



 **DARA**

Annual Report 2009

List of Content

1. General Overview	2
2. Humanitarian Response Index 2009	4
3. Disaster Risk Reduction Initiative	6
4. Evaluations, Studies, Technical Assistance	7
5. Institutional Relations, Development and Communication	10
6. Funding and Support	11
7. Human Resources	11
8. Accounts	12
9. Board	18

1. General overview

2009 was a year of strategic redefinition for DARA. A retreat was organized early in the year involving the entire DARA team, board members, members of sister organisations related to DARA's work, and external professionals expert in evaluation with whom DARA maintains a close relationship. An external team of facilitators, The Value Web, were brought in for support in order to make the most of the reflections that arose during these two days. As a result of the retreat, a Change Plan was implemented that allowed for changes to be made to DARA's strategic objectives, internal processes, and culminating in hiring of a new general director at the end of the year.

2009 was a year of strategic re definition in DARA, initiating a process of renewal in management and Board.

This final step was made effective as of January 2010.

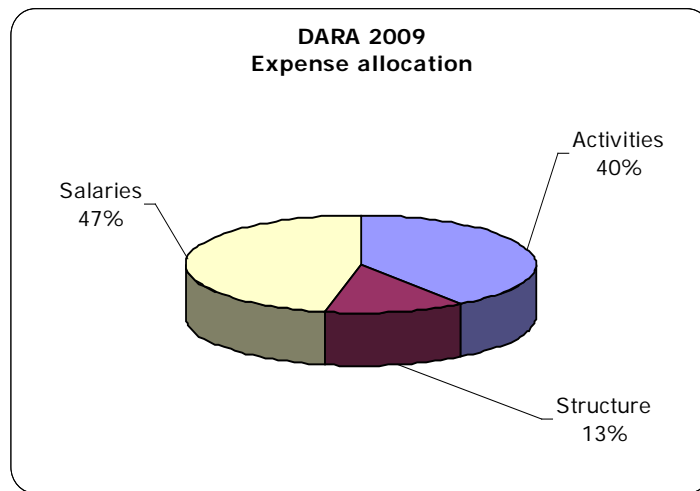
Regarding its external activity, DARA focused its efforts on the third edition of the Humanitarian Response Index (HRI), the Disaster Risk Reduction Initiative (DRRI) and the evaluations carried out for external clients. The areas of Communication and Fundraising were strengthened.

As part of its growth process in 2009, DARA addressed the internationalisation of the organisation in order to expand within the United States beyond a representation office. The reform of the US foreign aid policy by the Obama Administration was seen as an opportunity for DARA to participate in debates involving aid provided by one of the most important world donors. Additionally, presence within the US opens doors to financing channels that have not been explored until now. With these objectives in mind, DARA US was created. Possible Board Members were identified to register DARA as a non-profit organization.

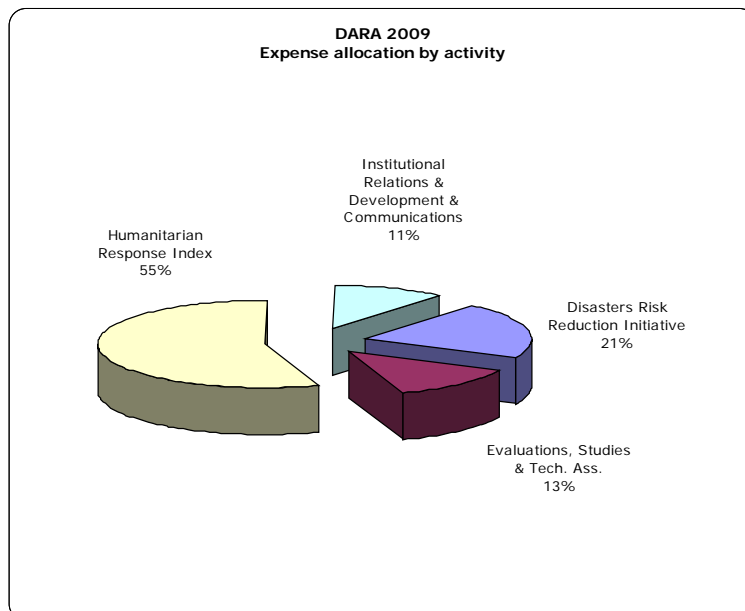
In terms of internal management, an Enterprise Resource Planning system (ERP) called Open bravo was implemented mid-year and, once fully developed, will allow for analysis of activity and expenditure data for agile decision making.

Almost in parallel, work began on defining a system of indicators provided by Ape soft. The purpose of the indicators and monthly data entry is to facilitate the monitoring of progress toward achieving the previously defined objectives and outcomes.

At the end of 2009, there was a negative result of 176,396€ (total investment and costs: 2,321,480€, total revenue 2,145,084€). This was compensated by a surplus from the previous year. Investments amounted to 7,861€.



The Humanitarian Response Index (HRI) assumed a growth from 42% (2008) to 55% (2009) in terms of its weight in the distribution of expenditure by area of activity. The second block in proportional terms is the Disaster Risk Reduction Initiative (DRRI), which accounted for 21% of spending, while the year before it made up barely 6%. Evaluations and technical assistance accounted for 13% of the expenses, down from 26% last year. Finally, the area of development, institutional relations and communication brought in the remaining 11%.¹



¹ This data does not include staffing costs.

2. The Humanitarian Response Index (HRI)

The third edition of the Humanitarian Response Index (HRI) was published and began to bear fruit in terms of recognition and use within humanitarian agencies.

Some donor countries such as Germany, Canada, the European Commission, Denmark, Spain, The Netherlands, Italy and the United States acknowledged in one way or another the usefulness of the HRI to target areas for improvement in humanitarian aid. Despite initial reservations regarding the usefulness of a donor ranking or concerns surrounding the methodological robustness of the analysis, this recognition represents the result of DARA's targeted communication efforts made to dispel raised concerns.

In 2009 we saw increased recognition and acknowledgement for the HRI among donors and humanitarian agencies.

The results of the HRI 2009 were presented at the Brookings Institution in Washington D.C. on November 10th, 2009 with the participation of Silvia Hidalgo (Director of DARA), Philip Tamminga (HRI Outreach Manager), Ross Mountain (Special Representative of the Secretary General and Resident Coordinator/Humanitarian of the UN in the Democratic Republic of the Congo, and future Director General of DARA), Strobe Talbott and Elizabeth Ferris of the Brookings Institution. The event was attended by a large number of people, the majority of whom belong to the humanitarian world.

Subsequently, on December 3rd, 2009, an event was held at the Caixa Forum in Madrid to present the HRI 2009 findings to the Spanish public. Here, Silvia Hidalgo and Philip Tamminga were accompanied by Aldo Ajello, former Special Representative of the European Union in the Great Lakes region; Marta Arias, Awareness and Advocacy Director of UNICEF; and Ramon Lobo, a journalist with El País. Diego Hidalgo, President of DARA, closed the event by inviting Ross Mountain to say a few words.

The project had an overall expenditure of 853,984€, of which 333,977€ correspond to staffing costs. The revenue directly attributed to the HRI (220.616€) came from royalties for the sale of the publication and a donation of 215.703€ from the AVINA Foundation.

Crises Visited

There were a total of 12 crises visited for the collection of qualitative data: Afghanistan, China, Colombia, the Democratic Republic of the Congo, Ethiopia, Georgia, Haiti, Myanmar, Somalia (from Nairobi), Sri Lanka, the occupied Palestinian territories and Timor Leste. These countries were selected to reflect the diversity of the humanitarian crises in 2009, including sudden-onset disasters, internal and regional conflicts, complex emergencies and protracted forgotten crises. This group of countries also acknowledges other factors that influence the humanitarian response such as media coverage, political interest, the funding level and the strength or weakness of the state in these different contexts. In total, more than 450 interviews were conducted with humanitarian agencies, and more than 2,000 questionnaires on donor practices were collected.

In conjunction with the qualitative data derived from surveys, the HRI is also built upon quantitative data from various reference sources, such as the Organization of Economic Cooperation and Development (OECD), the Financial Tracking Service (FTS) of the United Nations, and the European Commission Humanitarian Office (ECHO), among others. The information used to compile the country rankings is derived from a total of 58 indicators grouped into 5 pillars that correspond to the implementation of the Good Humanitarian Donorship principles (GHD). These principles were agreed upon and signed by the members of the Development Assistance Committee of the OECD.

When processing the 2009 data, DARA sought collaboration with the Analistas Financieros Internacionales (AFI) to automate databases and analysis tools as much as possible by incorporating the statistical software SPSS.

In its commitment to providing a useful tool for improving humanitarian action, DARA revised some indicators used in the first edition of the HRI, and redefined the names of the pillars as follows:

1. Responding to needs (30%)
2. Prevention, risk reduction and recovery (20%)
3. Working with humanitarian partners (20%)
4. Protection and international law (15%)
5. Learning and accountability (15%)

Publication

The HRI 2009 book was published by the British publisher, Palgrave MacMillan for the third year. In addition to products derived directly from the analysis of the HRI data such as crisis reports, donor country profiles, a chapter explaining the overall conclusions of the analysis and the methodology used (including a detailed technical annex), articles by external authors regarding needs analysis were also included, as detailed below:

- Archbishop Desmond Tutu; *Foreword*
- Frederick Barton y John Ratcliffe; *Driving Change in the Humanitarian World: A Historic Opportunity for the United States*
- Elizabeth Ferris, *Invisible Actors: The Role of National and Local NGOs in Humanitarian Response*
- Bekele Geleta, *Addressing the Crises: Renewing Partnerships and Innovating Support*
- Raymond C. Offenheiser, *The Right to Survive: Humanitarian Challenges and Solutions for the 21st century*

3. The Disaster Risk Reduction Initiative (DRRI)

The Disaster Risk Reduction Initiative is an area of work which groups multiple activities , focused on disaster risk reduction; a field of intervention which is progressively receiving more international investment in effort and resources.

The overall expenditure amounted to 195,411€ (over 82,369€ personnel), with revenues of 263,960€.

This initiative seeks to improve risk reduction mechanisms in Central America and the Caribbean

- Risk Reduction Index, RRI
Revenue 208,947€
Expenses and investment **211,807€**

The bulk of the DRRI activity in 2009 was centred on the RRI project which was given momentum by a 12 month grant from the AECID. Methodology for collecting and analysing data was worked on throughout the year. Field data collection (initially planned for 2009 but delayed to early 2010), is planned to take place in Costa Rica, Cuba, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Nicaragua, Panama, the Dominican Republic, and Trinidad and Tobago.

The objective of the project is to promote and improve the mechanisms and practices of disaster risk reduction at national and local level policies in Central America and the Caribbean, thus contributing to reduce the impact of natural phenomena in the most vulnerable local communities in Central America and the Caribbean.

- PREDECAN Baseline - Creation of a Baseline to Formulate Indicators for Risk Management in the Andean Subregion
Revenue 49,500€
Expenses and investment 43,116€
- EC Raising the bar - Raising the bar: Towards Enhanced Cooperation and Coherence in Transatlantic Governance of Natural Disaster Relief and Preparedness
Revenue 5,513€
Expenses and investment -217€

4. Evaluations, studies and technical assistance.

In 2009, DARA presented a total of 15 proposals in response to bids, tenders and direct invitations to offer evaluation services, studies and technical assistance. Of the 15, 8 were awarded to DARA. In addition, some studies that started in 2008 continued well into 2009.

Through evaluations and technical assistance, DARA received 305,826€. Expenditures amounted to 188,970€ plus 168,901€ in personnel, which include the expenditure invested in proposal preparation for tenders, and internal processes such as the related task force or learning days.²

In general, the international response positively added to national response mechanisms

² The expenditure and income data relate to what was undertaken in 2009. Some of the projects started in 2008, and others extend some months in 2010. Thus, budget implementation here can only be partial reflected for these projects.

* Data include staffing costs.

Evaluation	Revenue	Expenses / investment
DG ECHO . Evaluation of Actions in Saharawi refugee camps	89,138€	47,084€
UNICEF . Review of the 2007 UN Emergency Response in Mexico	16,490€	27,857€
World Food Programme (WFP) Evaluation of Assistance to Vulnerable Populations Timor Leste	14,419€	5,720 €
Spanish Development Agency.AECID Diagnosis of the Spanish Cooperation Aid in the Health sector	26,991€	22,663€
FRIDE . Comparative analysis of the Spanish Cooperation Intervention Models. Case studies in oPt, Haiti/Panama and Mozambique, FRIDE	22,779€	5,532 €
Spanish Development Agency.AECID Technical Assistance to CERF support	6,000€	1,850€
CECOD . Course on Evaluation of Development Cooperation, CECOD	400€	595€
UNICEF Regional training course for Asia–Pacific: approaching monitoring and evaluation as a strategic function	4,222€	4,402€

Evaluation	Revenue	Expenses / investment
Escuela de Organización Industrial (EOI) Online Master on Sustainable Development and corporate social responsibility,	750€	815€
The International Committee of the Red Cross (ICRC) Evaluation of the relevance and effects of operational position on Internally Displaced Persons	16,895€	15,161€
SIDA , Joint Follow-up Evaluation of the Tsunami Evaluation Coalition Linking Relief, Rehabilitation and Development (LRRD 2)	53.488€	22.524€
World Food Programme (WFP) , Evaluation of the School Feeding Programme in Mozambique	22.396€	7.958€
Spanish Red Cross. Evaluation of building projects of <i>the Plan Especial Maremoto</i>	0€	2.230€
DANIDA. Concept Note on Danida's Education Programme in Nicaragua	3,866€	766 €
Fundación para la Cooperación y Salud Internacional , Instituto de Salud Carlos III Evaluation of Strengthening Health Sector in Gizah project,	16,625 €	14,117€
Regional Government, Balearic Isles. Spain. Evaluation Regional Government's Development Program	0€	11.092€

5. Institutional relations, development and communication.

The investment to attend international forums, memberships and training .As every year, attendance to the ALNAP 2009 meeting, in London, was one of the highlights.

Furthermore, a new fundraising strategy to diversify sources of funding for the organisation was approved, and will ensure sustainability for the organisation in the coming years.

Mindful of the importance of online communication, DARA's website was redesigned, with the objective of disseminating DARA's work, and reaching wider audiences. Additionally an agreement was made with the humanitarian news website Reuters Alert Net so DARA can now post its news on this site.

DARA continued to invest in enhancing outreach, being present in key humanitarian forum across the world.

In 2009, DARA participated in international forums related to:

- *World Conference on Humanitarian Studies*, Groningen, the Netherlands, February 4-6 2009
- UNIFEM presentation in Madrid, February 10 2009
- *Kofi Annan Foundation*, Geneva, March 30-31st 2009
- Conrad N. Hilton Humanitarian Prize, Washington DC, September 21st 2009
- *Clinton Global Initiative (CGI)*, New York , September 22-25 2009

6. Funding and support

During 2009 DARA continued counting on the support of private philanthropy, foundations and public grants to carry out its mission. We also invested income generated by the evaluations and technical assistance we provide.

Special acknowledgement is due to the AVINA Stiftung, The Dutch Postcode Lottery, Agility and private philanthropist Mr. Diego Hidalgo for their continued support for ***The Humanitarian Response Index***- which would not have been possible without their generous financial contributions.

The Disaster Risk Reduction Initiative was made possible by grants from the Spanish Ministry of Foreign Affairs and Development's International Development Agency (AECID) and the Regional Government of Madrid, Comunidad Autónoma de Madrid.

7. Human Resources

Throughout 2009, new employees joined DARA, bringing their commitment and wealth of expertise to the following positions: Deputy Director, Director of Communications, Website and Communications Officer, Executive Secretary, Researcher, Research Intern, Database Designer.

Through an agreement with Yale University, during the months of June and July trainees from Yale have joined DARA's team to assist in tasks related to The Humanitarian Response Index. In 2009, highly qualified external consultants continued to reinforce and contribute to the activities of The Humanitarian Response Index and key evaluation projects.

8. Independent auditor's report

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Translation into English from the original in Spanish

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INDEPENDENT AUDITOR'S REPORT ON THE ABBREVIATED ANNUAL ACCOUNTS FOR THE 2009 FINANCIAL YEAR

To the Board of
FUNDACIÓN DARA INTERNACIONAL

1. We have audited the annual accounts of FUNDACIÓN DARA INTERNACIONAL, consisting of the abbreviated balance sheet at 31 December, 2009, the abbreviated Profit and Loss Account and the abbreviated Annual Report relating to the financial year ended at that date, the preparation of which is the responsibility of the Foundation's Board. Our responsibility is to express an opinion on these annual accounts as a whole, based on the work carried out in accordance with generally accepted auditing standards which include examination, performing selective tests, of the evidence supporting the annual accounts and evaluation of their presentation, of the accounting principles applied and the estimates made.
2. In accordance with the mercantile legislation, the members of the Board present, for the purposes of comparison with each item of the abbreviated Balance Sheet, abbreviated Profit and Loss Account and abbreviated Annual Report, in addition to the figures for 2009, those for the previous financial year. Our opinion refers exclusively to the annual accounts for the 2009 financial year. On 2 June 2009, we issued our audit report on the annual accounts for the 2008 financial year, in which we gave an opinion without qualifications.
3. In our opinion, the attached abbreviated annual accounts for 2009 express, in all significant respects, a true and fair view of the net worth and financial situation of the FUNDACIÓN DARA INTERNACIONAL at 31 December 2009 and the results of its operations for the financial year ended on that date, and contain the necessary and sufficient information to adequately interpret and understand them, in accordance with the generally accepted accounting standards and principles in Spanish law that are applicable and which are the same as those applied in the previous financial year.

AUREN AUDITORES



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[illegible signature]

Juan José Jaramillo
Auditor Partner

INSTITUTE OF
AUDITORS
OF SPAIN

Acting member:
AUREN CENTRO AUDITORES
Y CONSULTORES, S.L

Year 2010 N° 01/10/0514
Assn. fees: 80.00 EUR

.....
This report is subject to the
applicable levy laid down in Act
44/2002 of 22 November
.....

Madrid, 17 May 2010

DARA Internacional-ANNUAL ACCOUNTS- 2006 FINANCIAL YEAR

2

Signed: Diego Hidalgo Schnur
President

Signed: Marta Marañón Medina
Secretary



DANIEL JORDÀ TORMO
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FUNDACIÓN DARA INTERNACIONAL

ABBREVIATED BALANCE SHEET AT 31 DECEMBER 2009

Accounts N°	ASSETS	Notes	2009	2009
	A) NON-CURRENT ASSETS		436,555.01	219,608.88
20 (280), (290)	I. Intangible Fixed Assets	5	24,142.75	39,291.47
230, 231, 232, 233, 234, 239 (2921)	II. Historical Assets			
21, (281), (291), 23	III. Tangible Fixed Assets	7	146,677.85	171,580.33
22, (282), (292)	IV. Property investments			
2403, 2404, 2413, 2414, 2423, 2424, (2493), (2494), (2933), (2934), (2943), (2944), (2953), (2954)	V. Long-term Investments in companies and enterprises of the group and associates			
2405, 2415, 2425, (2495), 260, 251, 252, 253, 254, 255, 258, (259), 26, (2935), (2945), (2955), (296), (297), (298)	VI. Long-term investments	8 - 9	265,734.40	8,637.08
474	VII. Assets due to deferred tax (**)			
	B) CURRENT ASSETS		877,232.82	1,010,845.71
580, 581, 582, 583, 584, (599)	I. Non-current assets held for sale (*)			
30, 31, 32, 33, 34, 35, 36, (39), 407	II. Inventories			
446, 447, (495)	III: Users and other receivables from own business	11	214,800.27	360,514.00
430, 431, 432, 433, 434, 435, 436, (437), (490), (493), 44, 460, 470, 471, 472, 544	IV. Trade receivables and other accounts receivable	4 - 9	261,213.91	303,141.62
5580	V. Founders/associates for calls on capital			
5303, 5304, 5313, 5314, 5323, 5324, 5333, 5334, 5343, 5344, 5353, 5354, (5393), (5394), 5523, 5524, (5933), (5934), (5943), (5944), (5953), (5954)	VI. Short-term investments in companies and enterprises of the group and associates.			
5605, 5315, 5325, 5335, 5345, 5355, (5395), 540, 541, 542, 543, 545, 546, 547, 548, (549), 551, 5525, 5590, 565, 566 (5935), (5945), (5955), (596), (597), (598)	VII. Short-term investments	8 - 9	13,666.00	13,390.07
480, 567	VIII. Short-term adjustments	4		23,900.41
57	XI. Cash and other monetary assets	9	387,552.74	309,899.61
	TOTAL ASSETS (A + B)		1,313,787.93	1,230,354.59

DARA Internacional-ANNUAL ACCOUNTS- 2008 FINANCIAL YEAR

Signed: Diego Hidalgo Schnur
President

Signed: Daniela Vanina Mamone
Secretary



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FUNDACIÓN DARA INTERNACIONAL
ABBREVIATED BALANCE SHEET AT 31 DECEMBER 2009

ACCOUNTS N°	EQUITY AND LIABILITIES	Notes	2009	2008
	A) NET WORTH		1,036,843.95	1,044,234.63
	A-1) Equity	12	274,388.66	450,781.29
	I. Endowment fund	12	30,000.00	30,000.00
10	1. Endowment fund	12	30,000.00	30,000.00
196, 197	2.(Endowment fund not called/calls on capital not made)*			
112, 113, 114, 119	II. Reserves	12	195,799.54	195,799.54
120, (121)	III. Surpluses from previous financial years.**	12	224,981.75	
129	IV. Surplus from the financial year	3	-176,394.63	224,981.75
133, 1340, 137	A-2) Adjustments for change of value. (*)**			
130, 131, 132	A-3) Subsidies, donations and capital legacies and other.	13	762,457.30	593,453.34
	B) NON-CURRENT LIABILITIES		0.00	0.00
14	I. Long-term provisions.			
	II. Long-term debts			
1605, 170	1. Debts with credit institutions			
1625, 174	2. Leasing creditors			
1615, 1635, 171, 172, 173, 175, 176, 177, 179, 180, 185	3. Other long-term debts			
1603, 1604, 1613, 1614, 1623, 1624, 1633, 1634	III. Long-term debts with group entities and associates.			
479	IV. Liabilities for deferred tax. (**)			
181	V. Long-term adjustments			
	C) CURRENT LIABILITIES		276,943.97	186,119.96
585, 586, 587, 588, 589	I. Liabilities associated with non current assets held for sale. (*)			
499, 529	II. Short-term provisions			
	III. Short-term debts.	4 - 10	8,159.82	7,535.29
5101, 520, 527	1. Debts with credit institutions	4 - 10	8,159.82	4,883.80
5125, 524	2. Leasing creditors			
(1304), (1044), (190), (192), 194, 500, 505, 506, 509, 5115, 5135, 5145, 521, 522, 523, 525, 526, 528, 551, 5525, 555, 5565, 5566, 5595, 580, 561	3. Other short-term debts.	4 - 10		2,651.49
5103, 5104, 5113, 5114, 5123, 5124, 5133, 5134, 5143, 5144, 5523, 5524, 5563, 5564	IV. Short-term debts with companies and entities of the group and associates.			
412	V. Beneficiaries-Creditors		2,174.99	
	VI Trade payables and other payables	4 - 10	266,609.16	178,584.67
400, 401, 403, 404, 405, (406)	1. Suppliers			
41, 438, 465, 475, 476, 477	2. Other creditors	4 - 10	266,609.16	178,584.67
485, 568	VII. Short-term adjustments			
	TOTAL EQUITY AND LIABILITIES (A + B + C)		1,313,787.93	1,230,354.59

* Negative

** Positive or negative

DARA Internacional-ANNUAL ACCOUNTS- 2008 FINANCIAL YEAR

Signed: Diego Hidalgo Schnur
President

Signed: Daniela Vanina Mamone
Secretary



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FUNDACIÓN DARA INTERNACIONAL
 PROFIT AND LOSS ACCOUNT AT 31 DECEMBER 2009

ACCOUNTS N°		Notes	CREDIT (DEBIT) 2009	CREDIT (DEBIT) 2008
	1. Entity's revenues from its own activity	13	1,770,438.00	2,628,299.83
720, 721	a) Users' and affiliates' quotas			
722, 723	b) Revenues from promotions, sponsors collaborations			
740	c) Subsidies, donations and legacies attributed to results of the financial year.	13	1,770,438.00	2,628,299.83
(658)	d) Repayment of subsidies, donations and legacies			
	2. Monetary relief and other**	16	-17,859.13	-25,873.23
650, 651, 652	a) Monetary relief	16	-17,859.13	
653, 654	b) Collaboration and governing body expenses			
728	c) Repayment of relief and allocations			
70	3. Sales and other ordinary income from commercial activity	16	360,839.50	451,580.09
(6930), 71, 7930	4. Variation of stocks of finished and semi-finished products.**			
73	5. Own expenses capitalised			
(600), (601), (602), 606, (607), 608, 609, 61*, (6931), (6932), (6933), 7931, 7932, 7933	6. Procurement.*			
	7. Other operating income	16	4,912.32	
75	a) Ancillary income and other current management income			
74	b) Operating subsidies, donations and legacies attributed to the results of the financial year relating to commercial activity.			
747	c) Other subsidies, donations and legacies transferred to the results of the financial year.			
(64)	8. Employee costs.*	16 - 17	-1,159,960.76	-1,253,608.39
(62), (631), (634), 636, 639, (65), (694), (695), 794, 7954	9. Other operating expenses.*	16 - 17	-1,086,931.20	-1,521,693.06
(68)	10. Depreciation of Fixed Assets.*	5 - 7	-47,965.19	-49,821.22
	11. Capital and other subsidies, donations and legacies related to commercial activity transferred to the results of the financial year.			
7461	a) Related to own activity.			
7462	b) Related to commercial activity			
7951, 7952, 7955	12. Excess provisions			
(670), (671), (672), (690), (691), (692), 770, 771, 772, 790, 791, 792	13. Impairment and results of selling fixed assets.**	16		-10,145.21
	14. Extraordinary Results	16	5,583.22	2,826.44
	A) OPERATING RESULTS (1+2+3+4+5+6+7+8+9+10+11+12+13)		-170,945.24	221,565.25
760, 761 762, 769	15. Financial income	4	3,955.40	6,207.09
(660), (661), (662), (664), (665), (669)	16. Financial expenses.*			
(663), 763	17. Variations in reasonable value in financial instruments.**			
(668), 768	18. Exchange rate differences.**	6	-9,404.79	-2,790.59

DARA Internacional-ANNUAL ACCOUNTS- 2008 FINANCIAL YEAR

Signed: Diego Hidalgo Schnur
 President

Signed: Daniela Vanina Mamone
 Secretary



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(666), (667), (673), (675), (696), (697), (698), (699), 786, 773, 775, 796, 797, 798, 799	19. Impairment and result of sales of financial instruments.**			
	B) FINANCIAL RESULT (15+16+17+18+19)		-5,449.39	3,416.50
	C) RESULT BEFORE TAX (A+B)		-176,394.63	224,981.75
(6300)*, 6301*, (633), 638	20. Taxes on profits. **			
	SURPLUS FOR THE FINANCIAL YEAR (C-20)		-176,394.63	224,981.75

Don Daniel Jordà Tormo, Intérprete Jurado de inglés, certifica que la que antecede es traducción fiel y completa al inglés de un documento redactado en español, que se adjunta a la presente.
En Barcelona, a 21 de septiembre de 2010

*Daniel Jordà Tormo, Sworn Translator for English, certifies that the above is a true and full translation into English of a document in Spanish, which is attached herewith.
In Barcelona, on 21 septiembre 2010*

DANIEL JORDÀ TORMO
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