

**Manos Unidas**  
CAMPAÑA CONTRA EL HAMBRE



**CAMPAIGN LV**

**annual report**  
**2014**



## summary

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# letter from the President



Dear Friends and Collaborators,

In this report you will find a summary of the activity carried out by Manos Unidas in 2014 along with basic data that outline our identity and nature. The website offers much more information to those who need it.

We have focused this year's campaign on the eighth Millennium Development Goal that seeks to “develop a global partnership for development”. Without this partnership, without a great confluence of forces at all levels, both North and South, it will be impossible to meet a challenge like the one faced by the problem of hunger. The slogan we have used in the campaign, **“A New World, a Common Project”**, aims to synthesize this aspiration, this joining of forces. The campaign poster, which has accompanied the slogan, contains numerous silhouettes referring to peace, voluntary work, justice, education, health, equality, fairtrade... and also to other basic dimensions of development and solidarity which, together, seek to shape the image of the “new world” to which we aspire, to whose construction we are all invited. The central image expresses growth in terms of fraternity and peace, universal fraternity as a necessary condition for creating conditions for full development. Only in this way, through justice, love and peace, will we be able to open up a really solid horizon for building the great human family in our world.

In 2014, at Manos Unidas we have performed a task of raising awareness on this matter and we have also responded, to the best of our ability, to two significant events of the year: the epidemic resurgence of Ebola that caused thousands of deaths, most of them in West Africa, and the increasing tension and clashes in the Middle East. Manos Unidas has dedicated substantial resources to combating and preventing Ebola, responding to the call made by the Economic Community of West African States (ECOWAS). As for the conflicts, the support provided to our local partners in these places has been limited by the extraordinary complexity of the situations created, in which numerous internal and international factors are involved, but, even so, we have not had to cancel any project and we have been able to support displaced communities or refugees, even in neighbouring countries where we do not work.

At the same time as we offer the summary contained in this Report, we'd like to thank Manos Unidas' partners and collaborators, as well as all other parties who, in different ways, make our task of aiding the poor and responding to the demands of the South possible, which is cause for hope for many.

**Soledad Suárez**  
President



# who are we?



In 1955 the World Union of Catholic Women’s Organisations declared “war against hunger”. In 1959 the call was seconded in Spain by the Catholic Action Women, constituting the “Campaign Against Hunger in Spain”, which later would become known as Manos Unidas.



Manos Unidas is the Spanish Catholic Church Organisation for the aid, promotion and development of the Third World. It is at the same time a Catholic and secular Non-Governmental Development Organisation (NGDO), made up of volunteers.

It is our mission to fight against famine, nutritional deficiency, poverty, disease, underdevelopment, and lack of education; and to work to eradicate the structural causes producing them: injustice, unequal distribution of goods and opportunities among people and communities, ignorance, prejudices, lack of solidarity, indifference and the crisis of human and Christian values (Articles of Association, Art. 5).

## STRUCTURE

Manos Unidas has a diocesan structure, which means it is present throughout the whole Spanish geography. The mission of the **70 Delegations** of Manos Unidas is to raise the awareness of the population on the global situation and the collecting of donations for the financing of the projects supported by the Organisation. Manos Unidas also has its **Central Services** in Madrid.

## PEOPLE

Voluntary workers are one of the hallmarks of Manos Unidas. From the governing bodies of the Organisation, which must be composed of volunteers, to the ground-work. In 2014, **5,146 volunteers** regularly gave the Organisation their time and their know-how.

This year we have counted with the support of **79,205 partners and collaborators** who have trusted in our work to build a better world.

Our work would be impossible without them all: volunteers, hired people, members and collaborators, parishes, schools, companies, associations and foundations, media... and everyone else who place their trust in us.

**Many thanks to you all!**

## INTERNATIONAL NETWORKS

In a globalised world relations between persons, countries and continents are necessary and enriching.

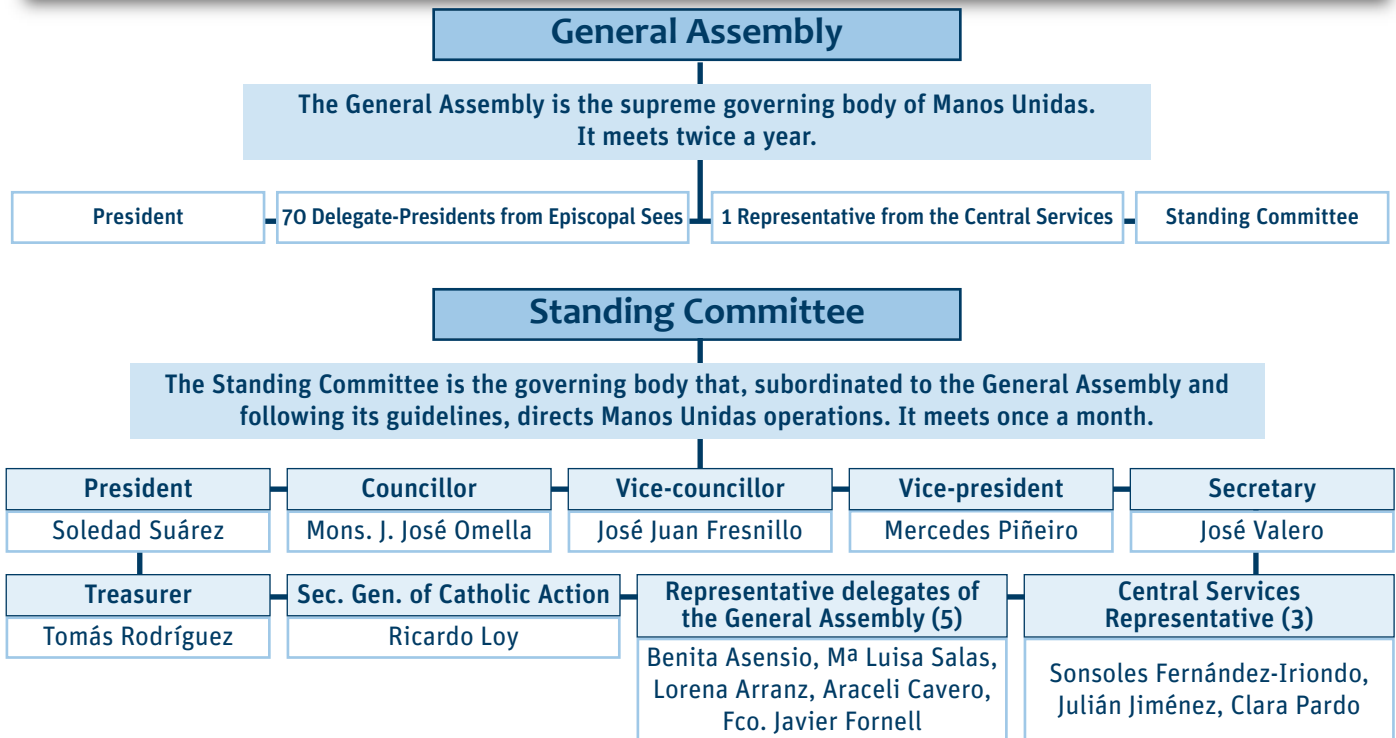
Manos Unidas is a member of several international and national organisations:

- Pontifical Council Cor Unum
- CIDSE (Catholic International Cooperation for Development and Solidarity)
- CONCORD (Confederation for Cooperation of Relief and Development NGOs)
- CONGDE (Coordinator for Spanish Development NGOs)
- Fundación Sur
- Pacto Global Contra la Pobreza
- Foro de Laicos
- Consejo Nacional de Misiones
- Plataforma del Voluntariado de España
- Asociación Española de Fundraising
- Pacto Mundial
- WUCWO (World Union of Catholic Women's Organisations)

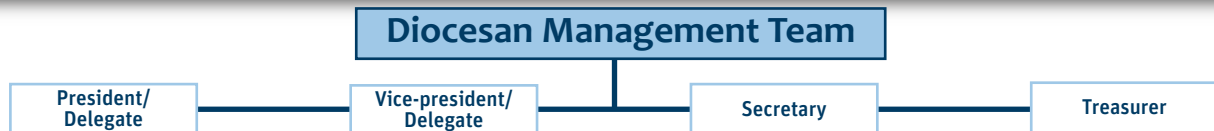


# Manos Unidas Organisation Chart 2014

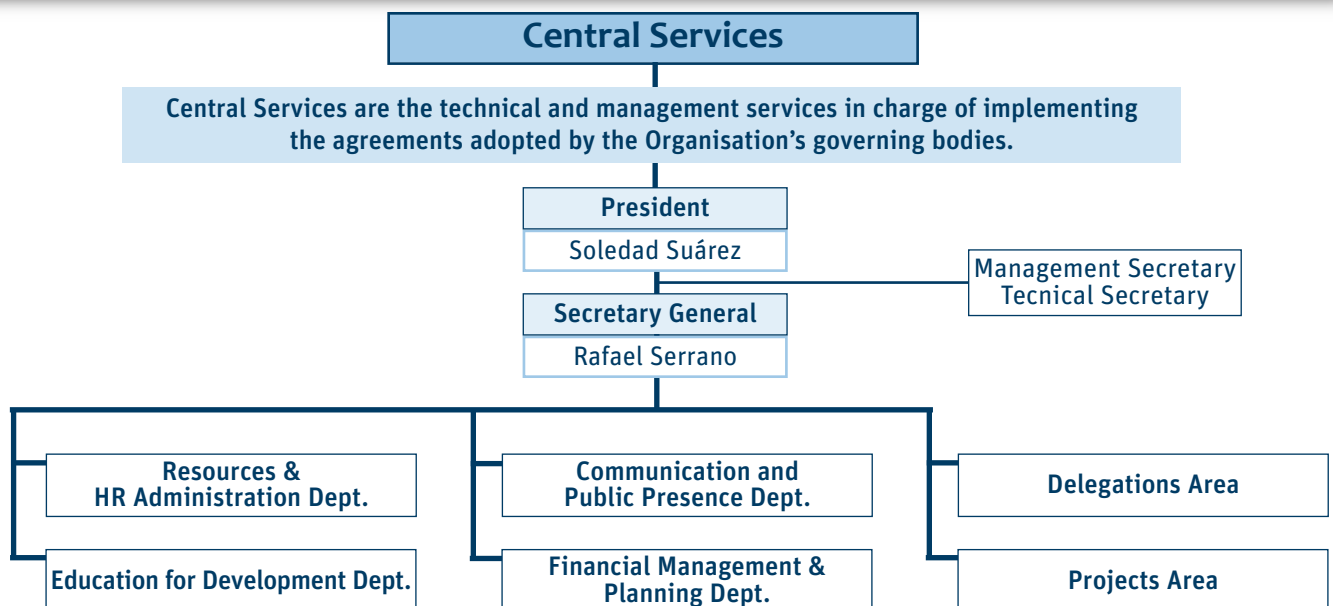
## GOVERNING BODIES



## DIOCESAN LEVEL ORGANISATION



## MANAGEMENT BODIES





**Manos Unidas, inspired by the Gospel and the social doctrine of the Church, maintains two lines of work:**

- Raising the awareness and denouncing the existence of hunger and underdevelopment, their causes and possible remedies.
- Obtaining economic means to finance the programmes, plans and comprehensive development projects aimed at dealing with these needs.



In 2014, Manos Unidas carried out its campaign number LV that, under the slogan **“A New World, a Common Project”**, closed the cycle (2000-2014) that we have dedicated to work to fulfilling the Millennium Development Goals (MDGs). In 12 months we have striven to publicize the need to **“Develop a Global Partnership for Development”**, the last of the goals that 189 nations of the world committed themselves to ending many of the evils that afflict the world. A target in which we must all engage: Governments all over the world, institutions, companies, international organisations, NGOs and, above all, **in a brotherly way, people.**



## RAISING PUBLIC AWARENESS

**One of the main tasks of Manos Unidas is to denounce and make the Spanish society aware of the existence of hunger and underdevelopment, as well as their causes and possible solutions.**

We cannot advance towards the solidary comprehensive development of humanity if we continue thinking that progress is just a matter of improving economic, political or social processes. We need a global solidarity commitment based on the truth of human nature that calls for our recognition of others as our true brothers and sisters.

In 2014, we worked to raise the awareness of Spanish society, with actions and examples, that a new world is possible. We also closely followed the celebration of the International Year of Family Farming (IYFF), which plays a key role in sustainable development and in the strengthening of societies; we thoroughly analysed the opportunities of new technologies and we worked for youth employment, whose promotion in the poorest countries can mean the construction of a society with prospects for the future.

### Link Operation

- In this awareness-raising task, Link Operation plays a vital role, since, through development initiatives supported by Manos Unidas, **it generates relationships between persons or groups** of the Spanish society and beneficiary communities, bringing their reality and living conditions closer. **In 2014 Manos Unidas performed 496 Link Operations.**

### NETWORK CAMPAIGNS

**Manos Unidas, within its networking philosophy, participates in various Spanish society awareness-raising campaigns.**

The **aim** of these campaigns is to raise the awareness of forgotten injustices, chronic inequality or emerging conflict situations, and offer lifestyles, options and alternative projects aimed at changing behaviours, values and structures of injustice.



So we continue to be active members of the campaign **“One Human Family, Food for All”** and participated in various forums, such as the Committee on World Food Security (FAO) in Rome.





## other awareness-raising activities



In 2014 we gave La2 Noticias TVE, the **I Manos Unidas Special Prize** created to recognize the media (press, TV, radio, Internet...) or the media professional (journalist, photographer...) whose work and career best represent the values of journalism as an indispensable tool of fighting against poverty and hunger in the world.

### YOU CAN GIVE LIGHT TO THE WORLD

In October we celebrated the second edition of the **“24 hours which move the world”**, an activity which, with the slogan **“You can give light to the world”**, promotes activities (online and face-to-face) aimed at **“illuminating”** the shadowed areas of the world to facilitate reflection on the problems faced by developing countries and at the same time promote the value of solidarity in Spanish society.



At Manos Unidas we are aware that we cannot walk this path alone; that's why we participate with other organisations in different thematic campaigns related with our mission, and we are present in national and international networks and bodies.

The 70 Manos Unidas delegations have a leading role in these awareness and fund-raising tasks, carrying out many activities.



### Trips with the media

Throughout the year three trips were made with media in order to publicize the different realities of the countries and projects on which Manos Unidas works. The destinations were Burundi, Nicaragua and Cambodia.

### Video Clip Competition

Another edition was held of the Video Clip Competition,



which was extremely popular among the youngest. 836 one-minute videos were submitted to the competition, which for the third consecutive year was supported by AECID, and which started in October. The winner of this edition obtained as a prize, a trip to Ethiopia with the President of the jury, the film director Santiago Zannou.

### Solidarity race

On October 19, the III Solidarity Race was held by the Murcia delegation, whose motto was **“Run for Ethiopia”**.



With the funds raised by this activity we helped finance an education centre that will help 60 pre-school boys and 60 pre-school girls in Abobo, a small town in this African country.



# PROJECTS



In 2014, Manos Unidas has supported **608 new development cooperation projects in 57 countries with the highest poverty rates** in Africa, America and Asia. The amount of the projects approved this year totalled **39,806,408.50 euros** allocated entirely to the improvement of the quality of life of more than 2,545,000 people who live in conditions of poverty and exclusion, deprived of their most basic rights.

Despite the progress of some of the goals on the Development Agenda and the increase of economic growth in some countries, inequality and the gap between those who have the most and those who have the least continues to increase. The growing political instability in many countries, armed conflicts, religious persecution, the increase in human being trafficking networks, the effects of climate change on more vulnerable populations resulting in prolonged droughts, floods or epidemics, not only accentuate the conditions of poverty and insecurity of millions of people, but are some of the causes underlying the increasing internal displacement and migration.

**During 2014 Manos Unidas has responded to 41 emergency situations amounting to 1,633,000 euros in over 20 countries. Our response to emergencies has always been made through local partners and in coordination with other humanitarian organisations or agencies.**

**The Ebola crisis which emerged mid-year severely affecting countries such as Sierra Leone and Liberia led to the immediate response of our donors, thanks to which we could make a first immediate delivery of funds. In the Middle and Near East we have supported interventions in Gaza, Iraq and Syria.**

Struck by the efforts of millions of people to escape poverty, we have continued accompanying, evaluating and identifying new proposals for projects that promote sustainable development or deal with emergencies arising directly from the needs of the communities and local partners we work with. Coordination with other national and international development organisations has been an important factor in the search for greater efficiency in our work.

Africa is still the continent to which we devoted greater effort and economic investment this year.

The vast majority of the projects identified by our extensive network of local partners and the communities with which we work have sought to facilitate access to basic services and promoted the right to education, health, water and food.

An example of this has been the building of health and educational infrastructures, the implementation of awareness, immunization, water and sanitation or agricultural programmes, and income generation for the poorest.

Inequalities and extreme poverty, both in the urban and in rural areas in which we work in Latin America and Asia, still persist in countries with a low rate of development. Our projects have been oriented both at sensitization and awareness-raising of rights such as strengthening men and women's empowerment, and encouraging the minimum conditions for achieving sustainable livelihoods to address their needs. An example of this has been supporting educational initiatives, micro-credits, agricultural training, construction of infrastructures for irrigation, drinking water or sanitation, always contemplating the gender approach.

## PROJECTS BY CONTINENT

**AMERICA**  
134 projects  
22%



**AFRICA**  
276 projects  
45%

**ASIA**  
198 projects  
33%

## PROJECTS BY SECTOR

Manos Unidas supports development projects, in the education, healthcare, social promotion and promotion of women sectors.



**Agriculture: 94 projects**  
Amount: 10,120,007.37 euros  
Beneficiaries: 162,945 direct

**Agriculture**  
15%



**Education: 224 projects**  
Amount: 11,717,000.79 euros  
Beneficiaries: 103,027 direct

**Education**  
37%



**Healthcare: 116 projects**  
Amount: 6,106,865.57 euros  
Beneficiaries: 1,676,695 direct

**Healthcare**  
19%



**Social Prom: 95 projects**  
Amount: 6,486,482.86 euros  
Beneficiaries: 441,292 direct

**Social Promotion**  
16%



**Women Prom: 79 projects**  
Amount: 5,376,051.91 euros  
Beneficiaries: 160,393 direct

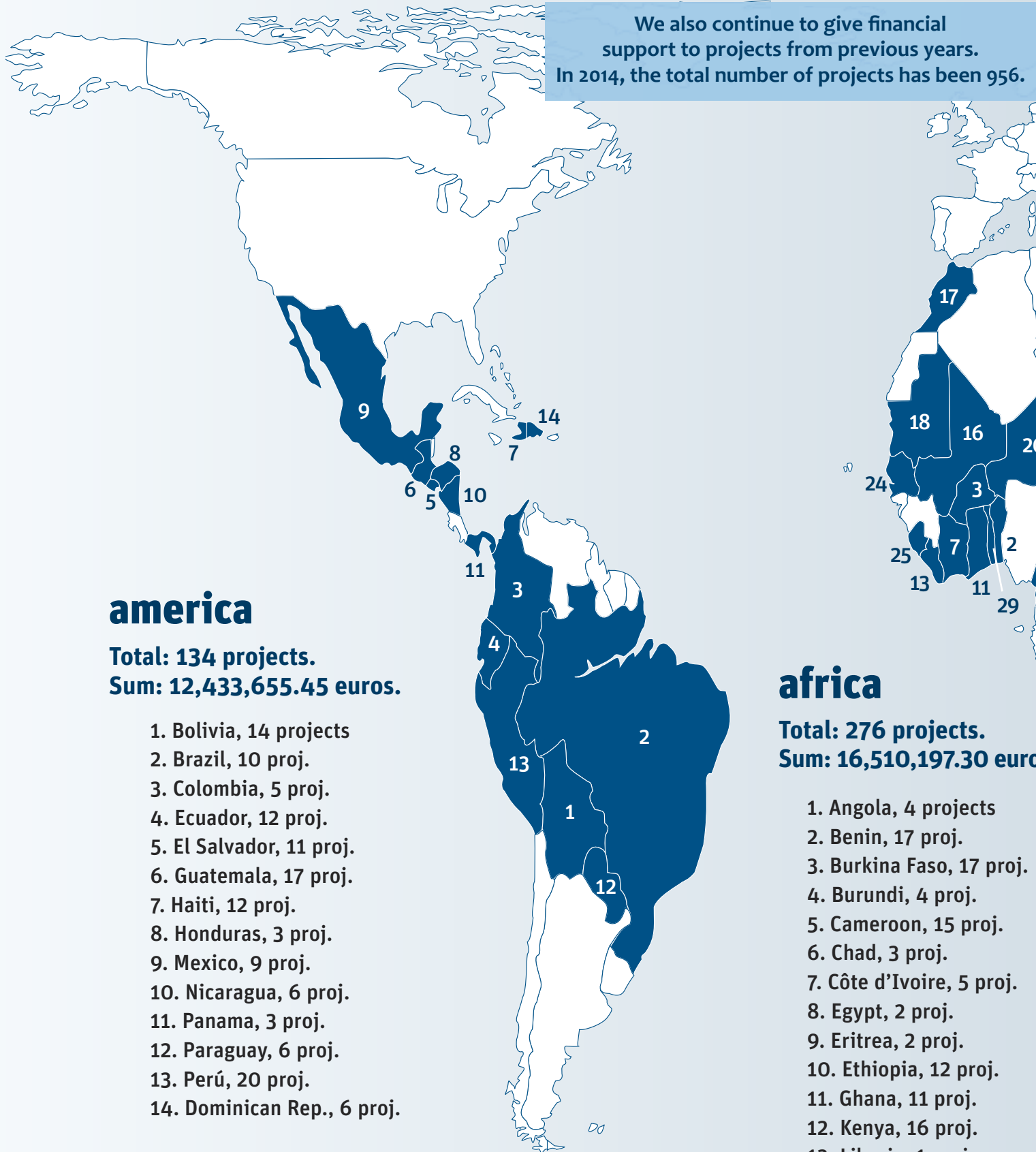
**Women Promotion**  
13%

We also assist populations in situations of emergency and offer humanitarian help in circumstances requiring it.



# Manos Unidas' Projects around the World in 2014

We also continue to give financial support to projects from previous years. In 2014, the total number of projects has been 956.



## america

**Total: 134 projects.**  
**Sum: 12,433,655.45 euros.**

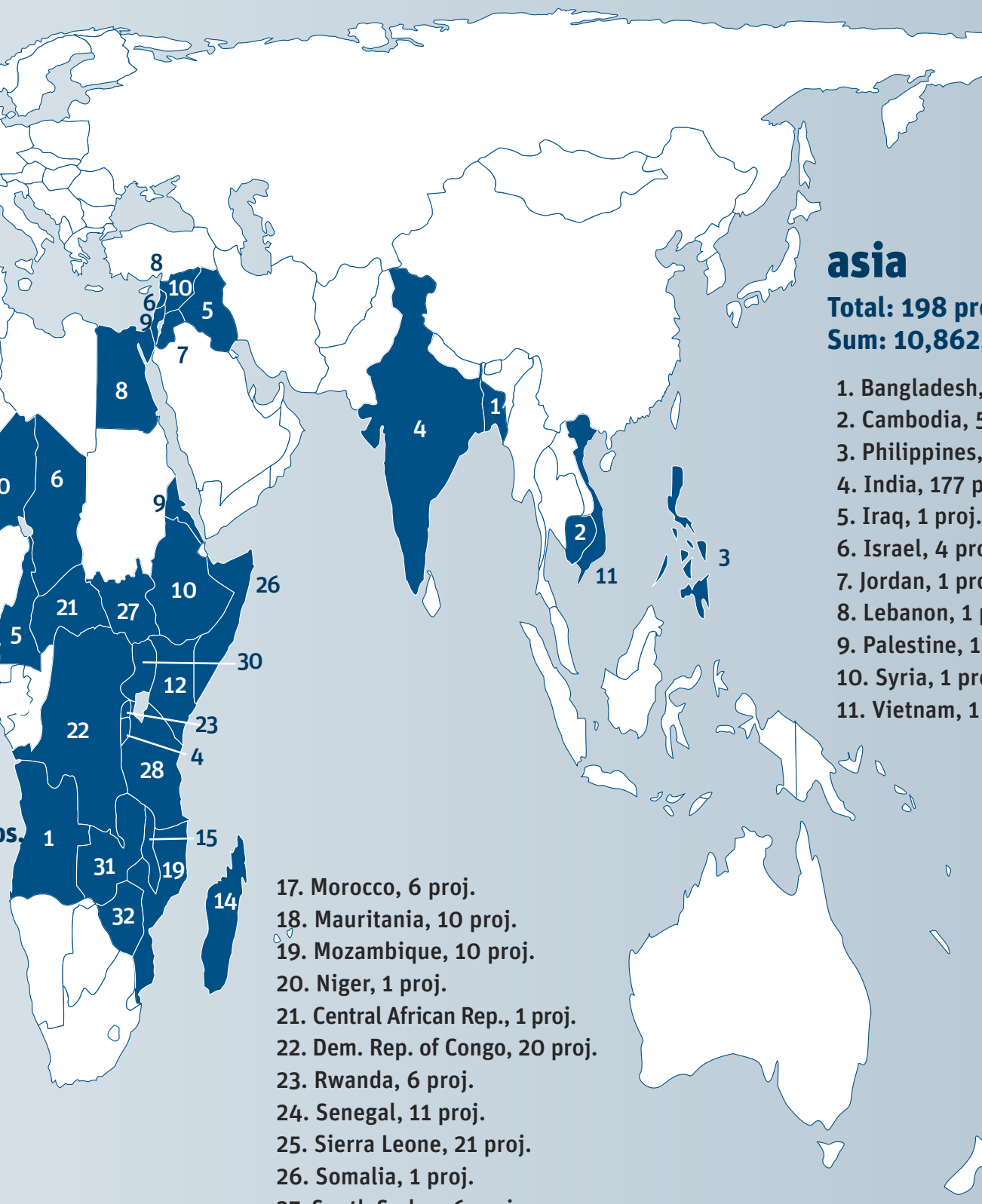
1. Bolivia, 14 projects
2. Brazil, 10 proj.
3. Colombia, 5 proj.
4. Ecuador, 12 proj.
5. El Salvador, 11 proj.
6. Guatemala, 17 proj.
7. Haiti, 12 proj.
8. Honduras, 3 proj.
9. Mexico, 9 proj.
10. Nicaragua, 6 proj.
11. Panama, 3 proj.
12. Paraguay, 6 proj.
13. Perú, 20 proj.
14. Dominican Rep., 6 proj.

## africa

**Total: 276 projects.**  
**Sum: 16,510,197.30 euros.**

1. Angola, 4 projects
2. Benin, 17 proj.
3. Burkina Faso, 17 proj.
4. Burundi, 4 proj.
5. Cameroon, 15 proj.
6. Chad, 3 proj.
7. Côte d'Ivoire, 5 proj.
8. Egypt, 2 proj.
9. Eritrea, 2 proj.
10. Ethiopia, 12 proj.
11. Ghana, 11 proj.
12. Kenya, 16 proj.
13. Liberia, 1 proj.
14. Madagascar, 16 proj.
15. Malawi, 7 proj.
16. Mali, 4 proj.

In 2014 Manos Unidas has approved a total of 608 projects, in 57 countries, for a sum of 39,806,408.50 euros.



## asia

**Total: 198 projects.**

**Sum: 10,862,555.75 euros.**

1. Bangladesh, 3 projects
2. Cambodia, 5 proj.
3. Philippines, 3 proj.
4. India, 177 proj.
5. Iraq, 1 proj.
6. Israel, 4 proj.
7. Jordan, 1 proj.
8. Lebanon, 1 proj.
9. Palestine, 1 proj.
10. Syria, 1 proj.
11. Vietnam, 1 proj.

17. Morocco, 6 proj.
18. Mauritania, 10 proj.
19. Mozambique, 10 proj.
20. Niger, 1 proj.
21. Central African Rep., 1 proj.
22. Dem. Rep. of Congo, 20 proj.
23. Rwanda, 6 proj.
24. Senegal, 11 proj.
25. Sierra Leone, 21 proj.
26. Somalia, 1 proj.
27. South Sudan, 6 proj.
28. Tanzania, 10 proj.
29. Togo, 3 proj.
30. Uganda, 11 proj.
31. Zambia, 15 proj.
32. Zimbabwe, 7 proj.



# africa

Africa continued being a booming region within the global economic framework. While rapid economic growth continued during 2014, many Africans' living conditions did not improve. The continent had one of the highest rates of youth unemployment, and remained the second region of the world in inequalities, after Latin America. In relation to the fulfilment of the Millennium Development Goals, poverty continued to decline in Africa, but the rate does not seem enough to allow the region to accomplish the objective of halving poverty by 2015. Much of the continent was affected by violent conflicts in 2014.

Many African countries faced serious security challenges, a direct consequence of the increase in violence from radical armed groups as Al-Shabaab and Boko Haram.

On the other hand, the outbreak of the Ebola virus epidemic highlighted the weakness of health systems and the inaction of the international community.



At Manos Unidas we are very attentive to these circumstances and their consequences, and we continue to support invisible communities who strive and work to get ahead and build a decent life.

As a measure to fight against poverty, we support food security and family farming with projects aimed at small farmers, providing training and promoting crop diversity.



As an example of our action, Kilela Balanda, in Katanga Province, Democratic Republic of Congo (country that occupies penultimate place in the UN HDI), the population suffers from chronic food insecurity despite being a place with a favourable climate for agriculture and there being abundant land and water. The main reasons are the lack of training in modern agricultural techniques, shortage of storage systems and difficult market access for selling their produce. There, Manos Unidas supports 150 families of farmers to implement a project focused on training in agricultural techniques, animal husbandry and the construction of a warehouse to store harvests. The project's strategy has been improving and leveraging the social and individual capabilities already existing in the community. This initiative, aimed at achieving food security and increasing agricultural production, contributes to combating poverty in the region.

# america

Latin America is a continent of great contrasts and huge inequalities, where political systems are still weak. The considerable growth of their economies is based, in a very significant percentage, on the exploitation of natural resources. Paradoxically, the irrational way in which this exploitation is carried out is causing the uncontrolled deterioration of valuable natural resources such as soil, water, forests, biodiversity, etc.

In Latin America the concept of “rural” is understood beyond the official statistics and agricultural activities, understanding that it comprises much more complex dynamics that include a set of economic, social and environmental relationships among the population living in the country, urban centres (to whom they are related through offers of different kinds of products and services) and the natural resources in their territory.

In 2014, the agricultural projects in America represented 62% of the total budget. These projects are links in an ongoing process that seeks its own sustainability to ensure food sovereignty and contribute to the family income through the marketing of surpluses. We also attach great importance to social projects, many of them dedicated to women, and which, in general, support initiatives and undertakings that provide economic sustenance to the family unit. At Manos Unidas we are aware of the woman's role in the family economy, so, although she is protagonist in all our projects, she is even more so in specific women's projects that make up 20% of the budget.

In the city of Tarija, at the southern tip of Bolivia, we have approved and initiated a project that aims to promote the social inclusion of groups in a disadvantageous situation and at risk, such as women who are victims of gender-based violence, teenage mothers, single mothers, women with multiple disabilities or vulnerable for different reasons. Intervention in Tarija seeks to assist in the improvement of the situation of the persons imprisoned at Penal Morros Blancos. As they do not generate income when in prison, many inmates see how their family disintegrates because of basic unmet needs. The situation of female prisoners is even more dramatic, because they cannot even properly feed their children living with them at the prison. The project will empower them and allow them to engage in an activity relating them with elements of their land, such as clay. Marketing channels have been planned for the items produced.



# asia

The **Asian continent** has been affected during 2014 by man-made conflicts (war, persecution...) and has continued to work to recover from natural tragedies such as the typhoon in Philippines.

In **India**, 680 million citizens, 56% of the population, do not have the means to meet their basic needs of daily sustenance or access to basic services, with a disproportionate majority of the rural population living under the poverty threshold. Another major problem in the country is violence against women, due to the frequency and virulence of the cases as well as the impunity of aggressors. The illegal trafficking of women is another of its great scourges. Religious hatred by Hindu extremists and persecutions against Christian communities have also increased.

**Philippines** is undergoing a recovery period after Haiyan Typhoon in 2013. There are many families who still do not have a home or have lost their way of earning a living.

In **Cambodia and Vietnam**, the rapid economic growth of recent years is not correlated with social improvements. Millions of children still deprived of their rights to health, housing and education, remain in situations of total vulnerability.

The problems of trafficking and displacement of people due to ethnic conflicts and religious persecutions are increasing in **Myanmar**.

The situation in the **Middle East** is dramatic. In **Gaza**, the armed conflict last July provoked a humanitarian crisis that continues even today; many families have lost everything and have been forced to flee or to live in the rubble of their homes.

The offensive by the Islamic State against **Iraq and Syria** to create “the caliphate” has caused a fierce war that threatens to spread across all the Middle East and in which Christian and Yazidi communities are being massacred. The situation has caused around 2,000,000 displaced persons.

In **Syria** four years of civil war have already left over 200,000 dead and about 3 million displaced persons. The situation is getting increasingly worse and since August 2014 there is fierce fighting against Islamic State forces that has turned this war into one of the bloodiest of the 21st century.

At Manos Unidas we work to respond to these situations. In Odisha (India) we support a human trafficking prevention programme which focuses on the identification, rescue and detection of women at risk, carrying out awareness-raising campaigns and, above all, the empowerment of women through literacy, training and developing their capabilities and integration in self-help groups. We also promote income-generating activities, to improve the living conditions of women who are victims of human trafficking.





## Manos Unidas: the commitment of loving care

Manos Unidas/Javier Mármol

In 1959 a group of women from Catholic action launched the first campaign of Manos Unidas. Their goal: “declare war on hunger”. More than half a century later that fight continues, because the poverty of billions of men and women is “the issue that, more than any other, challenges our human and Christian consciences”<sup>1</sup>. It is true that many battles have been won in all this time, and while the enemy is powerful, we must keep fighting to bring a ray of hope to so many people that are so hardly hit by situations of marginalization and exclusion in many countries worldwide.

The task carried out by Manos Unidas with the preparation, implementation and monitoring of many projects supported by its members, volunteers, partners and workers is a sign of hope for a society like ours which often lives withdrawn into itself and which is invited to discover, through your generous work, new ways of solidarity; a task recognized by many in our society and that, in a special way, we have thanked all the Bishops of Spain in the document “Church, Servant of the Poor”<sup>2</sup>.

Poor people play the central role in Manos Unidas’ work. Their dignity, which must never be violated, and the suffering to which poverty condemns them, drive us to expose and combat the causes that produce it.

But the task we undertake also enriches us as it becomes a school of solidarity and an experience of mercy which moves our hearts to relate with others, and illuminates social life: “Our commitment - says Pope Francis - does not consist exclusively in activities or programmes of promotion and assistance; what the Holy Spirit mobilizes is not an unruly activism, but above all an attentiveness which considers the other “in a certain sense as one with ourselves”. This loving attentiveness is the beginning of a true concern for their person which inspires me effectively to seek their good. This entails a-

*ppreciating the poor in their goodness, in their experience of life, in their culture, and in their ways of living the faith. True love is always contemplative, and permits us to serve the other not out of necessity or vanity, but rather because he or she is beautiful above and beyond mere appearances (...).Only on the basis of this real and sincere closeness can we properly accompany the poor on their path of liberation. Only this will ensure that “in every Christian community the poor feel at home”<sup>3</sup>. Yes, dear friends, Manos Unidas should be the home of a family where the poor feel at home, granting every person and every people the right to “a seat at the table of the common Banquet”<sup>4</sup>.*

I encourage you to continue working with perseverance and generosity for the poor.

My congratulations for the efforts with which partners, collaborators, volunteers and workers carry out the Manos Unidas’ campaign every year, achieving funding for so many projects. I thank you, from the bottom of my heart, for your generous commitment and dedication, and your “close” proximity that makes us more human. And, in particular, for being the merciful caress of God who helps awaken our conscience “often lethargic towards the tragedy of poverty, to enter further into the heart of the Gospel, where the poor are the privileged of Divine Mercy”<sup>5</sup>

**+ Carlos Escribano Subías**  
Bishop of Teruel & Albarracín  
and Manos Unidas Councillor

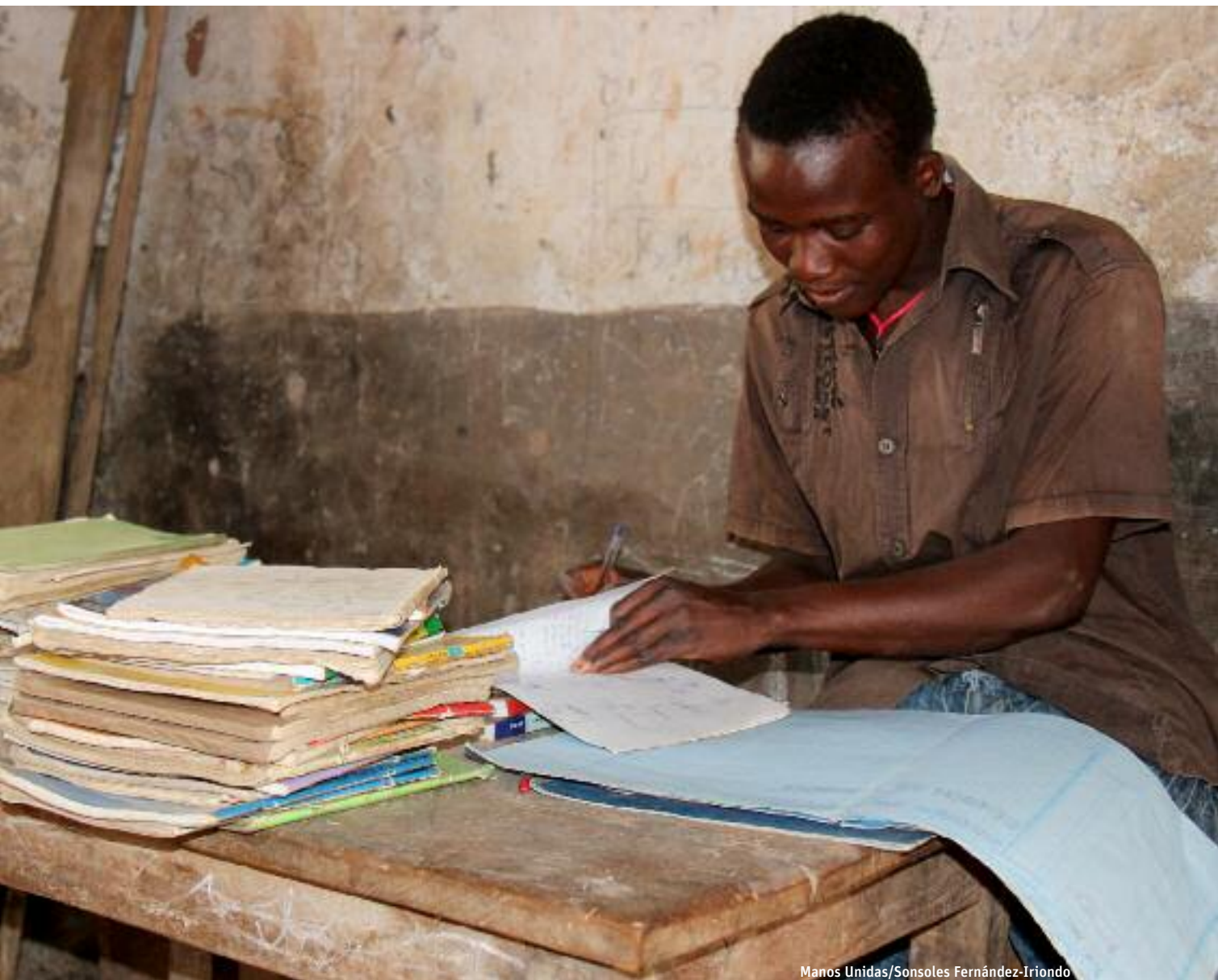
<sup>1</sup> Saint John Paul II, World Day of Peace 2000 (n° 14).

<sup>2</sup> Cfr. No. 57

<sup>3</sup> Francis, *Evangelii Gaudium* 199.

<sup>4</sup> Cfr. Saint John Paul II, *Sollicitudo Rei Socialis* 33.

<sup>5</sup> Francis, *Misericordiae Vultus* 15.



Manos Unidas/Sonsoles Fernández-Iriondo

- The **funds** raised by Manos Unidas in **2014** have been **48,143,318 euros**.
- **87.1%** of our **income** comes from **private sources**, and 12.9% from the public sector.
- **91.6%** of the total income **is allocated to Manos Unidas' aims** (86.6% to Development projects and 5% to Awareness-raising).
- **Our members, representing 40.2% of the income**, are the mainstay on which Manos Unidas is built.

## SOURCE OF INCOME

### PRIVATE INCOME: 87.1%

● Members and donors (1)	17,079,210.-
● Parishes and religious institutions	11,095,445.-
● Schools	1,252,566.-
● Emergencies	73,014.-
● Inheritances and bequests	4,974,530.-
● Others	2,482,466.-
<b>TOTAL PRIVATE SECTOR</b>	<b>36,957,231.-</b>

### PUBLIC INCOME: 12.9%

● European Union	330,000.-
● Spanish Agency for International Development Cooperation (AECID)	1,875,000.-
● Local and Regional Administration	3,287,682.-
<b>TOTAL PUBLIC SECTOR</b>	<b>5,492,682.-</b>

### INCOME RAISED: 100% 42,449,913.-

### OTHER INCOME (2) 693,405.-

### TOTAL INCOME 2014: 43,143,318.-

## ALLOCATION OF EXPENSES

### MANOS UNIDAS AIMS: 91.6%

● Awareness-raising	2,387,790.-
● Development projects (3)	39,806,409.-
● Projects management	1,654,494.-
<b>TOTAL MANOS UNIDAS AIMS</b>	<b>43,848,693.-</b>

### PROMOTION & INCOME RAISING: 1.9%

● Promotion and Income Raising	899,128.-
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### ADMINISTRATION & STRUCTURE: 6.5%

● Administration and Structure	3,107,522.-
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### TOTAL EXPENSES 2014: 47,855,343.-

### DÉFICIT 2014\* -4,712,025.-

(1) Includes private donations, organisations and foundations, companies and anonymous entities.

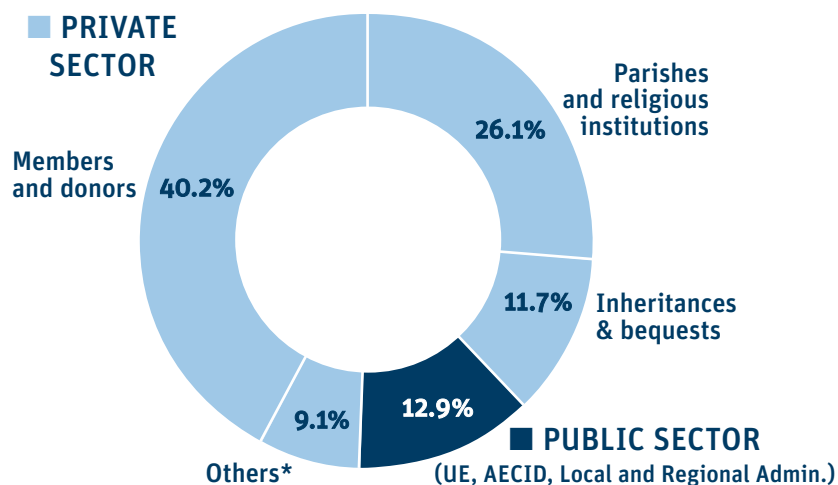
(2) Includes extraordinary results, refund/cancellation of subsidies granted in previous years, positive exchange differences and applied provisions.

(3) This figure corresponds to the projects approved, plus the annuities of the different agreements supported by AECID.

\* The deficit of the year 2014 will be compensated with the surpluses of previous campaigns.

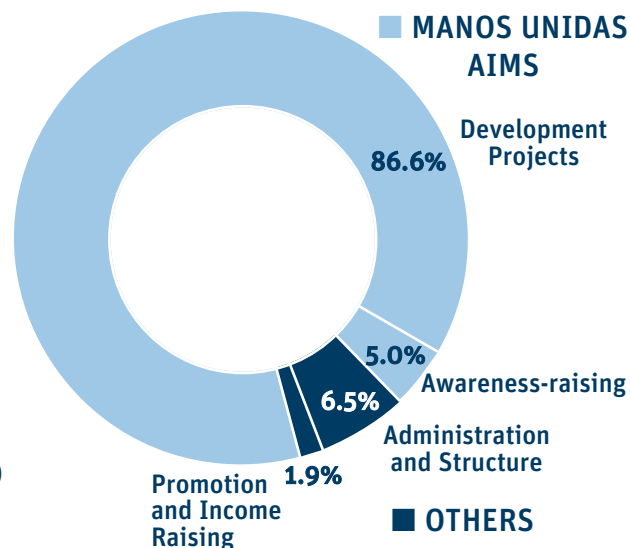
## SOURCE OF INCOME

(collected)



\* Schools, Emergencies, Awareness-raising projects, Private subventions, Financial income and Other private income.

## ALLOCATION OF EXPENSES



## Expenses Allocation Criteria

The expenses are classified in **Manos Unidas' Aims** and **Operating Costs**.

- **AWARENESS-RAISING COSTS:** This contains the expenses of the Education for Development Area, as well as those allocated to this purpose by the Communication Area.
- **PROJECTS COSTS:** This includes the amount of the total number of projects approved in the year, plus management costs, personnel, auditing and financed project assessment evaluations.
- **OPERATING COSTS:**
  - ▶ **Promotion & Income Raising:** Includes the Communication Area expenses used for raising funds and advertising the organisation's activity.
  - ▶ **Administration & Structure Expenses:** These are the expenses generated by the organisation's management and administration.



Manos Unidas is an organisation strongly committed to the transparency of its funds, which, in fact, is one of our values as an institution and a faithful reflection of our accountability to society.

Our annual accounts have been audited by Espaudit Gabinete de Auditoría S.A.



**Manos Unidas** complies with all transparency and best practice requirements established by **Fundación Lealtad**.



**Manos Unidas** has been designated by the **Spanish Agency for International Development Cooperation** as qualified body to receive funding.



**Manos Unidas** complies with all transparency tool and best practice requirements established by the **Spanish NGO Coordinator**.

The full audit report can be found at: [www.manosunidas.org](http://www.manosunidas.org).  
It is also available on paper at Manos Unidas Delegations.

# acknowledgements

The work we carry out to help the world's poorest countries would be impossible without Manos Unidas' friends and collaborators. A long list of volunteers, employees, members, individual and collective donors, companies, banks, associations and foundations support this work through donations, co-funding of development projects, sponsoring initiatives or by providing a range of services. The contribution of schools and parishes is especially relevant.

Many thanks to them all.

Due to limitations of space we cannot mention them all. We do not include the list of bodies that co-fund development projects as they figure in our "Projects Book", published alongside this Annual Report.

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