

**Manos Unidas**  
CAMPAÑA CONTRA EL HAMBRE



**Campaign III**



**annual  
report**

**2011**

# summary



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This report has been drawn up by the Manos Unidas Communications Department.

Photos: Soledad García, M<sup>a</sup> Eugenia Díaz, Javier Cuadrado, Javier Fernández, Marta Carreño, Irene H-Sanjuán, Laura Gutiérrez and Casilda de Zulueta.



# presentation



Dear Reader,

Here you have the 2011 Manos Unidas Annual Report bringing you the details of the most significant awareness-raising activities carried out by our organisation, the development projects financed in many countries, our income and expenses, as well as what distinguishes us most as an institution.

At Manos Unidas, for the fifth year running, we continue working on the Millennium Development Goals, on this occasion, reminding the Spanish society, through the campaign **"His Tomorrow is Today"**, that around 29,000 children under the age of 5 die every day from malnutrition, malaria, tuberculosis, pneumonia, diarrhoea, dehydration, lack of hygiene, among others, all of them being avoidable. We are all responsible, organisations, governments and citizens, for doing something to improve the situation of these children. Manos Unidas is greatly moved, just as Jesus was, by the suffering of the innocent and fights to end infant mortality as a result of poverty and starvation.

But, in our fight against hunger, events impose their pace on us. In spring 2011 came the first reports of the famine in the Horn of Africa. This was devastating news for us all at Manos Unidas.

As always, we have supported those who are most in need, although we are aware that the situation there requires the development of an ambitious plan to prevent this from happening again.

In parallel, the economic and financial crisis got worse, especially affecting the most vulnerable, as governments started cutting the funds aimed at Development Aid. Commitments in this area have not been met as we had expected and the outlook for the near future is not so good.

These cuts, in turn, have led to a reduction in the public funding of our institution. However, private funding, which makes up 82% of the total, has remained practically stable.

This trust on the part of our members and collaborators in the work of Manos Unidas means so much to us, being a huge responsibility, but which enables us to work with realistic forecasts.

Many thanks to all for maintaining this commitment. We can feel that we're not alone, and, most important of all, that we can continue to assist those of our brethren who are in greatest need. We would like to respond to these expressions of support with our daily work, adhering to our hallmark, taking care of values such as austerity and transparency, and not divert attention from our institutional target: the most vulnerable, the fight against hunger and its causes. As long as severe poverty exists, we shall continue working to build a world that can really be called "everybody's land".

**Myriam García Abrisqueta**  
President



# who are we?



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).



## our origins

On 2nd July 1955 the World Union of Catholic Women's Organisations (WUCWO) issued a Manifesto in which more than one hundred Catholic women's organisations declared "war against hunger". It received a tremendous response, and different actions were immediately undertaken in various countries. In Spain, the first Campaign against Hunger in the World was launched in 1959 by the Union of Catholic Action Women. Since 1970, at the initiative of the Spanish Bishops' Council, Manos Unidas has celebrated its National Day on the second Sunday of February: church collections all over Spain are donated to our organisation.

And, on the previous Friday, Voluntary Fast Day is held in Spain as a symbol of solidarity with the millions of people around the world who are forced to fast throughout the year.

## delegations

Manos Unidas is a national organisation with a diocesan structure. With 70 Delegations, it is present throughout the whole Spanish geography corresponding to the different dioceses. The Delegations' mission has always been clear: raise the awareness of the Spanish population regarding the problem of hunger in the world and collect donations that contribute to implementing Manos Unidas' task. The diocesan structure implies a great source of wealth for the organisation, both for its geographical distribution and the variety of activities developed by them.

## human capital

Manos Unidas is, by definition, an organisation of voluntary workers. We understand that being a volunteer is a choice of life, a necessary example to create social awareness based on the values of willingness and sharing.

A distinguishing feature that materialises in the more than 4,804 volunteers who worked all year round for the organisation.

Furthermore, in accordance with our Articles of Association, our governing bodies are made up of volunteers.

But, together with them, a small number of people have contracts of employment, and they are an inseparable part of the organisation, always respecting the principles and criteria of Manos Unidas.

## members&collaborators

Manos Unidas has the ongoing support of its members, whose economic contributions are an important part of the organisation's income. 90,515 persons supported us with their donations in 2011. In addition, Manos Unidas has the support of numerous external collaborators who provide their specific professional and consultancy services in issues related with law, economy, advertising...

Thanks to them all,  
the Manos Unidas task  
is possible.



Mass held in Madrid's Almudena Cathedral on Manos Unidas' National Day.



National Delegates' Assembly held in El Escorial.



"Operación Bocata" [Sandwich Day] organised by a delegation's volunteers.



Young people handing out leaflets at the Cadena 100 Concert.



A theatre play in aid of a Manos Unidas' project.



## external relations

We live in a globalised world, where the 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**, Holy See body that coordinates Catholic institutions devoted to development and charity all over the world.
- **CIDSE**, International Cooperation for Development and Solidarity, an alliance of 16 Catholic organisations from Europe and North America.
- **CONCORD**, NGO Confederation for Relief and Development, consisting of more than 1,600 European organisations.
- **CONGDE, Coordinator for Spanish Development NGOs**, consisting of member organisations and autonomic region coordinators engaged in international cooperation.
- **Fundación Sur**, independent, non-profit making entity engaged in promoting public awareness and the study of impoverished countries.
- **Pacto Global Contra la Pobreza**, place of encounter for 20 regional and autonomic NGO coordinators as well as numerous cooperation councils and work groups.
- **Foro de Laicos**, coordination of Spanish Catholic associations.
- **Consejo Nacional de Misiones**, missionary coordination body in Spain.
- **Plataforma de Voluntariado de España**.
- **Asociación Española de Fundraising**.



Opening Ceremony of the "European Year of Volunteering", chaired by the Prince & Princess of Asturias.

# organisation chart

## Governing Bodies

### General Assembly

The General Assembly is the supreme governing body of Manos Unidas. It meets twice a year.

President

70 Delegate-Presidents from the Central Services

1 Representative from the Central Services

Standing Committee

### Standing Committee

The Standing Committee is the governing body that, subordinated to the General Assembly and following its guidelines, directs Manos Unidas operations. It meets once a month.

President

Myriam García Abrisqueta

Councillor

Mons. J. José Omella

Vice-councillor

Jesús Vidal

Vice-president

Soledad Suárez

Secretary

Ángeles Díaz-Polo

Treasurer

Tomás Rodríguez

Sec. Gen. of Catholic Action

Ricardo Loy

Representative delegates of the General Assembly (5)

Benita Asensio

M<sup>a</sup> Pilar Bilbao

Fco. Javier Fornell

Rosa Pradas

José Valero

Central Services Representative (3)

Ignacio Ussía

Clara Pardo

Sonsoles Fernández-Iriondo

## Board of Directors

### National Management Team

President

Vice-president

Secretary

Treasurer

### Diocesan Management Team

President/  
Delegate

Vice-president/  
Delegate

Secretary

Treasurer

## Management Bodies

### Central Services

Central Services are the technical and management services in charge of implementing the agreements adopted by the Organisation's governing bodies.

President

Myriam García Abrisqueta

Management Secretary  
Technical Secretary

Secretary General

Rafael Serrano

FINANCIAL  
MANAGEMENT & PLANNING  
AREA

Economic Dept.

Strategy & Quality

RESOURCES & PERSONNEL  
MANAGEMENT AREA

Employment Relations

General Services

IT

Volunteers

COMMUNICATION & PUBLIC  
PRESENCE AREA

Communication

Media

Members

Companies & Institutions

EDUCATION FOR  
DEVELOPMENT & AWARENESS  
RAISING AREA

Education

Campaigns & Networks

International Relations

Studies and Documentation

Training

PROJECTS AREA

Africa

America

Asia

Co-financing

Link Operation

Appropriate Technologies

DELEGATIONS AREA

North

South



# what do we do?



Manos Unidas focuses all its work on two complementary activities: **raising the awareness of the Spanish society** on the reality of developing countries; and **supporting and financing projects** in Africa, America, Asia and Oceania to collaborate with the development of the peoples of the South.

In 2011, Manos Unidas held its **LII Campaign** under the slogan **“His Tomorrow is Today”**, wishing to especially insist on the reduction of infant mortality, **Millennium Development Goal 4**. Every day more than 29,000 children die what could be avoidable deaths. Everything we do during this early stage in their lives is decisive, not only for their survival, but also for their future growth and development.



# Raising Public Awareness

## presentation of the Campaign

Manos Unidas' annual campaign, "His Tomorrow is Today", was presented on Thursday, 10th February, at the Calasancio School in Madrid, hosted by the journalist Inmaculada Galván. Our President, Myriam García Abrisqueta, was there, as well as María Damaris García, a Capuchin Tertiary Sister, who has been working to help needy children for 15 years in Benin. The ceremony closed with the performance of the Community of Madrid's Youth and Children's Choirs.

## Manos Unidas X Forum

The tenth edition of the Manos Unidas Forum was held in April at Castilla-La Mancha University, in Ciudad Real, under the slogan "Childhood, Poverty & Development". The inaugural conference focused on *The responsibility of protecting children beyond their biological life*. Afterwards, in various experience panels, different aspects that affect infant mortality were approached, such as access to water, hygiene and nutrition, highlighting the importance of training and health, as well as the solutions provided by Manos Unidas through its projects. A new feature was the activity called *Demanding a healthy childhood* in which a group of schoolchildren from Toledo participated and an audio-visual was presented.

## link operation

Link Operation is an activity aimed at putting Spanish individuals or groups of people into contact with our projects, which falls mainly on the delegations. The aim is to contribute to a greater sensitization and commitment toward Southern countries, showing the situation and the living conditions of the people being supported. The Link Operation also helps to raise funds that are included in a common fund that will be used to finance that project linked to others promoted by Manos Unidas. In 2011, Manos Unidas carried out 602 Link Operations, for a total sum of €21,566,284.17.

## education for development

The objective of the Education for Development area is to raise the awareness of the Spanish population on the reality of the South. The Education Department is in charge of preparing educational materials aimed at Spanish schools, where the objective of the Annual Campaign is approached. The Department also organises and gives courses for teachers, and various workshops for specific formal and informal education communities, online and onsite.

The Campaigns & Networks Department also supports this awareness-raising through different campaigns. In 2011, the Campaign "África, cuestión de vida, cuestión debida" ["Africa, a matter of life, a matter of debt"], was presented, carried out with REDES.

Thanks to the Education for Development Agreement made between Manos Unidas and AECID (The Spanish Agency for International Development Cooperation), of a 4-year duration, the III Short Film Clip Festival 2011-2012, where 1-minute clips on the Campaign "África, cuestión de vida, cuestión debida" were shown and for which the website [www.clipmetrajesmanosunidas.org](http://www.clipmetrajesmanosunidas.org) has been especially created.



Presentation of the Campaign at the Mutua Madrileña in Madrid.



Manos Unidas Forum held in Ciudad Real.



"Demanding a healthy childhood" activity held at the Forum.



Fundraising race to raise funds for "Link Operation".



Posters for the short film clip festival and the campaign "África, cuestión de vida, cuestión debida". Primary school educational material for the 2011/2012 campaign.





Trip to Haiti with journalists to visit Manos Unidas' projects.



Prize winners of the 2011 Manos Unidas Awards.



Photographs and explanatory texts, together with the exhibition guide.

## media

The communication activities carried out by Unidas are aimed at promoting the presence of the organisation in Spanish society and in the media, disseminating our message and work to raise the awareness of as many people as possible.

In order to do so, Manos Unidas prepares a whole range of informative and promotional materials: printed and electronic bulletins, information leaflets, posters, press, radio and TV spots, insets, videos, diaries, calendars...

A group of journalists travelled to Haiti, together with the President of the organisation, where they visited development projects and gave them coverage on their respective channels. The Spanish Television, TVE, "Pueblo de Dios" programme, directed by Julián del Olmo, filmed various documentaries in Haiti and Angola.

In 2011 a new edition of the awards for Press, Digital Press, Radio, Television and Posters was held, highlighting the work of media professionals who have stood out in the task of drawing the attention of the public opinion to North-South inequality.

In 2011 the awards ceremony was held in the CaixaForum Auditorium in Madrid.

## "Soñando un futuro" exhibition

The exhibition "Soñando un futuro" ["Dreaming up a future"] has been designed to support the campaign. Here the reality of childhood in many countries is portrayed, as well as the work being carried out to change it, showing solutions of hope and dreams come true. All the photographs displayed come from projects supported by Manos Unidas.

## Manos Unidas and WYD

Manos Unidas was present at the XXVI World Youth Day, which took place in Madrid from 18th to 21st August. An exhibition of the 50 years of the organisation's work was held in the parish rooms of San Juan Evangelista, where two Round Tables were also held, with the presence of people from the South. Manos Unidas had a stand at the Vocational Fair in the Retiro Park, Madrid, where they could inform of the work carried out by organisation.



Manos Unidas' stand in the Retiro Park, Madrid.

# Development Projects

Manos Unidas funds projects for agricultural, health, educational and social development, and for promotion of women's rights, the keystone present in all the aforementioned sectors. It also participates when required in emergency and humanitarian relief during catastrophes and other exceptional circumstances.

For Manos Unidas, development is a process that must lead to social reform and changes in the North and South alike, so that decent living conditions are reached for everyone.

The projects are born out of the desire for change, the needs of the beneficiary population, and are a tool to encourage the development of peoples, their education, nutrition, healthcare etc. The involvement of the beneficiaries is essential for the sustainable future of the initiatives.

A project cycle has various phases: reception of the request from a local organisation in the South; study and discussion of the request; the preparation of a study record; proposal for the approval or refusal of the project, stating the form of financing; and, lastly, the final decision of the approval or refusal on the part of the Standing Committee. If the project is approved, it is done in direct communication with its beneficiaries and responsible parties, in order to guarantee that the funds donated by Spanish society reach their final destination.

Collaboration by Manos Unidas is never used for warring or partisan ends, or those that imply violence or aggression towards people or the environment.



## project quality and development

At Manos Unidas we strive to improve the standard and impact of our development cooperation by the planning, the identification, the improvement of the project cycle, its assessment and team work.

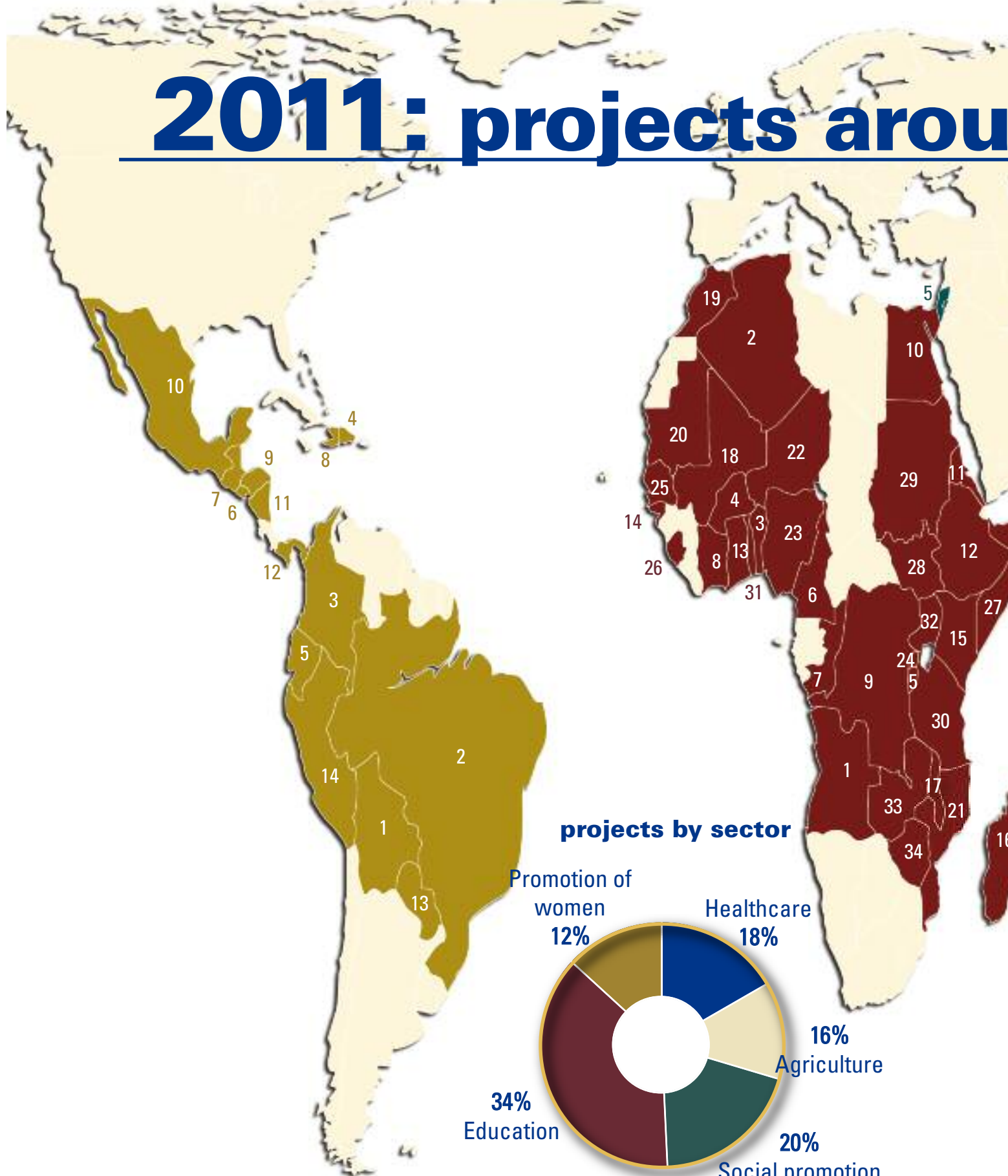
We believe close monitoring of the projects is key to quality, as it allows us direct contact with local members who are in charge of carrying out the projects and close to the beneficiaries with whom we share success and difficulties.

In 2011, eleven external assessments have been made on development programmes as well as many internal ones and follow-up trips. The methodology applied for this assessment is a participative one, working with the teams involved and the beneficiaries, understanding the results analysis process as a tool for improving our work, learning from experience and achieving greater efficacy of the corresponding resources.

The aim of the development projects undertaken by Manos Unidas is to favour procedures that permit the identification of the problems and the search for solutions on the part of the beneficiaries who will be an important actor for implementing these projects. Therefore, beyond the quantifiable results obtained in terms of access to education, health, food production or income generation, step by step we manage to achieve the empowerment of the people and to increase their self esteem, the core of the authentic integral human development to which Benedict XVI dedicates his third encyclical letter "Caritas in veritate".




# 2011: projects arou





**AGRICULTURE**  
98 projects

Sum: 8,527,360.98 euros  
Beneficiaries: 252,439 direct



**EDUCATION**  
207 projects

Sum: 9,750,768.44 euros  
Beneficiaries: 110,298 direct



**HEALTHCARE**  
112 projects

Sum: 6,745,678.27 euros  
Beneficiaries 1,621,378 direct



Sum:  
Benef

# nd the world

In 2011 Manos Unidas has approved a total of **605 projects**, in **58 countries**, for a sum of **35,609,415.44 euros**.

## america

1. **Bolivia**, 14 projects (proj).
2. **Brazil**, 14 proj.
3. **Colombia**, 11 proj.
4. **Dominican Rep.**, 6 proj.
5. **Ecuador**, 4 proj.
6. **El Salvador**, 13 proj.
7. **Guatemala**, 17 proj.
8. **Haiti**, 13 proj.
9. **Honduras**, 7 proj.
10. **Mexico**, 5 proj.
11. **Nicaragua**, 10 proj.
12. **Panama**, 5 proj.
13. **Paraguay**, 5 proj.
14. **Peru**, 24 proj.

Total number of projects approved: **148**.  
Sum: **12,156,087.99 euros**.

## africa

1. **Angola**, 8 projects
2. **Algeria**, 1 proj.
3. **Benin**, 9 proj.
4. **Burkina Faso**, 12 proj.
5. **Burundi**, 6 proj.
6. **Cameroon**, 7 proj.
7. **Congo Rep.**, 1 proj.
8. **Côte d'Ivoire**, 5 proj.
9. **Dem. Rep. Congo**, 13 proj.
10. **Egypt**, 2 proj.
11. **Eritrea**, 1 proj.
12. **Ethiopia**, 16 proj.
13. **Ghana**, 9 proj.
14. **Guinea Bissau**, 1 proj.
15. **Kenya**, 15 proj.
16. **Madagascar**, 11 proj.
17. **Malawi**, 10 proj.
18. **Mali**, 5 proj.
19. **Morocco**, 3 proj.
20. **Mauritania**, 8 proj.
21. **Mozambique**, 17 proj.
22. **Niger**, 2 proj.
23. **Nigeria**, 5 proj.
24. **Rwanda**, 4 proj.
25. **Senegal**, 10 proj.
26. **Sierra Leone**, 6 proj.
27. **Somalia**, 7 proj.
28. **South Sudan**, 2 proj.
29. **Sudán**, 1 proj.
30. **Tanzania**, 8 proj.
31. **Togo**, 7 proj.
32. **Uganda**, 15 proj.
33. **Zambia**, 8 proj.
34. **Zimbabwe**, 5 proj.

Total number of projects approved: **240**.  
Sum: **12,060,768.12 euros**.

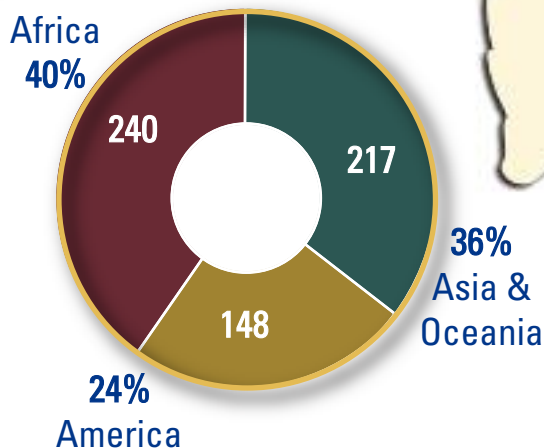
## asia & oceania

1. **Bangladesh**, 5 projects
2. **Cambodia**, 6 proj.
3. **East Timor**, 1 pro
4. **India**, 194 proj.
5. **Israel**, 2 proj.
6. **Papua**, 1 proj.
7. **Philippines**, 2 proj.
8. **Sri Lanka**, 2 proj.
9. **Tailandia**, 2 proj.
10. **Vietnam**, 2 proj.

Total number of projects approved: **217**.  
Sum: **11,392,559.33 euros**.

It continues providing economic support to projects from previous years. In 2011 there have been a total of 908 projects.

### projects per continent



### PROM. WOMEN

**70 projects**

4,002,128.58 euros

Beneficiaries: 311,245 direct



### SOCIAL PROM.

**118 projects**

Sum: 6,583,479.17 euros

Beneficiaries: 721,750 direct

# emergencies



## Crisis in the Horn of Africa

We would like to highlight the great solidarity and generosity we have found, in spite of the current financial crisis in Spain, in the Crisis in the Horn of Africa. We have heard heartrending testimonies from the region, many women having had to leave their villages with all their children, crossing the desert and having to face all types of dangers. Many of them, thanks to our support, have managed to get back their smile, since, thanks to the donations received (2,044,513.9 euros) we have been able to finance 20 projects helping approximately 600,000 people, most of them women and children.

Reuters/Jorge Silva

## 5 work sectors



### Promotion of women: a priority present in all projects

The promotion of women is a task of ongoing importance. Experience and life show us that investing in women as producers of family income, educators of children and responsible citizens is an assured value, the benefits of which reach not only the more reduced family scope, but also that of the community, and therefore, of the country as a whole.

## Agriculture

Livestock farming and agriculture, primary and basic sectors, are the main means of livelihood and subsistence for a large number of people around the world. Despite their huge importance, these sectors are threatened by unfair commercial measures and by a lack of resources for their development, which forces many families to emigrate to the cities in search of new opportunities. The projects supported by Manos Unidas in this sector seek to promote agriculture and livestock farming, thus improving living standards for the rural population through a range of different initiatives.



## Education

Education is one of the great priorities for development. The establishment of societies based on justice and equality which respect people's integral development and dignity as human beings, largely depends on the promotion of education. The creation and equipping of schools or vocational training centres, the training and education of both children and adults, courses which allow increased literacy rates and adult education... are some of the goals that Manos Unidas supports in this sector.



## Social promotion

A person is not completely fulfilled if he/she does not take part as a social being in their relationship with the rest of the people living around them. Through others, one acquires the fundamental values of life. Therefore, projects in this sector are aimed at making the population aware of community responsibility and improving the quality of life in these communities. For this purpose, support is given to a wide range of activities such as the building of infrastructures, the training of leaders, the adaptation of social facilities or activities aimed at promoting Human Rights.



## Healthcare

Without health, not even the most basic of the development goals can be achieved. In its absence, it is difficult to make any progress. By supporting projects in this field, Manos Unidas aims to prevent disease by creating, equipping and improving community clinics and hospitals, promoting vaccination campaigns and preventive medicine, and by aiding in the training of health providers, and through other services.



# why do we do it?



## “You give them something to eat” (Mark 6:37)

If the economic crisis currently hitting the European Union, and especially Spain, is said to be hard, difficult and painful, then the situation of many Third World countries with countless people starving to death each day, is painful, hard and very difficult. The crisis suffered by these countries is not a recent problem, but something they have always endured from the day they are born until the day they die. They have no food, medicines, or even the most basic resources to get by.

Manos Unidas seeks to bring a little hope to this world of suffering. For 53 years it has been funding development projects in the poorest

countries in the world. Like one of those drip irrigation systems that brings the necessary water to trees so that they will grow and bear fruit. Manos Unidas, through the contributions and donations given by generous people and institutions, takes that drop of hope in the form of agriculture, health, education, promotion of women projects, which will make those villages find their way out of their unfortunate state of poverty and take control of their own development.

Through its work, Manos Unidas is fulfilling God's Son Jesus Christ's invitation, in the miracle of multiplying the bread and the fish:



*"You give them something to eat"*. Now it's our turn to do so, we who have more resources than them, share what we are and what we have, because that generous gift has, by the grace of God, a surprisingly multiplying effect.

Not only does Manos Unidas support solutions for specific problems of the different groups with which it collaborates in the Third World, but here it also carries out a task of raising public awareness on the reality of poverty, education in values, inviting us to improve our lifestyle, sending out messages of austerity and transparency, encouraging voluntary work and vital attitudes to serve our fellow men and women, promoting a culture of international collaboration and peace. The development model that drives it on is not only economic and technical, but human, integral,

and sustainable. I would say it is an organisation with cordiality, a soul, and this is also important when we work with human beings, as is the case of development projects.

Thank you, Manos Unidas, for all your work in 2011, which is presented in this Report! Thank you for the quiet and generous contribution of all the members, collaborators and workers of this Organisation! May God bless you all and may you live with the peace of mind of knowing that we have done all we had to do, share with those most in need!

Affectionately,

+ **Juan José Omella Omella**  
Bishop of Calahorra & La Calzada-Logroño  
and Manos Unidas Councillor



# our accounts



- The **funds** raised by Manos Unidas in 2011 have been **51,856,656 euros**.
- **82% of our income** comes from **private sources**, while only 18% is from the public sector.
- **90.6%** of the total income is allocated to Manos Unidas' aims (85.1% to development projects and 5.5% to awareness-raising actions)..
- Our members, representing **35.2% of the income**, are the mainstay on which Manos Unidas is built.

# Financial results 2011

## INCOME

	Euros	Per cent
Members and donors (1)	17,875,233.-	35.2%
Parishes and religious institutions	12,967,982.-	25.4%
Schools	1,555,366.-	3.1%
Emergencies	2,118,931.-	4.2%
Inheritances and bequests	4,095,987.-	8.1%
Awareness-raising projects	1,947,601.-	3.8%
Private grants	236,900.-	0.5%
Financial income	681,946.-	1.3%
Other private income	183,822.-	0.4%
<b>TOTAL PRIVATE SECTOR</b>	<b>41,663,769.-</b>	<b>82.0%</b>
Spanish Agency for International Development Cooperation	4,229,303.-	8.3%
Local and Regional Administration	4,914,872.-	9.7%
<b>TOTAL PUBLIC SECTOR</b>	<b>9,144,175.-</b>	<b>18.0%</b>
<b>INCOME RAISED</b>	<b>50,807,944.-</b>	<b>100%</b>
<b>OTHER INCOME (2)</b>	<b>1,048,712.-</b>	
<b>TOTAL INCOME 2011</b>	<b>51,856,656.-</b>	

## EXPENSES

	Euros	Per cent
Awareness-raising	2,633,565.-	5.5%
Development projects:	41,089,780.-	85.1%
- Projects (3)	39,370,054	81.6%
- Project Management	1,719,726.-	3.5%
<b>TOTAL MANOS UNIDAS AIMS</b>	<b>43,723,346.-</b>	<b>90.6%</b>
<b>PROMOTION &amp; INCOME RAISING</b>	<b>857,245.-</b>	<b>1.8%</b>
<b>ADMINISTRATION &amp; STRUCTURE</b>	<b>3,680,354.-</b>	<b>7.6%</b>
<b>TOTAL EXPENSES 2011</b>	<b>48,260,944.-</b>	<b>100%</b>

SUPERPLUS 2011\*

3,595,711.-

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

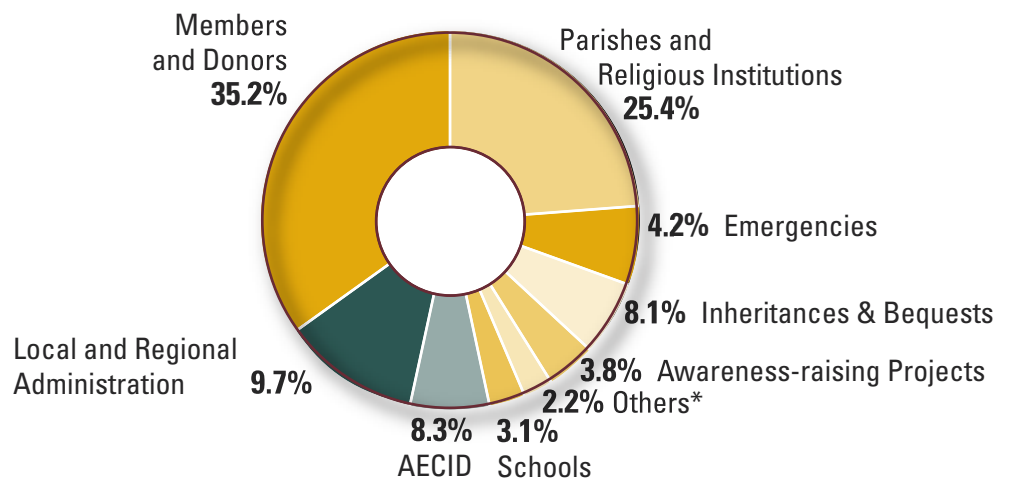
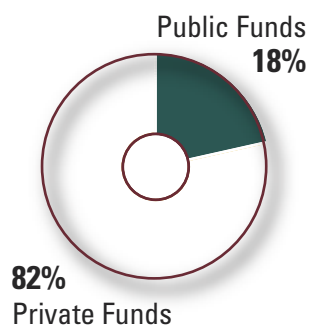
(2) Includes extraordinary results, refund/cancellation of subsidies granted in previous years, positive exchange differences and applied provisions..

(3) This figure corresponds to 605 projects approved, plus the second annuity of the Ecuador and Ethiopia agreements and Awareness Raising.

\* Of the surplus corresponding to the year 2011, 1,115,917 euros will be used for projects in the Horn of Africa, and the rest will go towards the approval of new projects in 2012.

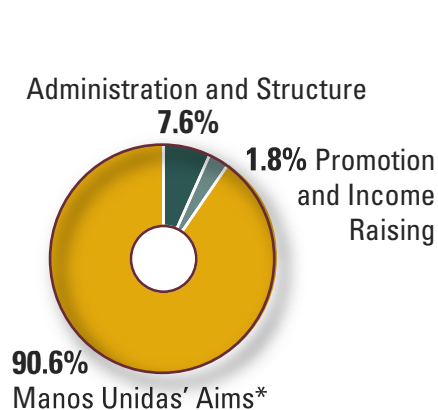


## Source of Income

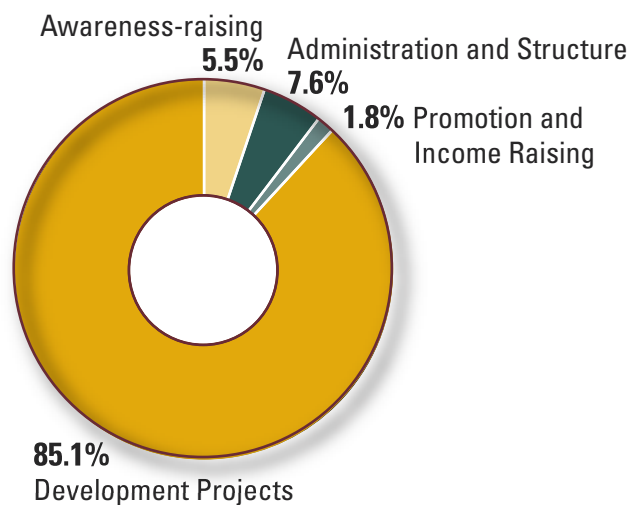


\* Private subvencions, financial income and other private income.

## Expenses



\* Manos Unidas' Aims: Development Projects, Project Management and Awareness-raising



## Expenses allocation criteria

The expenses shown on page 20 are classified in **Manos Unidas' Aims** and **Operating Costs**.

### ● MANOS UNIDAS' AIMS:

- **Awareness-raising.** This section contains the expenses of the Education for Development Area, including those of personnel hired exclusively for preparing educational materials, coordinating campaigns, holding forums and seminars, etc.
- **Projects.** This includes the amount of the total number of projects approved in the year.
- **Project Management.** These are the travelling expenses for trips made to identify and monitor projects, project area personnel expenses, and the auditing and financed project assessment fees.

### ● 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, i.e. Presidency costs, Human Resources, IT, General Secretariat, Quality Department, Finance, Member Management, Delegation Management and External Relations.

# Transparency

Manos Unidas is an organisation that is firmly committed to transparency in the raising, management and administration of our funds. Transparency, one of our hallmarks as an institution, is the faithful reflection of our commitment to be answerable to society for the activities they carry out. Our Annual Accounts have been audited by **Espaudit Gabinete de Auditoría S.A.** Furthermore, Manos Unidas complies with all transparency and best practice requirements by **Fundación Lealtad**, and is qualified for funding by the **Spanish Agency for International Development Cooperation**.

## External Audit

Our accounts have been audited and approved by **ESPAUDIT GABINETE DE AUDITORÍA. S.A.** Should you wish to see the full audit report, you will find it on: [www.manosunidas.org](http://www.manosunidas.org)

If you prefer a printed copy, you can request one at Manos Unidas delegations.



## Fundación Lealtad

Manos Unidas complies with all transparency and best practice requirements established for NGOs by **FUNDACIÓN LEALTAD**: [www.fundacionlealtad.org](http://www.fundacionlealtad.org)



## AECID

It has been designated by the Spanish Agency for International Development Cooperation (AECID) as a qualified body to provide optional funding for collaboration agreements.



# 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 significant.

## Many thanks to all of you.

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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Manos Unidas would especially like to thank all the national, regional and local media (newspapers, magazines, radio and television channels) for broadcasting our messages and for the free publication and broadcasting of our announcements and spots.

Many, many thanks to you all

# delegations

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Concord Prize 2010

*Thanks to all that  
have made it possible!*

**Manos  Unidas**

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