less than a week later, MSF sent an open letter to member states of the 'High Level Group on Syria' meeting in Geneva, urging them to take action so that people blocked from receiving Damascus-controlled aid could obtain the assistance they needed through cross-border efforts.

Witnessing steady refugee flows from conflicts in Africa and the Middle East, MSF also spoke out about the restrictive and repressive migration policies in EU states. Teams have treated migrants in several overcrowded, ill-equipped detention centres that are contributing to deterioration in residents' physical and mental health. A December press release calling for the closure and refurbishment of the Lampedusa centre in Italy was heeded and MSF continued to provide healthcare for undocumented migrants in Italy, Greece and Bulgaria, all the while urging those responsible to provide living conditions that respect human dignity.

MSF's Access Campaign worked tirelessly, advocating for patients in light of the Trans-Pacific Partnership Agreement (TPP) being negotiated between the USA and 11 Pacific Rim nations, as well as the India-European Commission trade agreement, continuing the Hands Off our Medicine campaign launched in 2010. Both these trade agreements include aggressive standards for intellectual property, extending drug patents and effectively blocking access to generic medicines for diseases including HIV – drugs that MSF purchases for millions of patients and that people in the developing world depend on for their treatment and survival.

### Tackling malaria, tuberculosis (TB) and HIV

Seasonal Malaria Chemoprevention (SMC), a WHO-recommended preventive measure was used in Niger for the first time in 2013. SMC is proving useful to protect the health of children at risk from severe malaria where there is limited access to care.

MSF in collaboration with the health authorities continued to respond to drug-resistant TB in the southern Caucasus. In KwaZulu Natal, South Africa, the 'Bending the Curves' project was introduced to tackle the high co-incidence of HIV and TB. Viral load technology, which monitors the amount of HIV virus in a patient, was introduced in areas of Mozambique this year, and in Swaziland the 'test early and treat early' effort continued.

### Medical Care under Fire

The year's events were a harsh reminder that some choose to make medical aid a target for their own benefit. Teams withstood localised security incidents in such places as Afghanistan, Nigeria, Pakistan, South Sudan, Syria and Yemen. In DRC, four Congolese MSF staff, Chantal, Philippe, Richard and Romy, were abducted by an armed group while on an exploratory mission in July. At the time of writing, a dedicated team is still actively searching for them. On a more positive note, Montserrat Serra and Blanca Thiebaut, were released after having been held in captivity for 21 months. They had been abducted from Kenya's Dadaab refugee camp in 2011. The issue of incidents targeting MSF and other humanitarian organisations is of significant concern, not only for security, but also for the ultimate impact these events and their consequences have on the health and survival of the people we aim to help. In 2013, MSF began researching such incidents, their impact and our response in the Medical Care under Fire project.

MSF's work in 2013 felt at times like an uphill struggle. While we cannot hope to put an end to the natural or human factors that lead to vast, unmet needs for medical care, our aim is to reduce suffering in the moment while looking at the underlying causes. Despite the challenges and the sheer number of people caught in crises this year, our supporters and teams around the world delivered medical care to more than eight million people in their hour of need. We would like to take this opportunity to thank all those who have made our work possible over the last year.



Dr Joanne Liu  
International President

# TREASURER'S REPORT

## COMBINED ACCOUNTS 2013

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

2013 saw an increase in income for MSF compared with 2012. Total incoming resources of 1.01 billion euros for 2013 were 71 million euros more than in 2012. 2013's higher income was due mainly to the increased private income received. More than 5 million individual donors and private funders provided of MSF's income in 2013.

## EXPENDITURE

Total expenditure in 2013 was 953 million euros, an increase of 9 million euros over 2012. 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>	
	<b>2013</b>	<b>2012</b>
Programmes	615	619
Headquarters programme support	109	104
Témoignage / awareness-raising	30	32
Other humanitarian activities	9	7
<b>Total social mission</b>	<b>764</b>	<b>762</b>
Fundraising	132	125
Management and general administration	57	57
<b>Total other expenses</b>	<b>189</b>	<b>182</b>
<b>Total</b>	<b>953</b>	<b>944</b>

The result of the above is that, in 2013, 80% of MSF's total expenditure was spent on social mission and 20% on other expenses (2012: 81% and 19% respectively.)

## PROGRAMME EXPENDITURE

Countries where we ran programmes with spending over 10 million euros in 2013 or 2012 are listed below.

	<i>In millions of €</i>	
	<b>2013</b>	<b>2012</b>
Democratic Republic of Congo	78	73
South Sudan	51	61
Haiti	33	38
Syria	30	10
Central African Republic	26	18
Niger	24	26
Somalia	21	25
Iraq	20	13
Chad	20	20
Zimbabwe	20	19
Afghanistan	19	17
Kenya	17	23
Sudan	17	20
Myanmar	16	13
Philippines	16	-
Ethiopia	12	19
Other countries with spending under 10 million euros	194	224
<b>Total</b>	<b>615</b>	<b>619</b>

Those countries listed separately above accounted for 68% of MSF's 2013 programme expenditure (2012: 64%).

## RESULT FOR THE YEAR AND RESERVES POLICY

The result for 2013, after adjusting for exchange gains/losses, shows a surplus of 48 million euros (deficit 11 million euros for 2012). MSF has a reserves policy, at an international level, of holding a minimum of three months and a maximum of 12 months of total expenditure as retained earnings.

The level of reserves as at 31 December 2013 equates to approximately 7.9 months (7.6 months for 2012) of the year's activity (see Note 2.14).



**Bret Engelkemier**  
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**

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As joint independent auditors and in accordance with your instructions, we have audited the combined financial statements of Médecins Sans Frontières International, on pages 11 to 67, which comprise the statement of financial position as at 31 December 2013, 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.

### *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 2013 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, 26 May 2014





A pregnant Malian refugee waiting in the triage tent at Mbera camp in Mauritania.

# COMBINED FINANCIAL STATEMENTS

for the year ended 31 December 2013

# STATEMENT OF FINANCIAL POSITION

	Notes	2013	2012
<i>In thousands of €</i>			
Intangible assets	2.1	7,308	5,949
Property, plant and equipment	2.2	38,750	38,247
Financial assets	2.3	15,673	13,218
<b>Non-current assets</b>		<b>61,732</b>	<b>57,414</b>
Inventories	2.4	27,306	33,705
Grants receivable	2.5	18,374	20,044
Contributions receivable	2.6	20,874	18,091
Other receivables	2.7	10,873	10,908
Other assets	2.8	9,922	8,366
Cash and cash equivalents	2.9	616,276	551,425
<b>Current assets</b>		<b>703,625</b>	<b>642,539</b>
<b>Assets</b>		<b>765,357</b>	<b>699,953</b>
Permanently restricted funds		3,149	3,440
Unrestricted funds		627,675	580,178
Other retained earnings and equities		3,393	15,027
<b>Retained earnings and equities</b>	2.14	<b>634,217</b>	<b>598,645</b>
Provisions	2.10	6,306	5,225
Financial debts	2.11	635	942
Accounts payable and accrued expenses	2.12	80,347	80,553
Deferred income	2.13	43,809	14,556
Overdrafts		43	32
<b>Liabilities</b>		<b>131,140</b>	<b>101,308</b>
<b>Liabilities and retained earnings</b>		<b>765,357</b>	<b>699,953</b>

## STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Unrestricted	Restricted	2013	2012
Individuals	3.1.1 / 4.2.1	745,892	41,302	787,194	749,872
Private institutions	3.1.1 / 4.2.1	34,285	78,228	112,513	89,041
<b>Private income</b>		<b>780,176</b>	<b>119,530</b>	<b>899,707</b>	<b>838,913</b>
Public institutional income	3.1.2 / 4.2.2	2,249	90,719	92,968	82,668
Other income	3.1.3 / 4.2.1	14,045	1,816	15,861	16,065
<b>Income</b>		<b>796,470</b>	<b>212,065</b>	<b>1,008,536</b>	<b>937,646</b>
Programmes	3.2.2 / 4.2.3	420,037	195,324	615,362	619,396
Headquarters programme support	3.2.3	97,227	11,580	108,807	103,948
Témoignage / awareness-raising	3.2.4	29,501	742	30,243	31,678
Other humanitarian activities	3.2.5	9,329	0	9,329	7,370
<b>Social mission</b>		<b>556,094</b>	<b>207,646</b>	<b>763,741</b>	<b>762,392</b>
Fundraising	3.2.6	129,665	1,982	131,646	124,836
Management and general administration	3.2.7	56,202	899	57,101	56,622
Income tax	3.2.8	12	0	12	87
<b>Other expenses</b>		<b>185,879</b>	<b>2,880</b>	<b>188,759</b>	<b>181,545</b>
<b>Expenditure</b>		<b>741,973</b>	<b>210,527</b>	<b>952,500</b>	<b>943,937</b>
Net exchange gains / losses unrealised and realised	3.2.9	-6,057	-1,851	-7,907	-4,805
<b>Surplus / deficit</b>		<b>48,441</b>	<b>-312</b>	<b>48,128</b>	<b>-11,096</b>

In thousands of €

# STATEMENT OF CASH FLOWS

## CASH FLOWS FROM HUMANITARIAN AND FUNCTIONING ACTIVITIES

In thousands of €

	2013	2012
<b>1. Cash flows from private donors</b>		
Private income	899,707	838,913
<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	312	-243
<b>Variation in working capital requirements</b>		
Change in receivables from private donors	738	-1,006
Change in deferred income on private grants	4,893	-1,481
Change in unspent donor-designated / restricted funds	21,545	-1,173
	<b>927,195</b>	<b>835,010</b>
<b>2. Cash flows from public institutional agencies</b>		
Public institutional income	92,968	82,668
<b>Variation in working capital requirements</b>		
Change in public institutional assets	-7,926	2,352
Change in public institutional liabilities	8,087	-5,297
	<b>93,129</b>	<b>79,723</b>
<b>3. Other cash flows from humanitarian and functioning activities</b>		
Other income	15,861	16,065
Social mission expenditure	-763,741	-762,392
Other expenses	-188,759	-181,545
<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	6,886	6,984
Write-off of non-current assets	10,874	-130
Investment subsidies as income	-64	-81
Net exchange gains and losses Gains / losses resulting from financial assets and debts	-7,907	-4,805
<b>Variation in working capital requirements</b>		
Change in other receivables and current assets	6,422	-9,204
Change in other current liabilities	5,968	14,960
	<b>-914,460</b>	<b>-920,157</b>
<b>Net cash provided by / used for humanitarian and functioning activities (A) = 1+2+3</b>	<b>105,864</b>	<b>-5,423</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Investments in non-current assets	-21,971	-15,883
Investment subsidies as income	64	81
Change in investment subsidies	220	161
<b>Net cash used for investing activities (B)</b>	<b>-21,686</b>	<b>-15,641</b>

# STATEMENT OF CASH FLOWS (CONTINUED)

## CASH FLOWS FROM FINANCING ACTIVITIES

In thousands of €

	2013	2012
Permanently restricted contributions and income	-312	252
Change in financial debts	-5,902	-298
Change in capital	120	18
<b>Net cash provided by/used for financing activities (C)</b>	<b>-6,094</b>	<b>-28</b>
Effect of foreign exchange rate fluctuations	-13,243	-437
<b>Effect of exchange rate fluctuations (D)</b>	<b>-13,243</b>	<b>-437</b>
<b>Change in cash and cash equivalents (A+B+C+D)</b>	<b>64,840</b>	<b>-21,529</b>
<b>Opening cash and cash equivalents (E)</b>	<b>551,393</b>	<b>572,922</b>
<b>Closing cash and cash equivalents (A+B+C+D+E)</b>	<b>616,233</b>	<b>551,393</b>

# STATEMENT OF CHANGES IN RETAINED EARNINGS AND EQUITIES

In thousands of €

	Notes	2012	Surplus/ Deficit	Change in subscribed capital	Impact of exchange rate on historical value	Other movements	2013
Permanently restricted funds	2.14	3,440	-312	-	-	21	3,149
Unrestricted funds	2.14	580,178	48,441	-	-	-943	627,675
<b>Retained earnings</b>		<b>583,618</b>	<b>48,128</b>	-	-	<b>-923</b>	<b>630,824</b>
Capital for foundations		1,755	-	120	-	-	1,894
Impact of exchange rate on historical value		13,252	-	-	-11,753	-	1,499
<b>Other retained earnings and equities</b>		<b>15,027</b>	-	<b>120</b>	<b>-11,753</b>	-	<b>3,393</b>
<b>Retained earnings and equities</b>		<b>598,645</b>	<b>48,128</b>	<b>120</b>	<b>-11,753</b>	<b>-923</b>	<b>634,217</b>





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A family in Kochapata, Bolivia, holding up their Chagas test results. Some have tested positive and are preparing to start treatment.

# 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 the 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 2013	Closing rate 2012	Average rate 2013	Average rate 2012
AUD	1.54	1.27	1.38	1.24
BRL	3.26	2.70	2.87	2.51
CAD	1.47	1.31	1.37	1.28
CHF	1.23	1.21	1.23	1.21
CZK	27.43	25.15	25.98	25.15
DKK	7.46	7.46	7.46	7.44
EUR	1.00	1.00	1.00	1.00
GBP	0.83	0.82	0.85	0.81
HKD	10.69	10.23	10.30	9.97
JPY	144.72	113.61	129.66	102.59
NOK	8.36	7.35	7.81	7.47
SEK	8.86	8.58	8.65	8.70
USD	1.38	1.32	1.33	1.28
ZAR	14.57	11.17	12.83	10.56

### 1.3 CHANGE IN ACCOUNTING POLICIES

The 2013 Financial Statements do not contain any changes in accounting policies compared with 2012.

### 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 section leaves a country, the remaining equipment is donated to the Ministry of Health of the country or another non-governmental organisation still present in the country, and thus does not generate any future economic benefit for MSF.

#### 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 2013, 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 2013, 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.

	2012	Additions	Disposals	Foreign exchange gain/loss	Other movements	In thousands of € 2013
Intangible assets – gross value	20,980	4,267	-1,755	-232	252	23,512
Depreciation	-15,031	-2,135	976	206	-220	-16,204
<b>Intangible assets</b>	<b>5,949</b>	<b>2,132</b>	<b>-778</b>	<b>-26</b>	<b>32</b>	<b>7,308</b>

### 2.2 PROPERTY, PLANT AND EQUIPMENT

Mainly consisting of the head offices of some entities.

	2012	Additions	Disposals	Foreign exchange gain/loss	Other movements	In thousands of € 2013
Land	8,363	892	-831	-24	0	8,400
Buildings	30,372	6,444	-5,186	-114	-559	30,957
Fixtures	9,066	1,995	-127	-205	746	11,476
Furniture	6,263	451	-127	-259	5	6,333
Computers	12,986	1,567	-707	-297	-237	13,313
Machinery and equipment	7,376	409	-225	-98	6	7,467
Other tangible assets	3,863	2,873	-4,341	-40	-36	2,318
<b>Property, plant and equipment – gross value</b>	<b>78,289</b>	<b>14,631</b>	<b>-11,544</b>	<b>-1,038</b>	<b>-74</b>	<b>80,264</b>
<b>Depreciation</b>	<b>-40,042</b>	<b>-3,746</b>	<b>1,448</b>	<b>620</b>	<b>205</b>	<b>-41,514</b>
<b>Property, plant and equipment</b>	<b>38,247</b>	<b>10,885</b>	<b>-10,096</b>	<b>-417</b>	<b>131</b>	<b>38,750</b>

#### Finance leases

At 31 December 2013, the net value of capitalised leased assets stands at 299 thousand euros, and of capitalised lease obligations at 602 thousand euros (2012: 291 thousand and 893 thousand euros, respectively). The total reimbursements for the current year amount to 343 thousand euros, and the rent expenses to 365 thousand euros (2012: 314 thousand and 340 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	2013	2012
Long-term investments	12,606	0	12,606	9,656
Other financial assets	3,067	0	3,067	3,562
<b>Financial assets</b>	<b>15,673</b>	<b>0</b>	<b>15,673</b>	<b>13,218</b>

Their breakdown by maturity date is as follows:

	< 1 year	> 1 year and < 5 years	> 5 years	In thousands of € 2013
<b>Financial assets</b>	<b>1,768</b>	<b>12,296</b>	<b>1,609</b>	<b>15,673</b>



## 2.4 INVENTORIES

	Gross value	Provision	2013	2012
Medical and non-medical relief goods	27,257	-764	26,493	32,997
Other inventories	840	-27	813	709
<b>Inventories</b>	<b>28,097</b>	<b>-791</b>	<b>27,306</b>	<b>33,705</b>

In thousands of €

## 2.5 GRANTS RECEIVABLE

	Gross value	Provision	2013	2012
<b>Grants receivable from private donors</b>	<b>1,994</b>	<b>0</b>	<b>1,994</b>	<b>6,393</b>
<b>Grants receivable from public institutions</b>	<b>16,492</b>	<b>-112</b>	<b>16,380</b>	<b>13,651</b>
ECHO and EU institutions	9,470	-112	9,358	7,654
EU European governments	1,509	-	1,509	2,871
Non-EU European governments	244	-	244	364
Other governments	5,218	-	5,218	2,723
UN institutions	50	-	50	37
<b>Grants receivable</b>	<b>18,486</b>	<b>-112</b>	<b>18,374</b>	<b>20,044</b>

In thousands of €

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

## 2.6 CONTRIBUTIONS RECEIVABLE

At 31 December 2013, the outstanding commitment represents 20,874 thousand euros (2012: 18,091 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 2013, the outstanding commitment amounts to 10,873 thousand euros (2012: 10,908 thousand euros) and is expected to be received within the following year.

## 2.8 OTHER ASSETS

Other assets of 9,922 thousand euros (2012: 8,366 thousand euros) include mainly prepaid expenses. Their breakdown by maturity date is as follows:

	< 1 year	> 1 year and < 5 years	> 5 years	2013
<b>Other assets</b>	<b>9,922</b>	<b>0</b>	<b>0</b>	<b>9,922</b>

In thousands of €

## 2.9 CASH AND CASH EQUIVALENTS

	2013	2012
Short-term deposits	273,052	260,810
Cash at headquarters	300,851	248,954
Cash in the field	42,373	41,660
<b>Cash and cash equivalents</b>	<b>616,276</b>	<b>551,425</b>

In thousands of €

## 2.10 PROVISIONS

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

	2012	Additional provisions	Amounts used	Unused amounts reversed	Foreign exchange gain/loss	Other movements	In thousands of € 2013
<b>Provisions</b>	<b>5,225</b>	<b>2,554</b>	<b>-1,202</b>	<b>-220</b>	<b>-50</b>	<b>0</b>	<b>6,306</b>

852 thousand euros of the provisions come from tax assessments received relating to remuneration of international staff (2012: 246 thousand euros). Provisions from staff retirement plans amount to 2,079 thousand euros (2012: 1,981 thousand euros). The remaining 3,375 thousand euros of provisions cover various risks for which MSF has a constructive obligation (2012: 1,367 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	2013	2012
Borrowings and loans	33	0	0	33	51
Capitalised lease obligation	333	268	0	602	893
<b>Financial debts</b>	<b>366</b>	<b>268</b>	<b>0</b>	<b>635</b>	<b>944</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:

	2013	2012
Accounts payable and accruals	39,854	40,578
Employee benefits	24,408	21,790
Accrued taxes	5,764	5,014
Public institutional grants payable	240	150
Private grants payable	134	498
Other liabilities	9,947	12,523
<b>Accounts payable and accrued expenses</b>	<b>80,347</b>	<b>80,553</b>

The breakdown by maturity date is as follows:

	< 1 year	> 1 year and < 5 years	> 5 years	2013
<b>Accounts payable and accrued expenses</b>	<b>77,120</b>	<b>0</b>	<b>3,227</b>	<b>80,347</b>

## 2.13 DEFERRED INCOME

	2013	2012
Unspent donor-designated / restricted funds	27,677	6,296
Deferred income on private grants	7,622	2,742
Deferred income on public institutional grants	5,727	2,958
Gross value of investment subsidies	1,889	1,669
Other deferred income	894	892
<b>Deferred income</b>	<b>43,809</b>	<b>14,556</b>

## 2.13 DEFERRED INCOME (CONTINUED)

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

	< 1 year	> 1 year and < 5 years	> 5 years	In thousands of € 2013
<b>Deferred income</b>	<b>34,589</b>	<b>9,138</b>	<b>83</b>	<b>43,809</b>

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

The following schedule shows their year-end position:

	2012	Raised in 2013	Spent in 2013	Foreign exchange gain/loss	Other movements	In thousands of € 2013
Algeria	19	-	-	-	-	19
Angola	5	-	-	-	-	5
Bangladesh	-	10	-	-	-	10
Central African Republic	-	1	-	-	-	1
Guatemala	1	-	-1	-	-	-
Haiti	6	-	-	-	-	6
Iran	63	-	-	-	-	63
Jordan	31	-	-	-1	-	30
Lebanon	-	79	-	-	-	79
Myanmar	-	1	-	-	-	1
Pakistan	2	-	-	-	-	2
Peru	34	-	-	-	-	34
Philippines	-	15,249	-122	-407	659	15,378
South Africa	-	624	-	-15	-	610
South Sudan	1	3	-1	-	-	2
Sudan	2	1	-	-	-	3
Syria	-	3,448	-	-27	75	3,496
United States	6	-	-6	-	-	-
Yemen	2	-	-2	-	-	-
Zimbabwe	220	-	-220	-	-	-
Other countries or restrictions	5,902	3,540	-1,057	-299	-150	7,938
<b>Unspent donor-designated / restricted funds</b>	<b>6,296</b>	<b>22,955</b>	<b>-1,410</b>	<b>-749</b>	<b>585</b>	<b>27,677</b>

Other countries or restrictions are either not country-specific, or represent the countries for which restricted funds of fewer than one thousand euros remain unspent. They mainly include: 4,492 thousand euros (3,421 thousand for 2012) of Charitable Gift Annuity Trusts in MSF USA. 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 2013, the available portion (excluding permanently restricted funds and capital for foundations) represents 7.9 months of activity (2012: 7.6 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>2013</b>	<b>2012</b>
Donations	679,289	654,340
Legacies and bequests	107,719	95,380
Membership fees	185	152
<b>Income from individuals</b>	<b>787,194</b>	<b>749,872</b>

Income from private institutions comes from the following sources:

	<i>In thousands of €</i>	
	<b>2013</b>	<b>2012</b>
Companies	47,272	35,052
Trusts and foundations	37,307	25,483
Lottery and special events	23,404	20,195
Joint appeals	820	1,275
Other private institutions	3,711	7,036
<b>Income from private institutions</b>	<b>112,513</b>	<b>89,041</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>2013</b>	<b>2012</b>
ECHO and EU institutions	30,622	33,228
EU governments	35,920	30,606
Non-EU European governments	14,713	11,388
American governments	3,760	4,593
Other governments or public institutions	7,911	2,850
UN institutions	41	3
<b>Public institutional income</b>	<b>92,968</b>	<b>82,668</b>

### 3.1.3 OTHER INCOME

	<i>In thousands of €</i>	
	<b>2013</b>	<b>2012</b>
Interest / investment income	5,642	7,203
Merchandising	866	1,692
Equipment and services sold to other organisations	3,359	1,670
Other revenues	5,995	5,500
<b>Other income</b>	<b>15,861</b>	<b>16,065</b>

### 3.1.4 LEGACIES AND BEQUESTS

The total value of legacies and bequests expected at year-end but not yet received is 52,936 thousand euros (34,072 thousand for 2012), plus 6,141 thousand euros pending acceptance (38,001 thousand for 2012). 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 2013 is approximately 9,296 thousand euros: 7,024 thousand euros received in the field and 2,272 thousand euros received at headquarters (2012: 6,058 thousand and 2,630 thousand, respectively). The majority of the donations received in the field relate to drugs and medical equipment and, at headquarters, to consultancies and travel miles. As described in Note 1.13, the accounting policy of the organisation is that in-kind donations and services are not recognised as income in the Statement of Financial Activities.

## 3.2 EXPENDITURE

### 3.2.1 FUNCTIONAL EXPENSES

SOCIAL MISSION	Nature of expenses	Programmes	Headquarters programme support	Témoignage / awareness-raising	Other humanitarian activities	In thousands of €
						Total social mission
	Personnel costs	326,217	79,438	14,827	119	420,600
	Travel and transportation	94,028	7,540	1,114	558	103,240
	Medical and nutrition	110,260	248	47	912	111,467
	Logistics and sanitation	39,766	612	–	155	40,533
	Professional services	7,355	5,714	2,443	10	15,521
	Communications	7,640	1,410	1,655	4	10,709
	Publications	–	271	2,938	27	3,236
	Promotional expenses	–	361	4,276	–	4,637
	Office expenses	18,427	10,742	2,395	37	31,601
	Taxes	1,034	252	11	12	1,309
	Private grants	3,048	47	4	5,034	8,133
	Public institutional grants	430	277	–	–	707
	Financial expenses	975	91	7	–	1,073
	Depreciation	–	3,087	624	17	3,728
	Others	6,181	-1,283	-98	2,446	7,246
<b>Total</b>		<b>615,362</b>	<b>108,807</b>	<b>30,243</b>	<b>9,329</b>	<b>763,741</b>

OTHER EXPENSES	Nature of expenses	Fundraising	Management and general administration	Income tax	Total other expenses	SOCIAL MISSION AND OTHER EXPENSES TOTAL	
						2013	2012
	Personnel costs	27,544	36,312	–	63,855	484,455	480,809
	Travel and transportation	1,803	2,667	–	4,469	107,709	109,831
	Medical and nutrition	5	1	–	6	111,473	108,900
	Logistics and sanitation	6	–	–	6	40,539	35,420
	Professional services	13,805	5,334	–	19,138	34,659	32,525
	Communications	13,214	893	–	14,107	24,816	27,231
	Publications	16,867	930	–	17,797	21,033	20,981
	Promotional expenses	50,337	499	–	50,836	55,473	50,267
	Office expenses	4,807	5,178	–	9,985	41,586	43,869
	Taxes	46	587	12	645	1,954	2,235
	Private grants	13	221	–	234	8,141	15,481
	Public institutional grants	–	–	–	–	707	308
	Financial expenses	1,963	1,329	–	3,292	4,365	4,040
	Depreciation	934	1,570	–	2,504	6,232	7,980
	Others	302	1,583	–	1,885	9,131	4,060
<b>Total</b>		<b>131,646</b>	<b>57,101</b>	<b>12</b>	<b>188,759</b>	<b>952,500</b>	<b>943,937</b>

### 3.2.2 PROGRAMME EXPENSES BY NATURE AND CONTINENT

	Africa	America	Asia	Europe	Oceania	Unallocated	In thousands of €	
							2013	2012
Locally hired staff	127,906	22,926	44,695	3,884	1,317	-29	200,698	205,227
International staff	88,213	8,244	40,438	1,670	1,782	3,421	143,767	144,204
Operational running expenses	18,859	1,201	6,575	638	382	420	28,076	29,178
Medical and nutrition	57,758	5,713	43,339	2,683	332	435	110,260	107,928
Logistics and sanitation	19,466	3,324	16,664	206	90	16	39,766	34,871
Transport, freight and storage	52,949	1,686	16,987	342	469	550	72,985	76,405
Training and local support	4,019	75	666	49	21	23	4,853	11,571
Consultants and field support	7,168	280	2,251	199	35	217	10,151	8,962
Private and public institutional grants	31	-	-23	-	-	402	410	233
Others	2,726	644	792	88	13	134	4,396	818
<b>Programmes</b>	<b>379,065</b>	<b>44,093</b>	<b>172,407</b>	<b>9,759</b>	<b>4,441</b>	<b>6,291</b>	<b>615,362</b>	<b>619,396</b>

The geographic divisions noted above include the following regions:

- Africa comprises the regions both north and south of the Sahara.
- America 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.

	In thousands of €	
	2013	2012
Access Campaign	3,995	4,879
Other témoignage campaigns and expenses	26,248	26,800
<b>Témoignage / awareness-raising</b>	<b>30,243</b>	<b>31,678</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 US dollar (USD), Norwegian krona (NOK), Swiss franc (CHF), and Japanese yen (JPY), and Australian dollar (AUD).

# 4 RATIOS AND SECTORIAL INFORMATION

## 4.1 RATIOS

### 4.1.1 OPERATIONAL RATIOS

	2013	2012
Operations	76.0 %	76.6 %
Témoignage / awareness-raising	3.2 %	3.4 %
Other humanitarian activities	1.0 %	0.8 %
<b>Social mission</b>	<b>80.2 %</b>	<b>80.8 %</b>
Fundraising	13.8 %	13.2 %
Management and general administration	6.0 %	6.0 %
Income tax	–	–
<b>Other expenses</b>	<b>19.8 %</b>	<b>19.2 %</b>
<b>Expenditure</b>	<b>100.0 %</b>	<b>100.0 %</b>
<b>4.1.2 FINANCIAL INDEPENDENCE</b>		
Private income	89.2 %	89.5 %
Public institutional income	9.2 %	8.8 %
Other income	1.6 %	1.7 %
<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 90.8% of MSF total income in 2013 (2012: 91.2%). More than 5.0 million (2012: 4.6 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	37,916	17,532	22,888	14,980	23,131	1,606	8,941	57,696
Legacies and bequests	2,822	2,685	9,092	–	2,630	–	2,991	8,087
Membership fees	5	3	8	1	10	–	–	24
<b>Income from individuals</b>	<b>40,743</b>	<b>20,220</b>	<b>31,988</b>	<b>14,981</b>	<b>25,771</b>	<b>1,606</b>	<b>11,931</b>	<b>65,807</b>
Companies	7,036	2,326	4,426	7	254	–	724	1,559
Trusts and foundations	271	–	–	–	898	–	840	76
Joint appeals	–	–	–	–	–	–	820	–
Lottery and special events	–	–	–	–	–	–	259	–
Other private institutions	–	–	47	-135	–	–	297	82
<b>Donations from private institutions</b>	<b>7,308</b>	<b>2,326</b>	<b>4,472</b>	<b>-129</b>	<b>1,153</b>	<b>–</b>	<b>2,941</b>	<b>1,716</b>
<b>Private income</b>	<b>48,050</b>	<b>22,546</b>	<b>36,460</b>	<b>14,852</b>	<b>26,924</b>	<b>1,606</b>	<b>14,872</b>	<b>67,523</b>
Interest / investment income	336	44	878	514	75	1	7	839
Merchandising	–	–	–	–	–	6	18	610
Equipment and services sold to other organisations	–	–	2,029	–	–	–	–	1,329
Other revenues	39	37	674	–	21	–	245	2,274
<b>Other income</b>	<b>375</b>	<b>81</b>	<b>3,582</b>	<b>514</b>	<b>96</b>	<b>7</b>	<b>269</b>	<b>5,052</b>

4.2.1 PRIVATE AND OTHER INCOME BY OFFICE (CONTINUED)

*In thousands of €*

	Germany	Greece	Holland	Hong Kong	Ireland	Italy	Japan	Luxembourg
Donations	68,237	2,606	35,982	24,690	380	36,684	38,015	3,583
Legacies and bequests	6,235	151	6,667	828	133	6,581	2,561	1,223
Membership fees	71	1	4	1	–	4	3	1
<b>Income from individuals</b>	<b>74,542</b>	<b>2,758</b>	<b>42,653</b>	<b>25,519</b>	<b>513</b>	<b>43,269</b>	<b>40,579</b>	<b>4,807</b>
Companies	611	241	1,262	1,490	52	3,672	3,630	204
Trusts and foundations	1,922	20	799	431	150	98	–	186
Joint appeals	–	–	–	–	–	–	–	–
Lottery and special events	1,560	–	13,755	891	536	120	–	–
Other private institutions	1,299	–	1,153	33	–	31	393	106
<b>Donations from private institutions</b>	<b>5,393</b>	<b>261</b>	<b>16,970</b>	<b>2,845</b>	<b>738</b>	<b>3,921</b>	<b>4,023</b>	<b>497</b>
<b>Private income</b>	<b>79,935</b>	<b>3,019</b>	<b>59,623</b>	<b>28,363</b>	<b>1,251</b>	<b>47,190</b>	<b>44,602</b>	<b>5,303</b>
Interest/investment income	115	2	1,371	1	–	173	1	4
Merchandising	–	–	–	1	–	63	–	1
Equipment and services sold to other organisations	–	–	–	–	–	–	–	–
Other revenues	556	83	326	–	–	9	8	13
<b>Other income</b>	<b>671</b>	<b>85</b>	<b>1,697</b>	<b>2</b>	<b>–</b>	<b>245</b>	<b>9</b>	<b>18</b>

*In thousands of €*

	Norway	South Africa	Spain	Sweden	Switzerland	United Kingdom	United States	2013
Donations	23,433	1,082	58,891	28,946	40,740	14,721	116,611	679,289
Legacies and bequests	2,956	–	3,085	9,557	8,231	9,872	21,334	107,719
Membership fees	5	3	21	7	13	–	–	185
<b>Income from individuals</b>	<b>26,394</b>	<b>1,085</b>	<b>61,997</b>	<b>38,509</b>	<b>48,984</b>	<b>24,593</b>	<b>137,945</b>	<b>787,194</b>
Companies	1,566	–	3,818	3,755	1,764	2,060	6,813	47,272
Trusts and foundations	766	–	633	4,303	15,296	3,536	7,081	37,307
Joint appeals	–	–	–	–	–	–	–	820
Lottery and special events	44	–	–	–	–	6,239	–	23,404
Other private institutions	24	–	–	–	381	–	–	3,711
<b>Donations from private institutions</b>	<b>2,400</b>	<b>–</b>	<b>4,451</b>	<b>8,059</b>	<b>17,441</b>	<b>11,835</b>	<b>13,894</b>	<b>112,513</b>
<b>Private income</b>	<b>28,794</b>	<b>1,085</b>	<b>66,448</b>	<b>46,568</b>	<b>66,425</b>	<b>36,428</b>	<b>151,839</b>	<b>899,707</b>
Interest/investment income	540	18	85	90	78	16	453	5,642
Merchandising	4	–	161	1	3	–	–	866
Equipment and services sold to other organisations	–	–	–	–	–	–	–	3,359
Other revenues	51	–	378	45	594	5	637	5,995
<b>Other income</b>	<b>594</b>	<b>19</b>	<b>625</b>	<b>136</b>	<b>675</b>	<b>21</b>	<b>1,090</b>	<b>15,861</b>

## 4.2.2 PUBLIC INSTITUTIONAL INCOME

	<i>In thousands of €</i>	
	<b>2013</b>	<b>2012</b>
Humanitarian Aid Office of the European Commission (ECHO)	30,401	32,134
EU European Development Fund	221	697
EU others	–	397
<b>ECHO and EU institutions</b>	<b>30,622</b>	<b>33,228</b>
Belgium	6,044	5,206
Czech Republic	287	276
Denmark	5,937	3,580
France	120	120
Germany	3,405	3,787
Ireland	1,355	909
Italy	–	27
Luxembourg	1,323	1,041
Spain	1,267	1,753
Sweden	15,141	13,240
United Kingdom	1,039	668
<b>EU governments</b>	<b>35,920</b>	<b>30,606</b>
Norway	9,377	8,554
Switzerland	5,336	2,834
<b>Non-EU European governments</b>	<b>14,713</b>	<b>11,388</b>
Canada	3,760	4,593
<b>North American governments</b>	<b>3,760</b>	<b>4,593</b>
The Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM)	801	–
International Drug Purchase Facility (UNITAID)	4,459	–
Other governments or public institutions	2,651	2,850
<b>Other governments or public institutions</b>	<b>7,911</b>	<b>2,850</b>
World Health Organization (WHO)	34	–
World Food Programme (WFP)	7	24
Office for Project Services (OPS)	–	-21
<b>UN institutions</b>	<b>41</b>	<b>3</b>
<b>Public institutional income</b>	<b>92,968</b>	<b>82,668</b>

## 4.3 PROGRAMMES

Programme expenses by nature, and funding of programmes.

### EXPENSES

	<i>In thousands of €</i>	
	<b>2013</b>	<b>2012</b>
Locally hired staff	200,698	205,227
International staff	143,767	144,204
Operational running expenses	28,076	29,178
Medical and nutrition	110,260	107,928
Logistics and sanitation	39,766	34,871
Training and local support	4,853	11,571
Transport, freight and storage	72,985	76,405
Consultants and field support	10,151	8,962
Private and public institutional grants	410	233
Others	4,396	818
<b>Programmes</b>	<b>615,362</b>	<b>619,396</b>
<b>Indirect supply costs</b>	<b>15,840</b>	<b>11,403</b>
<b>Field-related expenses</b>	<b>631,202</b>	<b>630,799</b>

### FUNDING

	<i>In thousands of €</i>	
	<b>2013</b>	<b>2012</b>
<b>Private and other income</b>	<b>543,350</b>	<b>551,728</b>
Humanitarian Aid Office of the European Commission (ECHO)	29,370	31,128
EU 50/50 cofinancing	-249	-
EU European Development Fund	207	697
EU others	-	389
<b>ECHO and EU institutions</b>	<b>29,328</b>	<b>32,214</b>
AGCD – Belgium	5,212	4,638
Governments – Belgium	49	-
Municipalities and regional councils – Belgium	447	266
Ministry of Foreign Affairs (MFA) – Czech Republic	160	266
Governments – Czech Republic	116	-
Danish Agency for Development Assistance (DANIDA)	4,890	3,284
Municipalities and regional councils – France	120	120
Ministry of Foreign Affairs (MFA) – Germany	3,405	3,787
Irish Aid (DCI) – Ireland	1,355	884
Governments – Italy	-	27
Ministry of Foreign Affairs (MAE) – Luxembourg	945	920
Governments – Spain	797	1,459
Municipalities and regional councils – Spain	366	294
Swedish International Development Cooperation Agency (SIDA)	14,769	12,671
Department for International Development (DFID) – UK	971	624
<b>EU governments</b>	<b>33,603</b>	<b>29,240</b>



**FUNDING ( CONTINUED )**

	<i>In thousands of €</i>	
	<b>2013</b>	<b>2012</b>
Ministry of Foreign Affairs (MFA) – Norway	6,934	6,735
Norwegian Agency for Development Cooperation (NORAD)	2,344	1,542
Swiss Agency for Development and Cooperation (SDC)	3,411	1,750
Municipalities and regional councils – Switzerland	773	649
<b>Non-EU European governments</b>	<b>13,461</b>	<b>10,676</b>
Canadian International Development Agency (CIDA)	3,507	4,340
<b>North American governments</b>	<b>3,507</b>	<b>4,340</b>
<b>The Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM)</b>	<b>801</b>	–
<b>International Drug Purchase Facility (UNITAID)</b>	<b>4,459</b>	–
<b>Other governments or public institutions</b>	<b>2,651</b>	<b>2,598</b>
World Health Organization (WHO)	34	–
World Food Programme (WFP)	7	24
Office for Project Services (OPS)	–	-21
<b>UN institutions</b>	<b>41</b>	<b>3</b>
<b>Public institutional income</b>	<b>87,851</b>	<b>79,072</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.

615,362 thousand euros were spent in direct connection with the projects (2012: 619,396 thousand euros). The indirect supply costs of the logistics satellites stood at 15,840 thousand euros (2012: 11,403 thousand euros).

These expenses were funded by 87,851 thousand euros from public institutional bodies (2012: 79,072 thousand), the balance being funded by unrestricted and restricted private funds.

The difference of 5,116 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 (2012: 3,597 thousand euros).

29,910 locally hired staff and 2,629 international staff worked directly with the projects (2012: 29,229 locally hired staff and 2,592 International staff) as explained in note 5.3.2.

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.

## 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>2013</b>	<b>2012</b>
ECHO and EU institutions	300	342
EU European governments	1,685	5,436
American governments	4,643	–
Other governments	8,108	–
UN institutions	5	–
<b>Remaining commitment amount to spend</b>	<b>14,741</b>	<b>5,778</b>

#### 5.1.2 OTHER COMMITMENTS

	<i>In thousands of €</i>	
	<b>2013</b>	<b>2012</b>
Guarantees given	965	846
Rental contracts for office buildings	8,833	9,010
Other off-balance sheet commitments given	7,606	368
Warranty to secure debt	–	2,000
DNDi	4,000	5,123
<b>Other balance-sheet commitments given</b>	<b>21,403</b>	<b>17,347</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 for Medical Research, the Kenya Medical Research Institute, the Ministry of Health of Malaysia and France's Pasteur Institute – and one international research organisation, the Special Programme for Research and Training in Tropical Diseases (TDR), which is a permanent observer to the initiative.

DNDi became a legal entity in July 2003 and MSF was one of the founding partners. MSF's objective in 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. A subsequent period of support was agreed until 2014. In 2013 the IGA decided to continue the support and commitment towards DNDi at the level of 4 million euros per year until 2018.

### 5.2 SUBSEQUENT EVENTS

There are no subsequent events to report.

## 5.3 STAFF FIGURES

### 5.3.1 INTERNATIONAL DEPARTURES TO THE FIELD

	2013	2012
Medical pool	1,593	1,548
Nurse and other paramedical pool	1,892	1,785
Non-medical pool	2,714	2,622
<b>International departures (full year)</b>	<b>6,199</b>	<b>5,955</b>
<b>First-time departures (full year)</b>	<b>1,437</b>	<b>1,500</b>

### 5.3.2 POSITIONS IN THE FIELD

	<i>In full-time equivalents</i>	
	2013	2012
Locally hired staff	29,910	29,229
International staff	2,629	2,592
<b>Field positions</b>	<b>32,539</b>	<b>31,820</b>

### 5.3.3 POSITIONS AT HEADQUARTERS

	<i>In full-time equivalents</i>	
	2013	2012
Social mission	1,389	1,318
Fundraising	542	495
Management and general administration	563	513
<b>Employees</b>	<b>2,493</b>	<b>2,326</b>
Social mission	29	28
Fundraising	25	26
Management and general administration	25	22
<b>Volunteers</b>	<b>80</b>	<b>76</b>

Note: For volunteers at headquarters, the average number of people is taken into account when full-time equivalents 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	157,432	Australian dollars	General Director
MSF Austria	65,203	euros	General Director
MSF Belgium	89,632	euros	General Director
MSF Brazil	165,893	Brazilian real	General Director
MSF Canada	135,844	Canadian dollar	General Director
MSF Czech Republic	741,356	Czech koruna	General Director
MSF Denmark	805,200	Danish krone	General Director
MSF EUP	53,338	euros	General Director
MSF Epicentre	83,960	euros	General Director
Foundation MSF	57,432	euros	General Director
MSF France	81,002	euros	President
MSF Germany	82,498	euros	General Director
MSF Greece	42,524	euros	General Director
MSF Holland	108,825	euros	General Director
MSF Hong Kong	649,752	Hong Kong dollars	General Director
MSF International	105,103	euros	International President
MSF Ireland	78,036	euros	Office Manager
MSF Italy	62,534	euros	General Director
MSF Japan	14,160,000	Japanese yen	General Director
MSF Logistique	66,328	euros	General Director
MSF Luxembourg	55,813	euros	General Director
MSF Supply	77,417	euros	General Director
MSF Norway	730,157	Norwegian krone	General Director
MSF South Africa	563,664	South African rand	General Director
MSF Spain	69,866	euros	President
MSF Sweden	577,631	Swedish krona	General Director
MSF Switzerland	134,724	Swiss francs	General Director
MSF UK	61,857	pounds sterling	General Director
MSF USA	147,340	US dollars	General Director

Additional remuneration of EUR 40,761 (CHF 50,038) was paid to equalise the after tax remuneration of the International President who remains a tax resident in Canada (Canadian income tax rates are significantly higher than Swiss income tax rates). The additional remuneration relates only to the difference between Canadian income tax and Swiss income tax and provides the International President with the same after tax salary as if the position holder was tax resident in Switzerland.

Lowest gross salary by entity		For the position of:	
MSF Australia	45,699	Australian dollars	Service Centre Representative
MSF Austria	25,200	euros	Fundraising Officer
MSF Belgium	29,998	euros	Face 2 Face Dialoguers
MSF Brazil	30,134	Brazilian real	Assistant
MSF Canada	37,067	Canadian dollar	Receptionist
MSF Czech Republic	348,300	Czech koruna	Assistant
MSF Denmark	260,856	Danish krone	Receptionist
MSF EUP	35,645	euros	Production Assistant
MSF Epicentre	33,125	euros	Secretary
Fondation MSF	57,432	euros	General Director
MSF France	24,154	euros	Receptionist
MSF Germany	28,847	euros	Assistant
MSF Greece	13,583	euros	Facilities Officer
MSF Holland	22,563	euros	Receptionist
MSF Hong Kong	161,460	Hong Kong dollars	Assistant
MSF International	62,346	euros	Assistant
MSF Ireland	26,882	euros	Officer
MSF Italy	21,350	euros	Secretary
MSF Japan	3,552,000	Japanese yen	Assistant
MSF Logistique	20,826	euros	Receptionist
MSF Luxembourg	26,222	euros	House Keeper
MSF Supply	26,653	euros	Warehouse Assistant
MSF Norway	256,871	Norwegian krone	Face 2 Face Dialoguers
MSF South Africa	70,678	South African rand	Assistant
MSF Spain	22,293	euros	Fundraiser
MSF Sweden	258,516	Swedish krona	Assistant
MSF Switzerland	66,060	Swiss francs	Receptionist
MSF UK	23,143	pounds sterling	Assistant
MSF USA	45,200	US dollars	Administrative Assistant



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A paediatric consultation in Yida refugee camp, Unity State, where MSF has been working since 2011.

# FINANCES BY COUNTRY

# AFGHANISTAN

## EXPENSES

*In thousands of €*

Locally hired staff	6,044
International staff	4,285
Operational running expenses	721
Medical and nutrition	3,853
Logistics and sanitation	1,367
Training and local support	58
Transport, freight and storage	1,661
Consultants and field support	519
Private and public institutional grants	-
Others	240
<b>Programmes</b>	<b>18,748</b>
<b>Indirect supply costs</b>	<b>1,141</b>
<b>Field-related expenses</b>	<b>19,889</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>19,889</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>19,889</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	84
National staff	1,442
<b>Field positions</b>	<b>1,526</b>

# ARMENIA

## EXPENSES

*In thousands of €*

Locally hired staff	859
International staff	675
Operational running expenses	107
Medical and nutrition	363
Logistics and sanitation	10
Training and local support	12
Transport, freight and storage	181
Consultants and field support	12
Private and public institutional grants	-
Others	2
<b>Programmes</b>	<b>2,221</b>
<b>Indirect supply costs</b>	<b>35</b>
<b>Field-related expenses</b>	<b>2,256</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>2,256</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>2,256</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	13
National staff	85
<b>Field positions</b>	<b>98</b>

# BANGLADESH

## EXPENSES

*In thousands of €*

Locally hired staff	1,227
International staff	963
Operational running expenses	143
Medical and nutrition	642
Logistics and sanitation	20
Training and local support	1
Transport, freight and storage	147
Consultants and field support	13
Private and public institutional grants	-
Others	6
<b>Programmes</b>	<b>3,163</b>
<b>Indirect supply costs</b>	<b>14</b>
<b>Field-related expenses</b>	<b>3,177</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>2,277</b>
Humanitarian Aid Office of the European Commission (ECHO)	900
<b>ECHO and EU institutions</b>	<b>900</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>900</b>
<b>Funding of field-related costs</b>	<b>3,177</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	18
National staff	293
<b>Field positions</b>	<b>311</b>

# BURKINA FASO

## EXPENSES

*In thousands of €*

Locally hired staff	346
International staff	328
Operational running expenses	66
Medical and nutrition	53
Logistics and sanitation	-2
Training and local support	6
Transport, freight and storage	94
Consultants and field support	4
Private and public institutional grants	-
Others	2
<b>Programmes</b>	<b>897</b>
<b>Indirect supply costs</b>	<b>7</b>
<b>Field-related expenses</b>	<b>904</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>904</b>
ECHO and EU institutions	-
<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>Funding of field-related costs</b>	<b>904</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	8
National staff	84
<b>Field positions</b>	<b>91</b>



# BURUNDI

## EXPENSES

*In thousands of €*

Locally hired staff	1,349
International staff	1,140
Operational running expenses	204
Medical and nutrition	396
Logistics and sanitation	156
Training and local support	24
Transport, freight and storage	312
Consultants and field support	81
Private and public institutional grants	-
Others	59
<b>Programmes</b>	<b>3,721</b>
<b>Indirect supply costs</b>	<b>129</b>
<b>Field-related expenses</b>	<b>3,850</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>3,802</b>
ECHO and EU institutions	-
Governments – Belgium	49
<b>EU governments</b>	<b>49</b>
Non-EU European governments	-
North American governments	-
Other governments	-
UN institutions	-
<b>Public institutional income</b>	<b>49</b>
<b>Funding of field-related costs</b>	<b>3,850</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	24
National staff	209
<b>Field positions</b>	<b>233</b>

# CAMBODIA

## EXPENSES

*In thousands of €*

Locally hired staff	579
International staff	905
Operational running expenses	140
Medical and nutrition	459
Logistics and sanitation	47
Training and local support	27
Transport, freight and storage	252
Consultants and field support	30
Private and public institutional grants	-
Others	20
<b>Programmes</b>	<b>2,460</b>
<b>Indirect supply costs</b>	<b>50</b>
<b>Field-related expenses</b>	<b>2,509</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>2,509</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>2,509</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	15
National staff	144
<b>Field positions</b>	<b>159</b>

# CAMEROON

## EXPENSES

*In thousands of €*

Locally hired staff	709
International staff	567
Operational running expenses	159
Medical and nutrition	278
Logistics and sanitation	47
Training and local support	17
Transport, freight and storage	172
Consultants and field support	87
Private and public institutional grants	-
Others	2
<b>Programmes</b>	<b>2,037</b>
<b>Indirect supply costs</b>	<b>21</b>
<b>Field-related expenses</b>	<b>2,058</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>2,058</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>2,058</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	8
National staff	71
<b>Field positions</b>	<b>79</b>

# CENTRAL AFRICAN REPUBLIC

## EXPENSES

*In thousands of €*

Locally hired staff	5,220
International staff	6,368
Operational running expenses	1,419
Medical and nutrition	5,787
Logistics and sanitation	1,285
Training and local support	27
Transport, freight and storage	5,482
Consultants and field support	208
Private and public institutional grants	-
Others	190
<b>Programmes</b>	<b>25,987</b>
<b>Indirect supply costs</b>	<b>1,579</b>
<b>Field-related expenses</b>	<b>27,566</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>18,173</b>
Humanitarian Aid Office of the European Commission (ECHO)	4,313
<b>ECHO and EU institutions</b>	<b>4,313</b>
Danish Agency for Development Assistance (DANIDA)	19
Ministry of Foreign Affairs (MFA) – Germany	900
Irish Aid (DCI) – Ireland	75
Swedish International Development Cooperation Agency (SIDA)	1,123
<b>EU governments</b>	<b>2,117</b>
Ministry of Foreign Affairs (MFA) – Norway	1,281
Norwegian Agency for Development Cooperation (NORAD)	640
<b>Non-EU European governments</b>	<b>1,921</b>
Canadian International Development Agency (CIDA)	1,041
<b>North American governments</b>	<b>1,041</b>
<b>Other governments</b>	<b>-</b>
<b>UN institutions</b>	<b>-</b>
<b>Public institutional income</b>	<b>9,393</b>
<b>Funding of field-related costs</b>	<b>27,566</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	124
National staff	1,508
<b>Field positions</b>	<b>1,631</b>

# CHAD

## EXPENSES

*In thousands of €*

Locally hired staff	5,337
International staff	5,413
Operational running expenses	1,069
Medical and nutrition	2,424
Logistics and sanitation	1,565
Training and local support	48
Transport, freight and storage	4,011
Consultants and field support	166
Private and public institutional grants	-
Others	15
<b>Programmes</b>	<b>20,048</b>
<b>Indirect supply costs</b>	<b>338</b>
<b>Field-related expenses</b>	<b>20,387</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>15,844</b>
Humanitarian Aid Office of the European Commission (ECHO)	1,081
<b>ECHO and EU institutions</b>	<b>1,081</b>
Danish Agency for Development Assistance (DANIDA)	510
Ministry of Foreign Affairs (MFA) – Germany	300
Irish Aid (DCI) – Ireland	465
Swedish International Development Cooperation Agency (SIDA)	1,360
<b>EU governments</b>	<b>2,635</b>
Swiss Agency for Development and Cooperation Department (DDC)	731
Municipalities and regional councils – Switzerland	96
<b>Non-EU European governments</b>	<b>827</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>4,542</b>
<b>Funding of field-related costs</b>	<b>20,387</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	90
National staff	949
<b>Field positions</b>	<b>1,039</b>

# COLOMBIA

## EXPENSES

*In thousands of €*

Locally hired staff	3,140
International staff	1,292
Operational running expenses	288
Medical and nutrition	341
Logistics and sanitation	38
Training and local support	18
Transport, freight and storage	344
Consultants and field support	78
Private and public institutional grants	-
Others	4
<b>Programmes</b>	<b>5,544</b>
<b>Indirect supply costs</b>	<b>7</b>
<b>Field-related expenses</b>	<b>5,551</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>5,546</b>
Danish Agency for Development Assistance (DANIDA)	5
<b>ECHO and EU institutions</b>	<b>5</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>5</b>
<b>Funding of field-related costs</b>	<b>5,551</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	28
National staff	153
<b>Field positions</b>	<b>180</b>

# CONGO

## EXPENSES

*In thousands of €*

Locally hired staff	552
International staff	333
Operational running expenses	74
Medical and nutrition	224
Logistics and sanitation	43
Training and local support	2
Transport, freight and storage	182
Consultants and field support	14
Private and public institutional grants	-
Others	8
<b>Programmes</b>	<b>1,430</b>
<b>Indirect supply costs</b>	<b>23</b>
<b>Field-related expenses</b>	<b>1,454</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>1,454</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>1,454</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	-
National staff	-
<b>Field positions</b>	<b>-</b>

# CÔTE D'IVOIRE

## EXPENSES

*In thousands of €*

Locally hired staff	445
International staff	435
Operational running expenses	80
Medical and nutrition	18
Logistics and sanitation	54
Training and local support	-4
Transport, freight and storage	153
Consultants and field support	7
Private and public institutional grants	-
Others	-1
<b>Programmes</b>	<b>1,187</b>
<b>Indirect supply costs</b>	<b>1</b>
<b>Field-related expenses</b>	<b>1,188</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>1,188</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>1,188</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	8
National staff	67
<b>Field positions</b>	<b>74</b>

# DEMOCRATIC PEOPLE'S REPUBLIC OF KOREA

## EXPENSES

	<i>In thousands of €</i>
Locally hired staff	60
International staff	256
Operational running expenses	37
Medical and nutrition	214
Logistics and sanitation	16
Training and local support	3
Transport, freight and storage	113
Consultants and field support	17
Private and public institutional grants	-
Others	-
<b>Programmes</b>	<b>717</b>
<b>Indirect supply costs</b>	<b>16</b>
<b>Field-related expenses</b>	<b>733</b>

## FUNDING

	<i>In thousands of €</i>
<b>Private and other income</b>	<b>733</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>733</b>

## STAFF INFORMATION

	<i>In full-time equivalents</i>
International staff	3
National staff	2
<b>Field positions</b>	<b>5</b>

# DEMOCRATIC REPUBLIC OF CONGO

## EXPENSES

	<i>In thousands of €</i>
Locally hired staff	24,076
International staff	16,589
Operational running expenses	4,812
Medical and nutrition	11,376
Logistics and sanitation	4,768
Training and local support	278
Transport, freight and storage	13,774
Consultants and field support	2,216
Private and public institutional grants	-
Others	426
<b>Programmes</b>	<b>78,315</b>
<b>Indirect supply costs</b>	<b>2,125</b>
<b>Field-related expenses</b>	<b>80,440</b>

## FUNDING

	<i>In thousands of €</i>
<b>Private and other income</b>	<b>65,548</b>
Humanitarian Aid Office of the European Commission (ECHO)	5,155
<b>ECHO and EU institutions</b>	<b>5,155</b>
Ministry of Foreign Affairs (MFA) – Czech Republic	70
Danish Agency for Development Assistance (DANIDA)	38
Ministry of Foreign Affairs (MFA) – Germany	1,305
Swedish International Development Cooperation Agency (SIDA)	2,657
Department for International Development (DFID) – UK	971
<b>EU governments</b>	<b>5,041</b>
Ministry of Foreign Affairs (MFA) – Norway	3,183
Swiss Agency for Development and Cooperation Department (DDC)	487
Municipalities and regional councils – Switzerland	7
<b>Non-EU European governments</b>	<b>3,678</b>
Canadian International Development Agency (CIDA)	1,019
<b>North American governments</b>	<b>1,019</b>
<b>Other governments</b>	<b>-</b>
<b>UN institutions</b>	<b>-</b>
<b>Public institutional income</b>	<b>14,892</b>
<b>Funding of field-related costs</b>	<b>80,440</b>

## STAFF INFORMATION

	<i>In full-time equivalents</i>
International staff	327
National staff	3,277
<b>Field positions</b>	<b>3,604</b>

# EGYPT

## EXPENSES

*In thousands of €*

Locally hired staff	631
International staff	693
Operational running expenses	111
Medical and nutrition	252
Logistics and sanitation	80
Training and local support	-
Transport, freight and storage	96
Consultants and field support	74
Private and public institutional grants	-
Others	41
<b>Programmes</b>	<b>1,977</b>
<b>Indirect supply costs</b>	<b>8</b>
<b>Field-related expenses</b>	<b>1,986</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>1,956</b>
Danish Agency for Development Assistance (DANIDA)	29
<b>ECHO and EU institutions</b>	<b>29</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>29</b>
<b>Funding of field-related costs</b>	<b>1,986</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	13
National staff	72
<b>Field positions</b>	<b>85</b>

# ETHIOPIA

## EXPENSES

*In thousands of €*

Locally hired staff	3,960
International staff	2,997
Operational running expenses	741
Medical and nutrition	1,651
Logistics and sanitation	510
Training and local support	29
Transport, freight and storage	1,808
Consultants and field support	283
Private and public institutional grants	-
Others	46
<b>Programmes</b>	<b>12,026</b>
<b>Indirect supply costs</b>	<b>104</b>
<b>Field-related expenses</b>	<b>12,130</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>10,008</b>
Humanitarian Aid Office of the European Commission (ECHO)	563
<b>ECHO and EU institutions</b>	<b>563</b>
Danish Agency for Development Assistance (DANIDA)	541
<b>EU governments</b>	<b>541</b>
Swiss Agency for Development and Cooperation Department (DDC)	324
<b>Non-EU European governments</b>	<b>324</b>
Canadian International Development Agency (CIDA)	694
<b>North American governments</b>	<b>694</b>
<b>Other governments</b>	<b>-</b>
<b>UN institutions</b>	<b>-</b>
<b>Public institutional income</b>	<b>2,122</b>
<b>Funding of field-related costs</b>	<b>12,130</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	62
National staff	1,164
<b>Field positions</b>	<b>1,226</b>

# GEORGIA

## EXPENSES

*In thousands of €*

Locally hired staff	368
International staff	166
Operational running expenses	82
Medical and nutrition	126
Logistics and sanitation	6
Training and local support	15
Transport, freight and storage	66
Consultants and field support	2
Private and public institutional grants	-
Others	1
<b>Programmes</b>	<b>832</b>
<b>Indirect supply costs</b>	<b>8</b>
<b>Field-related expenses</b>	<b>840</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>840</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>840</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	3
National staff	37
<b>Field positions</b>	<b>39</b>

# GREECE

## EXPENSES

*In thousands of €*

Locally hired staff	451
International staff	9
Operational running expenses	28
Medical and nutrition	27
Logistics and sanitation	35
Training and local support	1
Transport, freight and storage	48
Consultants and field support	6
Private and public institutional grants	-
Others	-
<b>Programmes</b>	<b>604</b>
<b>Indirect supply costs</b>	<b>-</b>
<b>Field-related expenses</b>	<b>605</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>605</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>605</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	1
National staff	11
<b>Field positions</b>	<b>12</b>

# GUINEA

## EXPENSES

*In thousands of €*

Locally hired staff	1,248
International staff	1,871
Operational running expenses	384
Medical and nutrition	1,213
Logistics and sanitation	257
Training and local support	51
Transport, freight and storage	606
Consultants and field support	108
Private and public institutional grants	-
Others	67
<b>Programmes</b>	<b>5,806</b>
<b>Indirect supply costs</b>	<b>321</b>
<b>Field-related expenses</b>	<b>6,127</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>5,398</b>
Humanitarian Aid Office of the European Commission (ECHO)	-28
<b>ECHO and EU institutions</b>	<b>-28</b>
AGCD – Belgium	488
<b>EU governments</b>	<b>488</b>
Swiss Agency for Development and Cooperation Department (DDC)	162
Municipalities and regional councils – Switzerland	107
<b>Non-EU European governments</b>	<b>270</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>729</b>
<b>Funding of field-related costs</b>	<b>6,127</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	31
National staff	297
<b>Field positions</b>	<b>327</b>

# HAITI

## EXPENSES

*In thousands of €*

Locally hired staff	18,091
International staff	4,798
Operational running expenses	586
Medical and nutrition	5,051
Logistics and sanitation	3,148
Training and local support	4
Transport, freight and storage	919
Consultants and field support	110
Private and public institutional grants	-
Others	634
<b>Programmes</b>	<b>33,341</b>
<b>Indirect supply costs</b>	<b>557</b>
<b>Field-related expenses</b>	<b>33,898</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>29,696</b>
Humanitarian Aid Office of the European Commission (ECHO)	1,730
<b>ECHO and EU institutions</b>	<b>1,730</b>
Danish Agency for Development Assistance (DANIDA)	2
Swedish International Development Cooperation Agency (SIDA)	2,028
<b>EU governments</b>	<b>2,030</b>
Swiss Agency for Development and Cooperation Department (DDC)	435
Municipalities and regional councils – Switzerland	7
<b>Non-EU European governments</b>	<b>441</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>4,202</b>
<b>Funding of field-related costs</b>	<b>33,898</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	102
National staff	2,222
<b>Field positions</b>	<b>2,324</b>



# HONDURAS

## EXPENSES

*In thousands of €*

Locally hired staff	463
International staff	591
Operational running expenses	78
Medical and nutrition	164
Logistics and sanitation	2
Training and local support	12
Transport, freight and storage	55
Consultants and field support	28
Private and public institutional grants	-
Others	-
<b>Programmes</b>	<b>1,392</b>
<b>Indirect supply costs</b>	<b>13</b>
<b>Field-related expenses</b>	<b>1,406</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>1,086</b>
Humanitarian Aid Office of the European Commission (ECHO)	140
<b>ECHO and EU institutions</b>	<b>140</b>
Ministry of Foreign Affairs (MFA) – Czech Republic	90
<b>EU governments</b>	<b>90</b>
Swiss Agency for Development and Cooperation Department (DDC)	89
<b>Non-EU European governments</b>	<b>89</b>
North American governments	-
Other governments	-
UN institutions	-
<b>Public institutional income</b>	<b>320</b>
<b>Funding of field-related costs</b>	<b>1,406</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	10
National staff	47
<b>Field positions</b>	<b>57</b>

# INDIA

## EXPENSES

*In thousands of €*

Locally hired staff	2,982
International staff	3,033
Operational running expenses	537
Medical and nutrition	1,322
Logistics and sanitation	247
Training and local support	24
Transport, freight and storage	536
Consultants and field support	306
Private and public institutional grants	-
Others	75
<b>Programmes</b>	<b>9,063</b>
<b>Indirect supply costs</b>	<b>3</b>
<b>Field-related expenses</b>	<b>9,067</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>8,226</b>
Humanitarian Aid Office of the European Commission (ECHO)	399
<b>ECHO and EU institutions</b>	<b>399</b>
Swedish International Development Cooperation Agency (SIDA)	442
<b>EU governments</b>	<b>442</b>
<b>Non-EU European governments</b>	<b>-</b>
North American governments	-
Other governments	-
UN institutions	-
<b>Public institutional income</b>	<b>841</b>
<b>Funding of field-related costs</b>	<b>9,067</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	60
National staff	611
<b>Field positions</b>	<b>672</b>

# IRAN

## EXPENSES

*In thousands of €*

Locally hired staff	513
International staff	206
Operational running expenses	79
Medical and nutrition	160
Logistics and sanitation	3
Training and local support	1
Transport, freight and storage	30
Consultants and field support	2
Private and public institutional grants	-
Others	1
<b>Programmes</b>	<b>993</b>
<b>Indirect supply costs</b>	<b>1</b>
<b>Field-related expenses</b>	<b>994</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>994</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>994</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	4
National staff	26
<b>Field positions</b>	<b>30</b>

# IRAQ

## EXPENSES

*In thousands of €*

Locally hired staff	6,637
International staff	4,437
Operational running expenses	877
Medical and nutrition	5,985
Logistics and sanitation	1,200
Training and local support	34
Transport, freight and storage	1,093
Consultants and field support	133
Private and public institutional grants	-
Others	6
<b>Programmes</b>	<b>20,403</b>
<b>Indirect supply costs</b>	<b>69</b>
<b>Field-related expenses</b>	<b>20,472</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>20,472</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>20,472</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	76
National staff	451
<b>Field positions</b>	<b>526</b>

# JORDAN

## EXPENSES

*In thousands of €*

Locally hired staff	923
International staff	616
Operational running expenses	79
Medical and nutrition	820
Logistics and sanitation	201
Training and local support	1
Transport, freight and storage	170
Consultants and field support	12
Private and public institutional grants	-
Others	6
<b>Programmes</b>	<b>2,828</b>
<b>Indirect supply costs</b>	<b>5</b>
<b>Field-related expenses</b>	<b>2,833</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>2,833</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>2,833</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	10
National staff	62
<b>Field positions</b>	<b>72</b>

# KENYA

## EXPENSES

*In thousands of €*

Locally hired staff	8,530
International staff	2,725
Operational running expenses	702
Medical and nutrition	2,764
Logistics and sanitation	625
Training and local support	64
Transport, freight and storage	1,084
Consultants and field support	275
Private and public institutional grants	-
Others	108
<b>Programmes</b>	<b>16,877</b>
<b>Indirect supply costs</b>	<b>103</b>
<b>Field-related expenses</b>	<b>16,980</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>15,226</b>
Humanitarian Aid Office of the European Commission (ECHO)	229
<b>ECHO and EU institutions</b>	<b>229</b>
AGCD – Belgium	1,000
Danish Agency for Development Assistance (DANIDA)	10
Municipalities and regional councils – France	120
<b>EU governments</b>	<b>1,130</b>
Norwegian Agency for Development Cooperation (NORAD)	371
Municipalities and regional councils - Switzerland	24
<b>Non-EU European governments</b>	<b>396</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>1,754</b>
<b>Funding of field-related costs</b>	<b>16,980</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	46
National staff	743
<b>Field positions</b>	<b>789</b>

# KYRGYZSTAN

## EXPENSES

*In thousands of €*

Locally hired staff	798
International staff	1,074
Operational running expenses	201
Medical and nutrition	682
Logistics and sanitation	72
Training and local support	5
Transport, freight and storage	153
Consultants and field support	45
Private and public institutional grants	-
Others	-1
<b>Programmes</b>	<b>3,029</b>
<b>Indirect supply costs</b>	<b>57</b>
<b>Field-related expenses</b>	<b>3,086</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>3,086</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>3,086</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	17
National staff	112
<b>Field positions</b>	<b>130</b>

# LAOS

## EXPENSES

*In thousands of €*

Locally hired staff	203
International staff	452
Operational running expenses	41
Medical and nutrition	88
Logistics and sanitation	55
Training and local support	1
Transport, freight and storage	186
Consultants and field support	1
Private and public institutional grants	-
Others	-
<b>Programmes</b>	<b>1,026</b>
<b>Indirect supply costs</b>	<b>15</b>
<b>Field-related expenses</b>	<b>1,041</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>1,034</b>
ECHO and EU institutions	-
Danish Agency for Development Assistance (DANIDA)	6
<b>EU governments</b>	<b>6</b>
Non-EU European governments	-
North American governments	-
Other governments	-
UN institutions	-
<b>Public institutional income</b>	<b>6</b>
<b>Funding of field-related costs</b>	<b>1,041</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	9
National staff	37
<b>Field positions</b>	<b>46</b>

# LEBANON

## EXPENSES

*In thousands of €*

Locally hired staff	1,928
International staff	1,267
Operational running expenses	277
Medical and nutrition	2,136
Logistics and sanitation	233
Training and local support	25
Transport, freight and storage	371
Consultants and field support	58
Private and public institutional grants	-
Others	-
<b>Programmes</b>	<b>6,295</b>
<b>Indirect supply costs</b>	<b>29</b>
<b>Field-related expenses</b>	<b>6,324</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>6,324</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>6,324</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	21
National staff	106
<b>Field positions</b>	<b>127</b>

# LIBYA

## EXPENSES

*In thousands of €*

Locally hired staff	355
International staff	673
Operational running expenses	146
Medical and nutrition	141
Logistics and sanitation	13
Training and local support	-
Transport, freight and storage	74
Consultants and field support	39
Private and public institutional grants	-
Others	22
<b>Programmes</b>	<b>1,464</b>
<b>Indirect supply costs</b>	<b>27</b>
<b>Field-related expenses</b>	<b>1,491</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>1,491</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>1,491</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	13
National staff	22
<b>Field positions</b>	<b>35</b>

# MADAGASCAR

## EXPENSES

*In thousands of €*

Locally hired staff	272
International staff	616
Operational running expenses	78
Medical and nutrition	214
Logistics and sanitation	45
Training and local support	5
Transport, freight and storage	236
Consultants and field support	8
Private and public institutional grants	-
Others	-
<b>Programmes</b>	<b>1,474</b>
<b>Indirect supply costs</b>	<b>25</b>
<b>Field-related expenses</b>	<b>1,499</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>1,494</b>
ECHO and EU institutions	-
Danish Agency for Development Assistance (DANIDA)	5
<b>EU governments</b>	<b>5</b>
Non-EU European governments	-
North American governments	-
Other governments	-
UN institutions	-
<b>Public institutional income</b>	<b>5</b>
<b>Funding of field-related costs</b>	<b>1,499</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	13
National staff	105
<b>Field positions</b>	<b>118</b>

# MALAWI

## EXPENSES

*In thousands of €*

Locally hired staff	2,855
International staff	1,976
Operational running expenses	350
Medical and nutrition	1,815
Logistics and sanitation	204
Training and local support	194
Transport, freight and storage	801
Consultants and field support	224
Private and public institutional grants	-
Others	81
<b>Programmes</b>	<b>8,500</b>
<b>Indirect supply costs</b>	<b>412</b>
<b>Field-related expenses</b>	<b>8,912</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>6,506</b>
ECHO and EU institutions	-
AGCD – Belgium	1,048
<b>EU governments</b>	<b>1,048</b>
Norwegian Agency for Development Cooperation (NORAD)	347
<b>Non-EU European governments</b>	<b>347</b>
North American governments	-
International Drug Purchase Facility (UNITAID)	1,012
<b>Other governments</b>	<b>1,012</b>
UN institutions	-
<b>Public institutional income</b>	<b>2,406</b>
<b>Funding of field-related costs</b>	<b>8,912</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	37
National staff	670
<b>Field positions</b>	<b>706</b>

## MALI

## EXPENSES

	<i>In thousands of €</i>
Locally hired staff	2,979
International staff	2,881
Operational running expenses	393
Medical and nutrition	1,997
Logistics and sanitation	333
Training and local support	418
Transport, freight and storage	1,471
Consultants and field support	71
Private and public institutional grants	-
Others	37
<b>Programmes</b>	<b>10,581</b>
<b>Indirect supply costs</b>	<b>306</b>
<b>Field-related expenses</b>	<b>10,887</b>

## FUNDING

	<i>In thousands of €</i>
<b>Private and other income</b>	<b>9,040</b>
Humanitarian Aid Office of the European Commission (ECHO)	1,814
<b>ECHO and EU institutions</b>	<b>1,814</b>
Municipalities and regional councils – Belgium	25
Danish Agency for Development Assistance (DANIDA)	9
<b>EU governments</b>	<b>34</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>1,847</b>
<b>Funding of field-related costs</b>	<b>10,887</b>

## STAFF INFORMATION

	<i>In full-time equivalents</i>
International staff	53
National staff	556
<b>Field positions</b>	<b>610</b>

## MAURITANIA

## EXPENSES

	<i>In thousands of €</i>
Locally hired staff	1,214
International staff	1,144
Operational running expenses	126
Medical and nutrition	535
Logistics and sanitation	368
Training and local support	6
Transport, freight and storage	529
Consultants and field support	82
Private and public institutional grants	-
Others	68
<b>Programmes</b>	<b>4,071</b>
<b>Indirect supply costs</b>	<b>140</b>
<b>Field-related expenses</b>	<b>4,211</b>

## FUNDING

	<i>In thousands of €</i>
<b>Private and other income</b>	<b>4,149</b>
Humanitarian Aid Office of the European Commission (ECHO)	-10
<b>ECHO and EU institutions</b>	<b>-10</b>
Danish Agency for Development Assistance (DANIDA)	19
Swedish International Development Cooperation Agency (SIDA)	52
<b>EU governments</b>	<b>71</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>61</b>
<b>Funding of field-related costs</b>	<b>4,211</b>

## STAFF INFORMATION

	<i>In full-time equivalents</i>
International staff	25
National staff	282
<b>Field positions</b>	<b>307</b>

# MEXICO

## EXPENSES

*In thousands of €*

Locally hired staff	443
International staff	931
Operational running expenses	157
Medical and nutrition	110
Logistics and sanitation	120
Training and local support	9
Transport, freight and storage	161
Consultants and field support	21
Private and public institutional grants	-
Others	-
<b>Programmes</b>	<b>1,952</b>
<b>Indirect supply costs</b>	<b>-</b>
<b>Field-related expenses</b>	<b>1,952</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>1,574</b>
Humanitarian Aid Office of the European Commission (ECHO)	282
<b>ECHO and EU institutions</b>	<b>282</b>
Municipalities and regional councils – Spain	96
<b>EU governments</b>	<b>96</b>
Non-EU European governments	-
North American governments	-
Other governments	-
UN institutions	-
<b>Public institutional income</b>	<b>378</b>
<b>Funding of field-related costs</b>	<b>1,952</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	15
National staff	47
<b>Field positions</b>	<b>62</b>

# MOZAMBIQUE

## EXPENSES

*In thousands of €*

Locally hired staff	2,694
International staff	2,350
Operational running expenses	343
Medical and nutrition	1,283
Logistics and sanitation	199
Training and local support	132
Transport, freight and storage	447
Consultants and field support	252
Private and public institutional grants	-
Others	71
<b>Programmes</b>	<b>7,770</b>
<b>Indirect supply costs</b>	<b>122</b>
<b>Field-related expenses</b>	<b>7,892</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>6,390</b>
<b>ECHO and EU institutions</b>	<b>-</b>
AGCD – Belgium	636
Municipalities and regional councils – Belgium	382
<b>EU governments</b>	<b>1,018</b>
Non-EU European governments	-
North American governments	-
International Drug Purchase Facility (UNITAID)	484
<b>Other governments</b>	<b>484</b>
UN institutions	-
<b>Public institutional income</b>	<b>1,502</b>
<b>Funding of field-related costs</b>	<b>7,892</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	37
National staff	290
<b>Field positions</b>	<b>327</b>



# MYANMAR

## EXPENSES

*In thousands of €*

Locally hired staff	3,995
International staff	3,741
Operational running expenses	534
Medical and nutrition	5,755
Logistics and sanitation	369
Training and local support	36
Transport, freight and storage	1,843
Consultants and field support	133
Private and public institutional grants	-
Others	9
<b>Programmes</b>	<b>16,415</b>
<b>Indirect supply costs</b>	<b>172</b>
<b>Field-related expenses</b>	<b>16,587</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>11,022</b>
Humanitarian Aid Office of the European Commission (ECHO)	1,129
<b>ECHO and EU institutions</b>	<b>1,129</b>
Danish Agency for Development Assistance (DANIDA)	7
Swedish International Development Cooperation Agency (SIDA)	458
<b>EU governments</b>	<b>465</b>
Ministry of Foreign Affairs (MFA) – Norway	512
<b>Non-EU European governments</b>	<b>512</b>
<b>North American governments</b>	<b>-</b>
The Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM)	801
Other governments or public institutions	2,651
<b>Other governments</b>	<b>3,452</b>
UN institutions	7
<b>Public institutional income</b>	<b>5,565</b>
<b>Funding of field-related costs</b>	<b>16,587</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	66
National staff	1,234
<b>Field positions</b>	<b>1,299</b>

# NIGER

## EXPENSES

*In thousands of €*

Locally hired staff	7,834
International staff	5,504
Operational running expenses	946
Medical and nutrition	3,811
Logistics and sanitation	1,844
Training and local support	1,565
Transport, freight and storage	2,585
Consultants and field support	273
Private and public institutional grants	-
Others	83
<b>Programmes</b>	<b>24,445</b>
<b>Indirect supply costs</b>	<b>540</b>
<b>Field-related expenses</b>	<b>24,985</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>18,122</b>
Humanitarian Aid Office of the European Commission (ECHO)	3,571
<b>ECHO and EU institutions</b>	<b>3,571</b>
Ministry of Foreign Affairs (MFA) – Germany	400
Ministry of Foreign Affairs (MAE) – Luxembourg	650
Governments – Spain	-1
Swedish International Development Cooperation Agency (SIDA)	1,570
<b>EU governments</b>	<b>2,619</b>
Ministry of Foreign Affairs (MFA) – Norway	640
Municipalities and regional councils – Switzerland	14
<b>Non-EU European governments</b>	<b>654</b>
<b>North American governments</b>	<b>-</b>
<b>Other governments</b>	<b>-</b>
<b>UN institutions</b>	<b>18</b>
<b>Public institutional income</b>	<b>6,862</b>
<b>Funding of field-related costs</b>	<b>24,985</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	102
National staff	1,777
<b>Field positions</b>	<b>1,879</b>

# NIGERIA

## EXPENSES

*In thousands of €*

Locally hired staff	4,731
International staff	2,221
Operational running expenses	389
Medical and nutrition	1,811
Logistics and sanitation	289
Training and local support	22
Transport, freight and storage	956
Consultants and field support	59
Private and public institutional grants	-
Others	18
<b>Programmes</b>	<b>10,497</b>
<b>Indirect supply costs</b>	<b>82</b>
<b>Field-related expenses</b>	<b>10,578</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>9,406</b>
Humanitarian Aid Office of the European Commission (ECHO)	475
EU European Development Fund	207
<b>ECHO and EU institutions</b>	<b>682</b>
Danish Agency for Development Assistance (DANIDA)	271
Swedish International Development Cooperation Agency (SIDA)	220
<b>EU governments</b>	<b>491</b>
Non-EU European governments	-
North American governments	-
Other governments or public institutions	-
UN institutions	-
<b>Public institutional income</b>	<b>1,173</b>
<b>Funding of field-related costs</b>	<b>10,578</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	41
National staff	608
<b>Field positions</b>	<b>649</b>

# PAKISTAN

## EXPENSES

*In thousands of €*

Locally hired staff	5,124
International staff	3,684
Operational running expenses	545
Medical and nutrition	2,829
Logistics and sanitation	672
Training and local support	4
Transport, freight and storage	1,094
Consultants and field support	189
Private and public institutional grants	-
Others	95
<b>Programmes</b>	<b>14,236</b>
<b>Indirect supply costs</b>	<b>353</b>
<b>Field-related expenses</b>	<b>14,589</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>14,589</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>14,589</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	77
National staff	1,451
<b>Field positions</b>	<b>1,528</b>

# PALESTINE

## EXPENSES

*In thousands of €*

Locally hired staff	1,836
International staff	987
Operational running expenses	206
Medical and nutrition	180
Logistics and sanitation	12
Training and local support	4
Transport, freight and storage	214
Consultants and field support	21
Private and public institutional grants	-
Others	3
<b>Programmes</b>	<b>3,462</b>
<b>Indirect supply costs</b>	<b>1</b>
<b>Field-related expenses</b>	<b>3,463</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>3,463</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>3,463</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	18
National staff	77
<b>Field positions</b>	<b>94</b>

# PAPUA NEW GUINEA

## EXPENSES

*In thousands of €*

Locally hired staff	1,317
International staff	1,782
Operational running expenses	382
Medical and nutrition	332
Logistics and sanitation	90
Training and local support	21
Transport, freight and storage	469
Consultants and field support	35
Private and public institutional grants	-
Others	13
<b>Programmes</b>	<b>4,441</b>
<b>Indirect supply costs</b>	<b>25</b>
<b>Field-related expenses</b>	<b>4,466</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>4,466</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>4,466</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	31
National staff	183
<b>Field positions</b>	<b>214</b>

# PARAGUAY

## EXPENSES

*In thousands of €*

Locally hired staff	725
International staff	583
Operational running expenses	68
Medical and nutrition	41
Logistics and sanitation	13
Training and local support	31
Transport, freight and storage	142
Consultants and field support	41
Private and public institutional grants	-
Others	1
<b>Programmes</b>	<b>1,646</b>
<b>Indirect supply costs</b>	<b>1</b>
<b>Field-related expenses</b>	<b>1,646</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>1,376</b>
ECHO and EU institutions	-
EU governments	-
Municipalities and regional councils – Spain	270
<b>Non-EU European governments</b>	<b>270</b>
North American governments	-
Other governments	-
UN institutions	-
<b>Public institutional income</b>	<b>270</b>
<b>Funding of field-related costs</b>	<b>1,646</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	10
National staff	46
<b>Field positions</b>	<b>55</b>

# PHILIPPINES

## EXPENSES

*In thousands of €*

Locally hired staff	345
International staff	1,633
Operational running expenses	378
Medical and nutrition	2,502
Logistics and sanitation	5,898
Training and local support	3
Transport, freight and storage	4,966
Consultants and field support	124
Private and public institutional grants	-
Others	-
<b>Programmes</b>	<b>15,849</b>
<b>Indirect supply costs</b>	<b>1,634</b>
<b>Field-related expenses</b>	<b>17,483</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>15,034</b>
ECHO and EU institutions	-
Municipalities and regional councils – Belgium	40
Danish Agency for Development Assistance (DANIDA)	228
Irish Aid (DCI) – Ireland	300
Ministry of Foreign Affairs (MAE) – Luxembourg	95
Governments – Spain	429
Swedish International Development Cooperation Agency (SIDA)	572
<b>EU governments</b>	<b>1,664</b>
Municipalities and regional councils – Switzerland	136
<b>Non-EU European governments</b>	<b>136</b>
Canadian International Development Agency (CIDA)	649
<b>North American governments</b>	<b>649</b>
Other governments	-
UN institutions	-
<b>Public institutional income</b>	<b>2,449</b>
<b>Funding of field-related costs</b>	<b>17,483</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	23
National staff	66
<b>Field positions</b>	<b>89</b>

# RUSSIAN FEDERATION

## EXPENSES

*In thousands of €*

Locally hired staff	2,488
International staff	719
Operational running expenses	422
Medical and nutrition	894
Logistics and sanitation	15
Training and local support	28
Transport, freight and storage	164
Consultants and field support	45
Private and public institutional grants	-
Others	22
<b>Programmes</b>	<b>4,797</b>
<b>Indirect supply costs</b>	<b>0</b>
<b>Field-related expenses</b>	<b>4,797</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>4,797</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>4,797</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	11
National staff	142
<b>Field positions</b>	<b>153</b>

# SIERRA LEONE

## EXPENSES

*In thousands of €*

Locally hired staff	2,062
International staff	1,750
Operational running expenses	322
Medical and nutrition	865
Logistics and sanitation	467
Training and local support	0
Transport, freight and storage	604
Consultants and field support	145
Private and public institutional grants	-
Others	369
<b>Programmes</b>	<b>6,583</b>
<b>Indirect supply costs</b>	<b>310</b>
<b>Field-related expenses</b>	<b>6,894</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>6,322</b>
Humanitarian Aid Office of the European Commission (ECHO)	-61
<b>ECHO and EU institutions</b>	<b>-61</b>
Danish Agency for Development Assistance (DANIDA)	61
Swedish International Development Cooperation Agency (SIDA)	572
<b>EU governments</b>	<b>633</b>
Non-EU European governments	-
North American governments	-
Other governments	-
UN institutions	-
<b>Public institutional income</b>	<b>572</b>
<b>Funding of field-related costs</b>	<b>6,894</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	39
National staff	580
<b>Field positions</b>	<b>619</b>

# SOMALIA

## EXPENSES

*In thousands of €*

Locally hired staff	11,549
International staff	3,071
Operational running expenses	811
Medical and nutrition	2,755
Logistics and sanitation	508
Training and local support	1
Transport, freight and storage	2,253
Consultants and field support	170
Private and public institutional grants	-
Others	79
<b>Programmes</b>	<b>21,197</b>
<b>Indirect supply costs</b>	<b>285</b>
<b>Field-related expenses</b>	<b>21,482</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>21,332</b>
Humanitarian Aid Office of the European Commission (ECHO)	150
<b>ECHO and EU institutions</b>	<b>150</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>150</b>
<b>Funding of field-related costs</b>	<b>21,482</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	45
National staff	1,143
<b>Field positions</b>	<b>1,188</b>

# SOUTH AFRICA

## EXPENSES

*In thousands of €*

Locally hired staff	3,382
International staff	1,589
Operational running expenses	340
Medical and nutrition	381
Logistics and sanitation	324
Training and local support	323
Transport, freight and storage	264
Consultants and field support	579
Private and public institutional grants	-
Others	122
<b>Programmes</b>	<b>7,304</b>
<b>Indirect supply costs</b>	<b>8</b>
<b>Field-related expenses</b>	<b>7,313</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>5,855</b>
<b>ECHO and EU institutions</b>	-
AGCD – Belgium	1,091
Swedish International Development Cooperation Agency (SIDA) – Sweden	343
<b>EU governments</b>	<b>1,434</b>
<b>Non-EU European governments</b>	-
<b>North American governments</b>	-
International Drug Purchase Facility (UNITAID)	23
<b>Other governments</b>	<b>23</b>
<b>UN institutions</b>	-
<b>Public institutional income</b>	<b>1,458</b>
<b>Funding of field-related costs</b>	<b>7,313</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	34
National staff	167
<b>Field positions</b>	<b>201</b>

# SOUTH SUDAN

## EXPENSES

In thousands of €

Locally hired staff	15,926
International staff	13,945
Operational running expenses	1,934
Medical and nutrition	5,310
Logistics and sanitation	3,521
Training and local support	27
Transport, freight and storage	9,766
Consultants and field support	475
Private and public institutional grants	-
Others	235
<b>Programmes</b>	<b>51,140</b>
<b>Indirect supply costs</b>	<b>1,036</b>
<b>Field-related expenses</b>	<b>52,176</b>

## FUNDING

In thousands of €

<b>Private and other income</b>	<b>34,211</b>
Humanitarian Aid Office of the European Commission (ECHO)	7,164
<b>ECHO and EU institutions</b>	<b>7,164</b>
AGCD – Belgium	937
Danish Agency for Development Assistance (DANIDA)	3,114
Ministry of Foreign Affairs (MFA) – Germany	500
Irish Aid (DCI) – Ireland	515
Ministry of Foreign Affairs (MAE) – Luxembourg Governments – Spain	200
Swedish International Development Cooperation Agency (SIDA)	370
<b>EU governments</b>	<b>8,790</b>
Ministry of Foreign Affairs (MFA) – Norway	932
Swiss Agency for Development and Cooperation Department (DDC)	975
<b>Non-EU European governments</b>	<b>1,907</b>
Canadian International Development Agency (CIDA)	104
<b>North American governments</b>	<b>104</b>
<b>Other governments</b>	<b>-</b>
<b>UN institutions</b>	<b>-</b>
<b>Public institutional income</b>	<b>17,965</b>
<b>Funding of field-related costs</b>	<b>52,176</b>

## STAFF INFORMATION

In full-time equivalents

International staff	255
National staff	2,599
<b>Field positions</b>	<b>2,854</b>

# SUDAN

## EXPENSES

In thousands of €

Locally hired staff	6,087
International staff	3,918
Operational running expenses	1,224
Medical and nutrition	2,117
Logistics and sanitation	971
Training and local support	19
Transport, freight and storage	2,606
Consultants and field support	94
Private and public institutional grants	-
Others	37
<b>Programmes</b>	<b>17,072</b>
<b>Indirect supply costs</b>	<b>296</b>
<b>Field-related expenses</b>	<b>17,370</b>

## FUNDING

In thousands of €

<b>Private and other income</b>	<b>16,841</b>
Humanitarian Aid Office of the European Commission (ECHO)	415
<b>ECHO and EU institutions</b>	<b>415</b>
<b>EU governments</b>	<b>-</b>
Swiss Agency for Development and Cooperation Department (DDC)	114
<b>Non-EU European governments</b>	<b>114</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>529</b>
<b>Funding of field-related costs</b>	<b>17,370</b>

## STAFF INFORMATION

In full-time equivalents

International staff	84
National staff	1,036
<b>Field positions</b>	<b>1,120</b>

# SWAZILAND

## EXPENSES

*In thousands of €*

Locally hired staff	3,544
International staff	2,054
Operational running expenses	466
Medical and nutrition	2,455
Logistics and sanitation	379
Training and local support	51
Transport, freight and storage	644
Consultants and field support	262
Private and public institutional grants	-
Others	2
<b>Programmes</b>	<b>9,858</b>
<b>Indirect supply costs</b>	<b>157</b>
<b>Field-related expenses</b>	<b>10,015</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>8,777</b>
ECHO and EU institutions	-
Danish Agency for Development Assistance (DANIDA)	65
<b>EU governments</b>	<b>65</b>
Norwegian Agency for Development Cooperation (NORAD)	345
Municipalities and regional councils – Switzerland	3
<b>Non-EU European governments</b>	<b>348</b>
North American governments	-
International Drug Purchase Facility (UNITAID)	825
<b>Other governments</b>	<b>825</b>
UN institutions	-
<b>Public institutional income</b>	<b>1,238</b>
<b>Funding of field-related costs</b>	<b>10,015</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	37
National staff	402
<b>Field positions</b>	<b>439</b>

# SYRIA

## EXPENSES

*In thousands of €*

Locally hired staff	3,040
International staff	6,237
Operational running expenses	775
Medical and nutrition	10,805
Logistics and sanitation	5,551
Training and local support	333
Transport, freight and storage	2,260
Consultants and field support	265
Private and public institutional grants	-
Others	244
<b>Programmes</b>	<b>29,511</b>
<b>Indirect supply costs</b>	<b>1,527</b>
<b>Field-related expenses</b>	<b>31,038</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>30,659</b>
ECHO and EU institutions	-
<b>EU governments</b>	<b>-</b>
Municipalities and regional councils – Switzerland	379
<b>Non-EU European governments</b>	<b>379</b>
North American governments	-
Other governments	-
UN institutions	-
<b>Public institutional income</b>	<b>379</b>
<b>Funding of field-related costs</b>	<b>31,038</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	119
National staff	501
<b>Field positions</b>	<b>621</b>



# TAJIKISTAN

## EXPENSES

*In thousands of €*

Locally hired staff	325
International staff	631
Operational running expenses	100
Medical and nutrition	351
Logistics and sanitation	22
Training and local support	36
Transport, freight and storage	230
Consultants and field support	5
Private and public institutional grants	-
Others	40
<b>Programmes</b>	<b>1,739</b>
<b>Indirect supply costs</b>	<b>11</b>
<b>Field-related expenses</b>	<b>1,750</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>1,750</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>1,750</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	12
National staff	52
<b>Field positions</b>	<b>64</b>

# TURKEY

## EXPENSES

*In thousands of €*

Locally hired staff	821
International staff	824
Operational running expenses	108
Medical and nutrition	242
Logistics and sanitation	151
Training and local support	3
Transport, freight and storage	105
Consultants and field support	82
Private and public institutional grants	-
Others	-
<b>Programmes</b>	<b>2,336</b>
<b>Indirect supply costs</b>	<b>-</b>
<b>Field-related expenses</b>	<b>2,336</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>2,336</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>2,336</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	16
National staff	13
<b>Field positions</b>	<b>29</b>

# UGANDA

## EXPENSES

*In thousands of €*

Locally hired staff	1,194
International staff	1,868
Operational running expenses	418
Medical and nutrition	601
Logistics and sanitation	143
Training and local support	239
Transport, freight and storage	418
Consultants and field support	100
Private and public institutional grants	-
Others	1
<b>Programmes</b>	<b>4,982</b>
<b>Indirect supply costs</b>	<b>100</b>
<b>Field-related expenses</b>	<b>5,082</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>4,570</b>
Humanitarian Aid Office of the European Commission (ECHO)	-41
<b>ECHO and EU institutions</b>	<b>-41</b>
Swedish International Development Cooperation Agency (SIDA)	218
<b>EU governments</b>	<b>218</b>
Swiss Agency for Development and Cooperation Department (DDC)	93
<b>Non-EU European governments</b>	<b>93</b>
<b>North American governments</b>	<b>-</b>
International Drug Purchase Facility (UNITAID)	241
<b>Other governments</b>	<b>241</b>
UN institutions	-
<b>Public institutional income</b>	<b>512</b>
<b>Funding of field-related costs</b>	<b>5,082</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	30
National staff	328
<b>Field positions</b>	<b>358</b>

# UKRAINE

## EXPENSES

*In thousands of €*

Locally hired staff	575
International staff	563
Operational running expenses	128
Medical and nutrition	1,673
Logistics and sanitation	148
Training and local support	15
Transport, freight and storage	81
Consultants and field support	75
Private and public institutional grants	-
Others	54
<b>Programmes</b>	<b>3,313</b>
<b>Indirect supply costs</b>	<b>2</b>
<b>Field-related expenses</b>	<b>3,315</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>3,315</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>3,315</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	12
National staff	50
<b>Field positions</b>	<b>62</b>

# UZBEKISTAN

## EXPENSES

*In thousands of €*

Locally hired staff	1,353
International staff	1,628
Operational running expenses	311
Medical and nutrition	1,870
Logistics and sanitation	353
Training and local support	27
Transport, freight and storage	695
Consultants and field support	35
Private and public institutional grants	-
Others	3
<b>Programmes</b>	<b>6,274</b>
<b>Indirect supply costs</b>	<b>41</b>
<b>Field-related expenses</b>	<b>6,316</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>6,308</b>
Danish Agency for Development Assistance (DANIDA)	8
<b>ECHO and EU institutions</b>	<b>8</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>8</b>
<b>Funding of field-related costs</b>	<b>6,316</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	32
National staff	152
<b>Field positions</b>	<b>184</b>

# YEMEN

## EXPENSES

*In thousands of €*

Locally hired staff	4,642
International staff	2,546
Operational running expenses	267
Medical and nutrition	1,955
Logistics and sanitation	159
Training and local support	16
Transport, freight and storage	598
Consultants and field support	243
Private and public institutional grants	-
Others	40
<b>Programmes</b>	<b>10,466</b>
<b>Indirect supply costs</b>	<b>118</b>
<b>Field-related expenses</b>	<b>10,584</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>10,584</b>
<b>ECHO and EU institutions</b>	-
Governments – Spain	-
<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>Funding of field-related costs</b>	<b>10,584</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	56
National staff	403
<b>Field positions</b>	<b>459</b>

# ZAMBIA

## EXPENSES

*In thousands of €*

Locally hired staff	534
International staff	261
Operational running expenses	50
Medical and nutrition	17
Logistics and sanitation	8
Training and local support	13
Transport, freight and storage	83
Consultants and field support	7
Private and public institutional grants	-
Others	-
<b>Programmes</b>	<b>972</b>
<b>Indirect supply costs</b>	<b>2</b>
<b>Field-related expenses</b>	<b>974</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>974</b>
ECHO and EU institutions	-
Government – Spain	-1
<b>EU governments</b>	<b>-1</b>
Non-EU European governments	-
North American governments	-
Other governments	-
UN institutions	-
<b>Public institutional income</b>	<b>-1</b>
<b>Funding of field-related costs</b>	<b>974</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	4
National staff	38
<b>Field positions</b>	<b>42</b>

# ZIMBABWE

## EXPENSES

*In thousands of €*

Locally hired staff	8,143
International staff	2,325
Operational running expenses	631
Medical and nutrition	5,205
Logistics and sanitation	458
Training and local support	460
Transport, freight and storage	1,398
Consultants and field support	795
Private and public institutional grants	-
Others	535
<b>Programmes</b>	<b>19,948</b>
<b>Indirect supply costs</b>	<b>994</b>
<b>Field-related expenses</b>	<b>20,943</b>

## FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>18,230</b>
ECHO and EU institutions	-
Government – Czech Republic	116
Danish Agency for Development Assistance (DANIDA)	268
<b>EU governments</b>	<b>384</b>
Ministry of Foreign Affairs (MFA) – Norway	384
Norwegian Agency for Development Cooperation (NORAD)	640
<b>Non-EU European governments</b>	<b>1,025</b>
<b>North American governments</b>	<b>-</b>
International Drug Purchase Facility (UNITAID)	1,303
<b>Other governments</b>	<b>1,303</b>
UN institutions	-
<b>Public institutional income</b>	<b>2,712</b>
<b>Funding of field-related costs</b>	<b>29,943</b>

## STAFF INFORMATION

*In full-time equivalents*

International staff	41
National staff	563
<b>Field positions</b>	<b>604</b>

## OTHER COUNTRIES

### EXPENSES

*In thousands of €*

Locally hired staff	165
International staff	2,912
Operational running expenses	232
Medical and nutrition	465
Logistics and sanitation	14
Training and local support	-14
Transport, freight and storage	449
Consultants and field support	156
Private and public institutional grants	1,104
Others	102
<b>Programmes</b>	<b>5,591</b>
<b>Indirect supply costs</b>	<b>307</b>
<b>Field-related expenses</b>	<b>5,898</b>

### FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>5,833</b>
EU 50/50 cofinancing	-249
<b>ECHO and EU institutions</b>	<b>-249</b>
AGCD – Belgium	12
Danish Agency for Development Assistance (DANIDA)	-326
Swedish International Development Cooperation Agency (SIDA)	40
<b>EU governments</b>	<b>-274</b>
<b>Non-EU European governments</b>	<b>-</b>
<b>North American governments</b>	<b>-</b>
International Drug Purchase Facility (UNITAID)	572
<b>Other governments</b>	<b>572</b>
UN institutions	-
<b>Public institutional income</b>	<b>49</b>
<b>Funding of field-related costs</b>	<b>5,898</b>

### STAFF INFORMATION

*In full-time equivalents*

International staff	30
National staff	45
<b>Field positions</b>	<b>75</b>

## TRANSVERSAL ACTIVITIES\*

### EXPENSES

*In thousands of €*

Locally hired staff	481
International staff	1,735
Operational running expenses	376
Medical and nutrition	75
Logistics and sanitation	17
Training and local support	43
Transport, freight and storage	279
Consultants and field support	151
Private and public institutional grants	-
Others	49
<b>Programmes</b>	<b>3,204</b>
<b>Indirect supply costs</b>	<b>17</b>
<b>Field-related expenses</b>	<b>3,221</b>

### FUNDING

*In thousands of €*

<b>Private and other income</b>	<b>3,221</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>3,221</b>

### STAFF INFORMATION

*In full-time equivalents*

International staff	-
National 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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# ABOUT THIS REPORT

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