

Company no. 1544957
Charity no. 282305

Minority Rights Group
Report and Financial Statements
31 December 2008

sayer vincent

consultants and auditors

Minority Rights Group

Reference and administrative details

For the year ended 31 December 2008

Status	The organisation is a charitable company limited by guarantee, incorporated on 11 February 1981 and registered as a charity on 11 May 1981.	
Governing document	The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association. The memorandum and articles of association were amended on 15 June 1987.	
Summary of investment powers	The governing document gives Minority Rights Group the power to invest the monies of the charity not immediately required for its purposes.	
Company number	1544957	
Charity number	282305	
Registered office and operational address	54 Commercial Street London E1 6LT	
Honorary officers	Kevin Boyle Arjan Buteijn Mark Lattimer	Chair Treasurer Secretary
Principal staff	Mark Lattimer	Director
Bankers	National Westminster Bank PLC Strand Villiers House Branch 38 Strand London WC2N 5JQ	
Solicitors	Bates Wells & Braithwaite Cheapside House 138 Cheapside London EC2V 6BB	
Auditors	Sayer Vincent Chartered accountants and registered auditors 8 Angel Gate City Road London EC1V 2SJ	

Minority Rights Group

Report of the Council

For the year ended 31 December 2008

The Council of Management presents its report and the audited financial statements for the year ended 31 December 2008.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities (revised March 2005).

Structure, governance and management

Minority Rights Group (MRG) is a charitable company limited by guarantee and its governing document is its memorandum and articles of association.

The governing body of MRG is an international Council. This is currently chaired by Kevin Boyle and has 11 members. Membership of the Council is kept broadly balanced and includes members from different world regions and members of minority communities. Because of MRG's broad constituency and global remit, Council members do not represent any one particular community but rather ensure that MRG addresses minority rights needs and issues globally. Members of the charity guarantee to contribute an amount not exceeding £10 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 December 2008 was 13 (2007 - 12). Members of the Council are members of the charity but this entitles them only to voting rights.

One third of Council members retire in rotation each year (but can be re-elected). Council members serve a maximum of 6 consecutive years (or 8 in the case of officers). As Council members step down, new Council members are identified who have particular skills, or who could bring relevant experience and expertise to the charity. New Council members are encouraged to visit MRG's offices for briefings with staff as part of the induction process. They are provided with relevant documents and access to information about the governance and the work of the charity.

The Council decides the organisational budget, approves the accounts, appoints the auditors and sets the strategic direction for MRG. All major new programme proposals are reviewed and agreed by the Council before they are implemented. The Council has established a sub-committee (the Finance and General Purposes Committee) which usually meets three times each year to ensure proper oversight of MRG's financial processes and procedures. The sub-committee also considers personnel, risk management and property issues.

Day to day management of the Charity is carried out by a Management Team of 5 senior staff led by the Executive Director who reports to the Council. MRG has two offices in Hungary and Uganda and cooperates with a number of like-minded charities to achieve common goals.

The Council and the Finance and General Purposes Committee regularly assess the risks to which the organisation is exposed. The Council has assessed the major risks that could affect MRG and is satisfied that systems are in place to mitigate exposure to these risks.

Objectives, activities and achievements

MRG's objects are to promote studies, educate the public and disseminate knowledge about the problems of minority groups around the world.

Minority Rights Group

Report of the Council

For the year ended 31 December 2008

MRG's aims are to secure the rights of minorities and indigenous peoples and to promote cooperation and understanding between communities. 2008 was the final year of a four-year strategic period spanning 2005-2008. For this period, MRG has had the following 6 planned outcomes:

1. Increased public participation by minorities and indigenous peoples. This was achieved through a variety of training programmes designed to give minority activists the skills and confidence to carry out advocacy and promote the human rights of their communities. Training events took place in the Great Lakes region of Africa, Hungary, Turkey, Uganda, South Africa and South East Europe. After training events, MRG also supports partner organisations to prepare and run advocacy projects and this work was going on during 2008 across Africa, in 7 states in South East Europe, 4 states in South Asia as well as Turkey, Iraq, Indonesia, Syria and Sri Lanka.
2. Positive changes in national legislation, policy and practice. Campaigns run by MRG and by partners, when successful, result in long-term changes to bring national-level policies and practices in line with universal human rights standards. In 2008 we contributed to campaigns that achieved better recognition of the rights of certain minorities in Iraq, Botswana, to the establishment of an Ombudsman in Nicaragua and on a case setting a precedent in Belgium on the issue of Sikh boys wearing a headcovering in schools.
3. Strengthening of international mechanisms and standards. Our work this year focused particularly on UN mechanisms protecting minorities and indigenous peoples. We supported the renewal of the mandate of the UN Independent Expert on Minority Issues as well as supporting partners to attend the first ever UN Minority Forum. Other work focused on shadow reports or advocacy at the UN focused on Botswana, Rwanda, Sri Lanka, Sudan and the United Kingdom with regard to Diego Garcia.
4. Improved international development cooperation for minorities and indigenous peoples. Work on this continued in Ethiopia, Kenya and Uganda as well as some work in DRC, Rwanda and Peru. MRG continued to advise UNDP and SDC with consultancy support on minorities and development issues.
5. Increased awareness and understanding of inter-ethnic and inter-religious issues. Work highlighting how textbooks can undermine inter-community understanding took place in Bangladesh, India and Pakistan. We continued to draw attention to minority issues around the world through the media and through our website; both of these areas developed significantly in 2008 with the launch of two online campaigns. We also published a new edition of the flagship report, "State of the World's Minorities".
6. Prevention of violent conflict in situations involving minorities. Work continued on Iraq and Sri Lanka. MRG drew attention to the minority rights abuses that are at occurring in many conflict situations, published briefings on Sri Lanka and Kenya. We were also asked to deliver training to EC officials on minority rights.

Minority Rights Group

Report of the Council

For the year ended 31 December 2008

Plans for future periods

MRG has adopted new strategic statements for the period 2009 - 2012. The new statements develop out of our previous work with the addition of a new emphasis on reducing poverty and ending discrimination, strengthening international systems for minority protection, and challenging and changing discriminatory attitudes. Programmes will continue in Africa, Asia and South East Europe. We are also planning new work in Latin America, Central Asia and the Middle East. We will continue to seek to persuade decision makers to respect minorities, and treat them equally and with dignity.

Financial review

During the year under review, Minority Rights Group achieved an income of £2.75m, an increase of 26% on income achieved in the previous year (2007). Significant and continuing financial support was received from Cordaid, DanChurchAid, Doen Foundation, The Erikson Foundation, Baring Foundation, John Kellerman Foundation, King Baudouin Foundation, Alan and Babette Sainsbury, Matrix Causes Fund, the Lee Foundation, the Charles Stewart Mott Foundation, the Sigrid Rausing Trust, Sheri Rosenberg, the estate of Lev Weinstock, the Governments of Canada, Denmark, Finland, Hungary, Ireland, the Netherlands, Norway, Sweden, Switzerland, and the United Kingdom; the Council of Europe, the UN High Commissioner for Refugees and the European Commission. These grants are greatly appreciated by the charity.

The charity's overall expenditure in 2008 amounted to £2.2m an increase of 7.4% on the previous year. An operating surplus of £166,904 was generated on unrestricted general funds but as £160,008 of the unrestricted income relates to 2009 activities, this amount was transferred from general to designated funds leaving a surplus of £6,895 for the year on the general fund and raising the designated fund balance to £203,772. This will be used for 2009 activities.

Reserves policy

The Council considers that there are sufficient reserves held at the year end to avoid an unacceptable level of disruption to the organisation in the event of a downturn in future income, and there is a reasonable expectation that the charity has adequate resources to continue in operation for the foreseeable future.

In order to ensure continuity of operations in case of temporary loss of funding and provide an adequate buffer to cushion the effect of temporary cash flow difficulties, MRG aims to establish a level of unrestricted reserves sufficient to cover essential core running costs for 6 months.

For the year 2009, the level of reserve required is £432,496. Performance against this is measured quarterly by management and reviewed half yearly by the F&GP committee of the council.

Investment policy and performance

For the level of investment and surplus funds available to the charity, it aims to secure the maximum return possible for minimal risk and a suitable degree of liquidity. Due to the downturn in the stock market, the value of the charity's investment portfolio decreased by £78,449 or 35.8% (0.3% increase in 2007) of its value at the start of the year.

Minority Rights Group

Report of the Council

For the year ended 31 December 2008

Grant making policy

MRG does not generally make grants to other organisations, but funds are provided to partners for production of reports, translations, and other follow-up activities arising from training events and workshops. The disbursement of these funds is governed by contracts that specify the work to be carried out by the partner, their reporting requirements, deadlines for completion of work, and the disbursement schedule for tranches of funds. MRG also provides small capital grants for partners for IT equipment as a component of some of its programmes. For these grants, partners must provide a motivation for the use of the equipment, and copies of purchase invoices to verify that funds have been utilised for the intended purpose.

Movement in funds

Please refer to note 13 of the accounts for a detailed analysis of the movement in funds.

Statement of responsibilities of the Council of Management

The Council is required to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including the net income or expenditure, for the period. In preparing those financial statements the Council is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Council is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of charity and which enable them to ensure that the financial statements comply with the Companies Act 1985. The Council is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the members of the Council confirms that to the best of his/her knowledge there is no information relevant to the audit of which the auditors are unaware. Each member of the Council also confirms that they have taken all necessary steps to ensure that they themselves are aware of all relevant audit information and that this information has been communicated to the auditors.

Minority Rights Group

Report of the Council

For the year ended 31 December 2008

Members of the Council

The Council of Management who served during the year and up to the date of this report were as follows:

Ade Adeniji	(Appointed April 2008)
Kevin Boyle	(Chair)
Miriam Hooker	
Mukesh Kapila	
Mehr Khan Williams	(Appointed April 2008)
Lekha Klouda	(Chair of the Finance & General Purposes Committee)
Reem Mazzawi	
Ann Marie Mijnsbergen	(Resigned April 2008)
John Packer	
Lydia Ramahobo	
Stella Tamang	
Arjan Buteijn	(Appointed April 2009)
Chaloka Beyani	(Resigned April 2008)
Steven Burkeman	(Resigned April 2008)

Auditors

Sayer Vincent were re-appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

Approved by the Council on 25 April 2009 and signed on their behalf by



Mark Lattimer
Chief Executive & Company Secretary



Lekha Klouda
Director (& Chair of Finance & General
Purposes Committee)

Independent auditors' report

To the members of

Minority Rights Group

We have audited the financial statements of Minority Rights Group for the year ended 31 December 2008 which comprise the statement of financial activities, balance sheet and related notes. These financial statements have been prepared in accordance with the accounting policies set out therein.

This report is made solely to the charitable company's members, as a body, in accordance with section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the council and auditors

The responsibilities of the council (who are also the directors of Minority Rights Group for the purposes of company law) for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), are set out in the statement of responsibilities of the council.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you whether the information given in the annual report of the council is consistent with the financial statements. In addition, we report to you if, in our opinion, the charitable company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding the council's remuneration and other transactions is not disclosed.

We read the annual report and consider the implications for our report if we become aware of any apparent misstatements within it.

Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the council in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Independent auditors' report


To the members of

Minority Rights Group

Opinion

In our opinion:

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice of the charitable company's state of affairs as at 31 December 2008 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended; and
- the financial statements have been properly prepared in accordance with the Companies Act 1985; and
- the information given in the report of the council is consistent with the financial statements.



18 May 2009

SAYER VINCENT
Chartered accountants & registered auditors
London

Minority Rights Group

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 December 2008

	Note	Restricted £	Designated £	General £	2008 Total £	2007 Total £
Incoming resources						
<i>Incoming resources from generated funds</i>						
Voluntary income	2	-	-	781,791	781,791	641,808
Investment income		-	-	4,471	4,471	3,951
<i>Incoming resources from charitable activities</i>						
Advocacy & Projects		1,899,226	-	-	1,899,226	1,498,016
Publications		-	-	10,727	10,727	12,110
Consultancy		-	-	7,330	7,330	5,226
Other income		-	-	45,642	45,642	22,997
Total incoming resources		<u>1,899,226</u>	<u>-</u>	<u>849,961</u>	<u>2,749,188</u>	<u>2,184,108</u>
Resources expended						
<i>Costs of generating funds:</i>						
Costs of generating voluntary income		-	-	110,599	110,599	108,173
<i>Charitable activities</i>						
Advocacy & Projects		1,524,256	-	410,589	1,934,845	1,820,069
Advocacy Support		-	-	11,489	11,489	32,616
Project support		-	-	40,219	40,219	23,828
Publications		-	-	67,419	67,419	55,116
Consultancy		-	-	13,660	13,660	275
Governance costs		-	-	29,083	29,083	15,793
Total resources expended	3	<u>1,524,256</u>	<u>-</u>	<u>683,058</u>	<u>2,207,314</u>	<u>2,055,870</u>
Net incoming resources before transfers	4	374,970	-	166,904	541,874	128,238
Gross transfers between funds		79,686	80,322	(160,008)	-	-
		<u>41,485</u>	<u>(41,485)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net incoming resources before other gains and losses		496,141	38,837	6,895	541,874	128,238
Unrealised investment (loss)/gains	8	-	-	(78,449)	(78,449)	709
Unrealised gains on foreign exchange	15	-	-	130,868	130,868	-
Net movement in funds		496,141	38,837	59,315	594,293	128,947
Funds at the start of the year		<u>340,717</u>	<u>164,935</u>	<u>274,577</u>	<u>780,229</u>	<u>651,282</u>
Funds at the end of the year		<u><u>836,858</u></u>	<u><u>203,772</u></u>	<u><u>333,892</u></u>	<u><u>1,374,522</u></u>	<u><u>780,229</u></u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 13 to the financial statements.

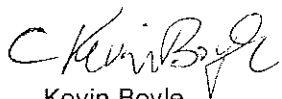
Minority Rights Group (Limited by guarantee)


Balance sheet

As at 31 December 2008

	Note	£	2008 £	2007 £
Fixed assets				
Tangible fixed assets	7		31,741	41,754
Investments	8		<u>140,389</u>	<u>218,838</u>
			172,130	260,592
Current assets				
Stock	9	12,760		24,260
Debtors	10	469,151		284,326
Short term deposit		250,000		-
Cash at bank and in hand		<u>562,325</u>		<u>333,574</u>
		1,294,237		642,160
Creditors: amounts due within 1 year	11	<u>91,845</u>		<u>122,523</u>
Net current assets			<u>1,202,392</u>	<u>519,637</u>
Net assets	12		<u>1,374,522</u>	<u>780,229</u>
Funds				
Restricted funds	13		836,858	340,717
Unrestricted funds				
Designated fund			203,772	164,935
General fund			<u>333,892</u>	<u>274,577</u>
Total funds			<u>1,374,522</u>	<u>780,229</u>

Approved by the directors on 25 April 2009 and signed on their behalf by


Kevin Boyle
Chair


Lekha Klouda
Director (& Chair of Finance & General
Purposes Committee)

Minority Rights Group

Notes to the financial statements

For the year ended 31 December 2008

1. Accounting policies

- a) The financial statements have been prepared under the historical cost convention as modified by the inclusion of investments at market value, and in accordance with applicable accounting standards and the Companies Act 1985. They follow the recommendations in the Statement of Recommended Practice, Accounting and Reporting by Charities (issued in March 2005).
- b) Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities when receivable. Intangible income is recognised as an incoming resource where the provider of the service has incurred a financial cost. Volunteer time is not included in the financial statements.
- c) Grants are recognised in full in the statement of financial activities in the year in which they are received or receivable whichever is earlier. Grants paid in arrears are deemed to be receivable when the related expenditure has been incurred. Grants received in advance for a specific future accounting period are deferred until such time as they are allowed to be expended.
- d) Income received from overseas is translated at the sterling amount on the day of receipt. Costs incurred overseas are stated at the actual rate at the time of translation. Foreign funds held are valued in sterling at the bank rate at the end of the year.
- e) Interest and dividends are recognised when receivable.
- f) Subscriptions are included in income in the year in which they fall due.
- g) Resources expended are recognised in the period in which they are incurred. Resources expended include attributable VAT which cannot be recovered.
- h) Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the basis of actual staff time attributable to each activity.

Governance costs include the management of the charitable company's assets, organisational management and compliance with constitutional and statutory requirements.

- i) Advocacy and Project support costs comprise costs incurred in supporting advocacy and project activities which are not covered by specific restricted fund grants.

Other support costs comprise costs incurred in running the charity, which cannot be directly allocated to the charity's projects or fundraising.

Minority Rights Group

Notes to the financial statements

For the year ended 31 December 2008

1. Accounting policies (continued)

- j) The costs of generating funds relate to the costs incurred by the charitable company in raising funds for the charitable work.
- k) Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund together with a fair allocation of management and support costs.
- l) Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity.
- m) Designated funds are unrestricted funds earmarked by the Council of Management for particular purposes.
- n) Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Furniture and equipment	3 years
Fixtures, fittings, plant and machinery	duration of lease for office premises

Items of equipment are capitalised where the purchase price exceeds £250. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

- o) Investments held as fixed assets are revalued at mid-market value at the balance sheet date. The gain or loss for the period is taken to the statement of financial activities.
- p) Stocks of publications for resale are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks.
- q) Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities in the year in which they fall due.
- r) The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charity to the fund. The charity has no liability under the scheme other than for the payment of those contributions.
- s) The results of the Hungarian and Ungandan offices have been consolidated into the accounts on a line by line basis.

Minority Rights Group

Notes to the financial statements

For the year ended 31 December 2008

2. Voluntary income

	2008	2007
	£	£
TBH Brunner Charitable Trust	1,000	1,000
Christian Aid	-	20,000
Ministry for Foreign Affairs of Finland	100,000	62,293
The Sigrid Rausing Trust	120,000	120,000
ICCO	-	29,625
Lee Foundation	10,000	10,000
Netherlands Ministry of Foreign Affairs	140,098	104,994
The Pilkington General Charitable Trust	1,500	-
The Eva Reckitt Trust	1,000	1,000
Swedish International Development Cooperation Agency	184,248	173,450
Doen Foundation	55,601	13,786
Alan and Babette Sainsbury	5,000	10,000
S. Rosenberg	-	4,632
Joffe Charitable Trust	-	2,500
Rathbone Trust Company	2,000	2,000
Cordaid	150,009	82,970
Wim Jacobs	2,375	-
Lev Weinstock- Legacy	6,506	-
Donations and other income	2,454	3,558
	<u>781,791</u>	<u>641,808</u>

Minority Rights Group

Notes to the financial statements

For the year ended 31 December 2008

3. Charitable expenditure

	Costs of generating voluntary income	Advocacy & Projects	Advocacy Support	Project Support	Publications	Consultancy	Governance costs	Support costs	2008 Total	2007
	£	£	£	£	£	£	£	£	£	£
Staff Costs (note 5)	65,952	809,005	8,547	16,057	35,934	6,698	-	50,721	992,914	969,426
Consultancy & Volunteers	1,965	121,508	-	1,193	376	-	-	4,398	129,440	97,530
Recruitment	733	4,944	-	408	163	-	-	2,362	8,610	5,353
Staff Training & Development	1,845	7,482	133	4,755	1,361	-	-	2,959	18,535	4,443
Staff Travel	663	103,657	1,515	7,350	740	1,738	-	1,058	116,721	101,848
Regional Offices	-	6,657	-	-	-	-	-	-	6,657	8,644
Partners' Activities	36	304,097	-	8	8	-	-	116	304,265	309,578
Partner attendance at events	86	116,060	18	281	69	2,981	-	277	119,772	112,723
Training Events	27	81,068	-	6	6	-	-	86	81,193	19,682
Publications Production	538	41,120	-	62	13,056	-	-	902	55,699	97,852
Media, PR & Marketing	161	2,707	-	36	2,323	-	-	519	5,746	5,693
Communications	1,638	24,106	23	566	2,022	-	-	4,957	33,312	51,932
Office Running costs	4,339	15,512	-	734	465	10	-	5,386	26,446	22,028
Premises costs	15,612	116,716	-	3,469	6,163	1,000	-	50,306	193,266	179,338
Office Relocation	105	675	-	23	23	-	-	338	1,164	-
IT & Equipment	2,511	22,727	-	558	558	-	-	8,094	34,448	31,022
Depreciation	1,391	13,247	-	309	309	-	-	4,482	19,738	11,035
Bank charges and forex	724	5,567	5	192	161	6	-	2,333	8,988	6,264
Professional Fees	-	15,802	-	1,144	-	-	20,739	-	37,685	19,196
Charity Management & Statutory	-	86	-	-	-	-	8,344	-	8,430	2,283
Volunteers' expenses	-	4,285	-	-	-	-	-	-	4,285	-
	<u>98,326</u>	<u>1,817,028</u>	<u>10,262</u>	<u>37,151</u>	<u>63,737</u>	<u>12,433</u>	<u>29,083</u>	<u>139,294</u>	<u>2,207,314</u>	<u>2,055,870</u>
Support costs	12,273	117,817	1,227	3,068	3,682	1,227	-	(139,294)	-	-
Total resources expended	<u>110,599</u>	<u>1,934,845</u>	<u>11,489</u>	<u>40,219</u>	<u>67,419</u>	<u>13,660</u>	<u>29,083</u>	<u>-</u>	<u>2,207,314</u>	<u>2,055,870</u>

Minority Rights Group

Notes to the financial statements

For the year ended 31 December 2008

4. Net incoming resources for the year

This is stated after charging / crediting:

	2008 £	2007 £
Depreciation	19,738	11,542
Council members' remuneration	-	-
Council members' reimbursed expenses	7,153	1,619
Auditors' remuneration:		
▪ audit	17,584	13,510
Operating lease rentals:		
▪ property	128,213	126,000
▪ other	9,714	4,630
	<u>9,714</u>	<u>4,630</u>

Council members' reimbursed expenses represent the reimbursement of travel and subsistence costs to 12 (2007: 8) members relating to attendance at meetings of the Council.

5. Staff costs and numbers

Staff costs were as follows:

	2008 £	2007 £
Salaries and wages	782,333	801,024
Ex-gratia payments	-	28,830
Social security costs	80,946	82,713
Pension contributions	44,148	48,536
Regional Office staff	85,487	8,323
	<u>992,914</u>	<u>969,426</u>

One employee earned between £60,000 - £70,000 during the year (2007: one). Employer pension contributions for that employee totalled £6,320 in 2008.

The average weekly number of employees (full-time equivalent) during the year was as follows:

	2008 No.	2007 No.
Directors' office including fundraising	4.3	4.6
Administration and finance	4.3	4.0
Projects and project support	14.1	15.2
	<u>22.7</u>	<u>23.8</u>

Operational and management staff time is assigned to activities on the basis of time actually worked. Support staff time is assigned to activities pro rata based on the numbers of employees (full-time equivalent) working on those activities.

Minority Rights Group

Notes to the financial statements

For the year ended 31 December 2008

6. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

7. Tangible fixed assets

	Furniture and equipment £
Cost	
At the start of the year	154,723
Additions in year	<u>9,725</u>
At the end of the year	<u>164,448</u>
Depreciation	
At the start of the year	112,969
Charge for the year	<u>19,738</u>
At the end of the year	<u>132,707</u>
Net book value	
At the end of the year	<u><u>31,741</u></u>
At the start of the year	<u><u>41,754</u></u>

8. Investments

	2008 £	2007 £
Market value at the start of the year	218,838	218,129
Unrealised (loss)/gain	<u>(78,449)</u>	<u>709</u>
Market value at the end of the year	<u><u>140,389</u></u>	<u><u>218,838</u></u>
Historic cost at the end of the year	<u><u>67,877</u></u>	<u><u>67,877</u></u>
Investments representing over 5% by value of the portfolio comprise:		
	2008 £	2007 £
20,226 ordinary shares in Charishare Common Investment Fund	65,392	100,162
41,803 ordinary shares in Friends Provident Stewardship Income Trust	<u>74,997</u>	<u>118,676</u>
	<u><u>140,389</u></u>	<u><u>218,838</u></u>

Minority Rights Group

Notes to the financial statements

For the year ended 31 December 2008

9. Stock

	2008 £	2007 £
Publications	<u>12,760</u>	<u>24,260</u>

10. Debtors

	2008 £	2007 £
Trade debtors	9,579	28,572
Other debtors	44,239	23,424
Prepayments	36,288	6,369
Accrued income	<u>379,045</u>	<u>225,961</u>
	<u>469,151</u>	<u>284,326</u>

11. Creditors: amounts due within 1 year

	2008 £	2007 £
Trade creditors	2,357	49,543
Taxation and social security	33,672	28,471
Accruals	45,262	42,976
Deferred Income	8,120	-
Other creditors	<u>2,434</u>	<u>1,533</u>
	<u>91,845</u>	<u>122,523</u>

12. Analysis of net assets between funds

	Restricted funds £	Designated funds £	General funds £	Total Funds £
Fixed assets	-	-	172,130	172,130
Net current assets	<u>836,858</u>	<u>203,772</u>	<u>161,762</u>	<u>1,202,392</u>
Net assets at the end of the year	<u>836,858</u>	<u>203,772</u>	<u>333,892</u>	<u>1,374,522</u>

Minority Rights Group

Notes to the financial statements

For the year ended 31 December 2008

13. Movement in funds (summary note)

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
Restricted funds:					
AFRICA & MIDDLE EAST REGION	153,962	547,590	(546,937)	16,680	171,295
ASIA PACIFIC REGION	17,500	162,969	(90,614)	20,392	110,247
EUROPE / CIS REGION	36,971	285,573	(352,278)	30,000	266
ROMA PROGRAMME	3,715	-	(3,715)	-	-
MINORITY RIGHTS & DEVELOPMENT	-	686	-	-	686
MINORITIES & CONFLICT PREVENTION	15,000	190,890	(123,925)	27,614	109,579
STRATEGIC COMMUNICATIONS	-	276,168	(105,068)	-	171,100
INTERNATIONAL ADVOCACY	113,569	435,350	(301,719)	26,485	273,685
	340,717	1,899,226	(1,524,256)	121,171	836,858
AFRICA & MIDDLE EAST REGION					
African Commission Project	9,864	119,953	(146,497)	16,680	-
UK Department for International Development	9,864	119,953	(129,817)	-	-
Cordaid Block Grant	-	-	(16,680)	16,680	-
Poverty Reduction Strategy Process	17,668	90,302	(92,620)	-	15,350
Irish Aid	17,668	74,397	(76,715)	-	15,350
Ministry for Foreign Affairs of Finland	-	15,905	(15,905)	-	-
Batwa Programme - new phase	22,949	214,420	(158,824)	-	78,545
Money Gramm	-	2,513	-	-	2,513
European Commission	-	144,403	(135,875)	-	8,528
Irish Aid	22,949	57,409	(22,949)	-	57,409
Ministry for Foreign Affairs of Finland	-	10,095	-	-	10,095
Endorois Project	-	100,676	(40,147)	-	60,529
Baring Foundation	-	62,454	(33,147)	-	29,307
John Ellerman Foundation	-	31,222	-	-	31,222
Ministry for Foreign Affairs of Finland	-	7,000	(7,000)	-	-
Pastoralists Programme 2005-2008	103,481	10,443	(97,053)	-	16,871
DanChurchAid	-	10,443	(10,443)	-	-
Irish Aid	103,481	-	(86,610)	-	16,871
Uganda EC Project	-	11,796	(11,796)	-	-
European Commission	-	11,796	(11,796)	-	-
Sub Total Africa & Middle East Region	153,962	547,590	(546,937)	16,680	171,295

Minority Rights Group

Notes to the financial statements

For the year ended 31 December 2008

13. Movements in funds (continued)	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
ASIA & PACIFIC REGION					
Religious Minorities in Asia - 2008	-	157,510	(71,614)	19,851	105,747
Irish Aid	-	157,510	(54,282)	-	103,228
Cordaid Block Grant	-	-	(17,332)	19,851	2,519
Religious Minorities in Asia	13,000	-	(13,000)	-	-
CAFOD	8,000	-	(8,000)	-	-
Cordaid Block Grant	5,000	-	(5,000)	-	-
Religious Minorities in Asia 2002-2005	4,500	-	-	-	4,500
European Commission	4,500	-	-	-	4,500
Promoting Minority Rights - Sri Lanka	-	-	-	-	-
European Commission	-	-	-	-	-
ITP Training Programme	-	5,459	(6,000)	541	-
SDC	-	5,459	(5,459)	-	-
Cordaid Block Grant	-	-	(541)	541	-
Sub Total Asia & Pacific Region	17,500	162,969	(90,614)	20,392	110,247
EUROPE / CIS REGION					
South East Europe Programme	36,971	178,530	(245,501)	30,000	-
Charles Stewart Mott Foundation	-	33,774	(33,774)	-	-
The King Baudouin Foundation	-	7,158	(7,158)	-	-
UK Department for International Development	36,971	137,598	(174,569)	-	-
Cordaid Block Grant	-	-	(30,000)	30,000	-
Hungarian office Dev Ed Project	-	90,581	(90,581)	-	-
European Commission	-	90,581	(90,581)	-	-
FCNM Training	-	4,960	(4,960)	-	-
Council Of Europe	-	4,960	(4,960)	-	-
UN Advocacy Project Hungary	-	10,000	(9,734)	-	266
Hungarian Ministry of Foreign Affairs	-	10,000	(9,734)	-	266
INFOCON	-	1,502	(1,502)	-	-
European Commission	-	1,502	(1,502)	-	-
Sub Total Europe / CIS Region	36,971	285,573	(352,278)	30,000	266
ROMA PROGRAMME					
Roma Advocacy Programme	-	-	-	-	-
European Commission	-	-	-	-	-
Roma Portal Programme	3,715	-	(3,715)	-	-
Cordaid	3,715	-	(3,715)	-	-
Sub Total Roma Programme	3,715	-	(3,715)	-	-
MINORITY RIGHTS & DEVELOPMENT					
Minority Rights & Development	-	686	-	-	686
Trocaire	-	686	-	-	686
Sub Total Minority Rights & Development	-	686	-	-	686

Minority Rights Group

Notes to the financial statements

For the year ended 31 December 2008

13. Movements in funds (continued)	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
MINORITIES & CONFLICT PREVENTION					
Minorities & Conflict Prevention Programme	-	48,721	(48,721)	-	-
UK Department for International Development	-	48,721	(48,721)	-	-
Conflict Prevention - Nepal	15,000	1,003	(30,692)	15,000	311
Taiwan Foundation for Democracy	-	1,003	(1,003)	-	-
Alan Nesta Ferguson Trust	15,000	-	(14,689)	-	311
Cordaid Block Grant	-	-	(15,000)	15,000	-
Conflict East Africa	-	16,000	(16,000)	-	-
Ministry for Foreign Affairs of Finland	-	16,000	(16,000)	-	-
Iraq Refugees	-	14,000	(9,808)	-	4,192
Reuben Foundation	-	500	(500)	-	-
The Erikson Trust	-	4,000	(4,000)	-	-
UNHCR	-	5,000	(808)	-	4,192
Matrix	-	4,500	(4,500)	-	-
Iraq Project	-	-	(12,614)	12,614	-
Cordaid Block Grant	-	-	(12,614)	12,614	-
Iraq/Somalia Project	-	111,166	(6,090)	-	105,076
European Commission	-	111,166	(6,090)	-	105,076
Sub Total Minority Rights & Development	15,000	190,890	(123,925)	27,614	109,579
STRATEGIC COMMUNICATIONS					
Strategic Communications Project	-	82,068	(82,068)	-	-
European Commission	-	82,068	(82,068)	-	-
Minority Voices	-	171,100	-	-	171,100
European Commission	-	171,100	-	-	171,100
Strategic Communications Project- Africa	-	-	-	-	-
Media	-	23,000	(23,000)	-	-
Ministry for Foreign Affairs of Finland	-	23,000	(23,000)	-	-
Sub Total Strategic Communications	-	276,168	(105,068)	-	171,100

Minority Rights Group

Notes to the financial statements

For the year ended 31 December 2008

13. Movements in funds (continued)	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
INTERNATIONAL ADVOCACY					
Turkey -Anti discrimination project	8,298	114,738 -	(93,445)	15,000	44,591
European Commission	8,298	114,738	(78,445)	-	44,591
Cordaid Block Grant	-	-	(15,000)	15,000	-
Legal Cases Project 2007/2008	-	170,523 -	(96,033)	4,911	74,490
Sheri Rosenberg	-	11,668	(11,668)	-	-
Cordaid Block Grant	-	-	(4,911)	4,911	-
Open Society Institute	-	101,249	(51,120)	-	50,129
Royal Norwegian Ministry of Foreign Affairs	-	56,901	(27,629)	-	29,272
University College London	-	705	(705)	-	-
Backstopping mandate Consultancy	-	5,800	(5,800)	-	-
Swiss Agency for Development & Cooperation	-	5,800	(5,800)	-	-
UN Advocacy Project	-	239 -	(239)	-	-
UNDP	-	239	(239)	-	-
Genocide Office	-	-	-	-	-
Minority Women Project	105,271	137,860	(96,931)	-	146,200
Irish Aid	105,271	120,584	(79,656)	-	146,200
Canadian International Development Agency	-	17,276	(17,276)	-	-
Minority Women Project - Dalit	-	-	(6,574)	6,574	-
Cordaid Block Grant	-	-	(6,574)	6,574	-
MRG Consultancy	-	6,190 -	(2,698)	-	3,492
CCFD	-	3041	-	-	3,041
International Center for Transitional Justice	-	2,698	(2,698)	-	-
European Commission	-	451	-	-	451
Sub Total International Advocacy	113,569	435,350	(301,719)	26,485	268,774
Total restricted funds	340,717	1,899,226	(1,524,256)	121,171	836,858
Unrestricted funds:					
Designated fund	164,935	80,322	(41,485)	-	203,772
General fund	274,577	166,904	(107,589)	-	333,892
Total unrestricted funds	439,512	247,226	(149,074)	-	537,664
Total funds	780,229	2,146,452	(1,673,331)	121,171	1,374,522

Minority Rights Group

Notes to the financial statements

For the year ended 31 December 2008

13. Movements in funds (continued)

Purposes of restricted funds

AFRICA & MIDDLE EAST REGION

To build the capacity of selected minority and indigenous communities to undertake effective advocacy to challenge discrimination, reduce abuses of human rights and improve living standards.

ASIA & PACIFIC REGION

To support indigenous communities in selected states to participate in international advocacy, form strategic coalitions and undertake joint activities. To build a network of religious minorities in selected states to share common experiences, and undertake joint advocacy.

EUROPE / CIS REGION

To build the capacity of minority communities in selected states to undertake effective advocacy to challenge discrimination, and improve living standards. To contribute to processes designed to reduce inter-community tensions.

ROMA PROGRAMME

To build the capacity of young Roma trainees in selected states to advocate for the rights of their communities in certain focus areas using a mentoring methodology, and to promote the rights and well-being of disadvantaged Roma generally.

MINORITY RIGHTS & DEVELOPMENT

To ensure the implementation of rights of minorities and indigenous peoples, through enabling minorities, indigenous peoples and development actors to work together to integrate minority rights into the development process.

MINORITY & CONFLICT PREVENTION

To promote the constructive accommodation of the concerns of minorities and indigenous peoples within initiatives to prevent violent conflict, among governments, inter-governmental organizations, development agencies, NGOs and majority and minority/indigenous communities.

STRATEGIC COMMUNICATIONS

To provide comprehensive and up-to-date information on the situation of minorities and indigenous peoples worldwide to the global media and international policy-makers, including development agencies and officials responsible for early warning and early action on situations of mass human rights abuses.

INTERNATIONAL ADVOCACY

To build the capacity of selected minority and indigenous communities worldwide to participate effectively in international fora and international legal processes to represent the needs of their communities and pressure states to make policy changes that result in improvements in the day-to-day life for minorities.

Minority Rights Group

Notes to the financial statements

For the year ended 31 December 2008

13. Movements in funds (continued)

Purposes of designated funds

£120,000 was received from the Sigrid Rausing Trust in July 2008 to support core costs for a twelve month period. £60,000 of the grant is carried forward as a designated fund. It will be utilised in the first six months of 2009 to support core costs.

£184,248 was received from SIDA in 2008 to support core costs. £73,450 of the grant is carried forward as a designated fund to be utilised in 2009 to support core costs.

£150,009 was received from CordAid in 2008 for project funding for the period from July 2008 to July 2009. £79,687 was allocated to projects in Africa and the Middle East, Asia and International advocacy while £70,322 of this was transferred to designated fund to be utilised to support project activities from January to July 2009.

14. Operating lease commitments

The charity had annual commitments at the year end under operating leases expiring as follows:

	Property		Equipment	
	2008 £	2007 £	2008 £	2007 £
1 - 2 years	-	-	-	-
2 - 5 years	128,213	-	9,713	8,469
Over 5 years	-	126,000	-	-
	<u>128,213</u>	<u>126,000</u>	<u>9,713</u>	<u>8,469</u>

15. Unrealised gains on foreign exchange

The unrealised gain of £130,000 relates to the valuation of the bank balance held in Euro and US Dollars as at 31 December 2008. Some of these gains have reversed after the year-end due to movements in exchange rates.