

Company number: 01544957

Charity number: 282305

Minority Rights Group

Report and Financial Statements

31 December 2014

sayer vincent

auditors and advisors

Minority Rights Group

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For the year ended 31 December 2014

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Minority Rights Group

Reference and administrative details

For the year ended 31 December 2014

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 articles of association, amended on 14 October 2011, establish the objects and powers of the charitable company and how it is governed.	
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	Gay McDougall 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 LLP Chartered accountants and statutory auditors Invicta House 108-114 Golden Lane London EC1Y 0TL	

Minority Rights Group

Report of the Council

For the year ended 31 December 2014

The Council of Management present their report and the audited financial statements for the year ended 31 December 2014.

Introduction

2014 was the second year of a new 4-year strategy for Minority Rights Group (MRG). It was again a year of growth, with a major expansion of our cultural activities in the Middle East and North Africa. Externally several factors continued to affect our work and that of our partners. Instability, conflict and authoritarian approaches by some governments to human and minority rights defenders added layers of difficulty to our work in the Middle East, Eastern Europe, South Asia and East and Central Africa.

MRG remains very grateful to all the partners who have worked with us in 2014, to the decision makers who have listened and taken points on board, to the journalists and editors who have reported news, and, last, but of course, not least, all those donors – individuals and institutions – who have provided financial support, without which none of this important work could have taken place.

Objectives, activities and achievements

MRG's objects are to educate the public, promote human rights, prevent and relieve poverty, and promote conflict resolution and reconciliation, with particular reference to the problems of minority groups around the world. MRG's assessment of the problems of minority groups worldwide has led it to focus down on specific areas to try to achieve particular outcomes and impacts.

MRG's aims are to secure the rights of minorities and indigenous peoples and to promote cooperation and understanding between communities. 2014 was the second year of a four-year strategic period spanning 2013-2016. For this period, MRG has had the following three objectives:

1. Countering Discrimination against minorities and indigenous people and ensuring they benefit equitably from development.

Under this objective, we have been working to support partner NGOs to document the discrimination and violations of rights their communities experience, including with regard to their rights to land, property, and their access to development assistance. MRG has worked for example in a number of countries in Eastern and Central Africa, providing support and legal assistance to marginalized communities, who in some cases represent the poorest of the poor. MRG's work has helped raise attention to their concerns and sometimes to change the attitudes of those who discriminate against them.

2. Protecting the existence of communities under threat and those persecuted for their minority or indigenous identity.

Under this heading, we have been supporting activists and organisations based in Egypt, Iraq, Pakistan, Russia and the countries of the Eastern Partnership, amongst others, to monitor and gather information on human rights abuses against members of their community and to report on these events nationally and internationally. MRG supported individuals from all of these countries to attend international advocacy events and to call for accountability for continuing threats to the life, liberty and religious freedom of minorities.

Minority Rights Group

Report of the Council

For the year ended 31 December 2014

3. Strengthening the Voices of minorities and indigenous peoples.

This area of our work involves ensuring that the voices of minority and indigenous activists and community members are heard and understood, whether in their community, in their country or internationally. It involves work with journalists and the media (over 1,000 mentions of MRG or partners' work in media articles or broadcasts in 2014), on our website and in building the capacity of partners to create effective messages and find ways to make them reach those who have influence.

A particular aspect of our work during the year was to ensure that the voices of women from minority communities are properly represented, and this was the focus of programmes in Somalia and Mauritania. A major programme using street theatre and other cultural activities to highlight discrimination and encourage community harmony was launched in seven countries in the Middle East and North Africa.

Public benefit

The Council has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular the Council considers how planned activities will contribute to the aims and objectives they have set.

Structure, governance and management

MRG is a charitable company limited by guarantee and its governing document is its articles of association.

The governing body of MRG is an International Council, chaired by Gay McDougall. Membership of the Council is 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 2014 was 9 (2013 - 10). 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. 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.

Minority Rights Group

Report of the Council

For the year ended 31 December 2014

Day to day management of the Charity is carried out by a Management Team of 4 senior staff led by the Executive Director who reports to the Council. MRG has two locally registered offices in Hungary and Uganda and cooperates with a number of like-minded charities to achieve common goals.

Plans for future periods

A Strategic Review was undertaken in 2012 resulting in the current Strategic Plan which covers the four-year period 2013 – 2016. This centred on focusing the activities of MRG on three main objectives:

1. Countering discrimination against minorities and indigenous peoples and ensuring they benefit equitably from development
2. Protecting the existence of communities under threat and those persecuted for their minority or indigenous identity
3. Strengthening the voices of minorities and indigenous peoples and their participation in public life.

MRG intends to continue pursuing these objectives over the next year and will undertake a further strategic review in 2016.

Financial review

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).

During the year under review, Minority Rights Group achieved an income of £2.77m, an increase of 18% on income achieved in the previous year (2013). Significant and continuing financial support was received from Anti Slavery International, CAFOD, Ericson Trust, Evan Cornish Foundation, Prince Claus Foundation, Grundtvig Lifelong Learning Programme, T H Brunner's Charitable Trust, the Tides Center, VISEGRAD Fund, the Governments of Belgium, Finland, Ireland, the Netherlands, Norway, Sweden, Switzerland, and the European Commission. In addition numerous individuals made donations towards our work. These grants and gifts are greatly appreciated by the charity.

The charity's overall expenditure in 2014 amounted to £2.7m an increase of 12.5% on the previous year. The operating deficit for the year on the general fund was £52k. This reduced to £51k after adjusting for the gain on investment.

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 2015, the level of reserve required is £380,000. The general reserves level of £234,659 at the year end is less than this amount but management aims to gradually build this up over the next 4 to 5 years.

Minority Rights Group

Report of the Council

For the year ended 31 December 2014

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. All the income from investments were reinvested. The value of the charity's investment portfolio stood at £258,763 at the year end.

Grant making policy

Funds are provided to partners for joint activities including events, research, publications, translations, national and international advocacy campaigns, translations, and other activities within our mandate and charitable objects. 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 occasionally 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 12 of the accounts for a detailed analysis of the movement in funds.

Statement of responsibilities of the Council of Management

The Council (who are also directors of Minority Rights Group for the purposes of company law) are responsible for preparing the Council's report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Council 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 the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Council is required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards 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 that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Minority Rights Group

Report of the Council

For the year ended 31 December 2014

In so far as the Council is aware:

- There is no relevant audit information of which the charitable company's auditors are unaware; and
- The Council has taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Council is responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the Council

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

Arjan Buteijn - Treasurer
Françoise Hampson
Hurst Hannum
Michelo Hansungule
Gay McDougall - Chair of the Council
William Samuel
Rodolfo Stavenhagen
Melakou Tegegn
Meena Varma - Chair of the Finance & General Purposes Committee (from 3 May 2013)

Auditors

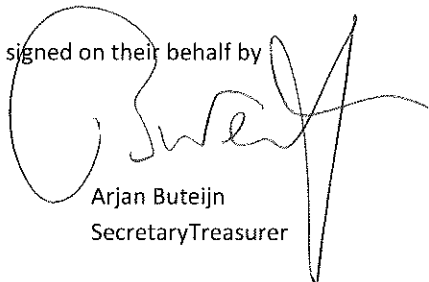
Sayer Vincent LLP were appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

The report of the Council has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime

Approved by the Council on 1 May 2015 and signed on their behalf by



Mark Lattimer
Chief Executive & Company



Arjan Buteijn
Secretary/Treasurer

Independent auditor's report

To the members of

Minority Rights Group

We have audited the financial statements of Minority Rights Group for the year ended 31 December 2014 which comprise the statement of financial activities, balance sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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 trustees and auditors

As explained more fully in the Statement of the Council of Management's responsibilities set out in the report of the Council, the Council (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the report of the Council to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 December 2014 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

- Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the report of the Council for the financial year for which the financial statements are prepared is consistent with the financial statements.

Independent auditor's report

To the members of

Minority Rights Group

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of council of management members' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The council of management members were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the report of the council.



Jonathan Orchard (Senior statutory auditor)

7 June 2015

for and on behalf of Sayer Vincent LLP, Statutory Auditors

Sayer Vincent LLP, Invicta House, 108-114 Golden Lane, LONDON EC1Y 0TL

Minority Rights Group

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

For the year ended 31 December 2014

	Note	Restricted £	General £	2014 Total £	2013 Total £
Incoming resources					
<i>Incoming resources from generated funds</i>					
Voluntary income	2	-	285,843	285,843	349,649
Investment income		-	6,410	6,410	2,246
<i>Incoming resources from charitable activities</i>					
Advocacy & Projects		2,396,102	-	2,396,102	1,934,761
Publications		-	4,269	4,269	4,127
Consultancy		-	30,736	30,736	14,489
<i>Other income</i>		-	44,209	44,209	35,136
Total incoming resources		<u>2,396,102</u>	<u>371,467</u>	<u>2,767,569</u>	<u>2,340,408</u>
Resources expended					
<i>Costs of generating funds:</i>					
Costs of generating voluntary income		-	127,406	127,406	135,755
<i>Charitable activities</i>					
Advocacy & Projects		2,277,919	156,662	2,434,581	2,097,845
Advocacy Support		-	-	-	12,464
Project support		-	25,215	25,215	52,240
Publications		-	70,390	70,390	67,546
Consultancy		-	-	-	1,617
<i>Governance costs</i>		-	44,075	44,075	33,309
Total resources expended	3	<u>2,277,919</u>	<u>423,748</u>	<u>2,701,667</u>	<u>2,400,776</u>
Net incoming/(outgoing) resources before other gains and losses	4	118,183	(52,281)	65,902	(60,368)
Unrealised investment gains	8		733	733	37,976
Unrealised loss on foreign exchange		(4,155)	-	(4,155)	(5,363)
Net movement in funds		114,028	(51,548)	62,480	(27,755)
Funds at the start of the year		<u>525,590</u>	<u>286,206</u>	<u>811,796</u>	<u>839,551</u>
Funds at the end of the year		<u><u>639,618</u></u>	<u><u>234,658</u></u>	<u><u>874,276</u></u>	<u><u>811,796</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 12 to the financial statements.

Minority Rights Group (Limited by guarantee)

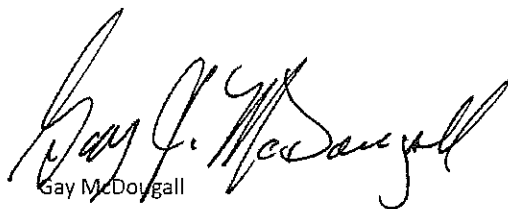
Balance sheet

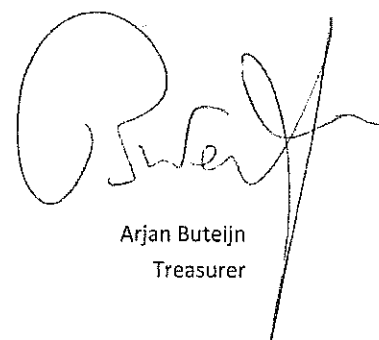
Company no. 01544957

As at 31 December 2014

	Note	£	2014 £	2013 £
Fixed assets				
Tangible fixed assets	7		6,171	13,294
Investments	8		<u>258,763</u>	<u>251,620</u>
			264,934	264,914
Current assets				
Debtors	9	380,988		398,988
Cash at bank and in hand		<u>469,317</u>		<u>211,821</u>
		850,305		610,809
Creditors: amounts due within 1 year	10	<u>240,963</u>		<u>63,927</u>
Net current assets			<u>609,342</u>	<u>546,882</u>
Net assets	11		<u>874,276</u>	<u>811,796</u>
Funds				
Restricted funds	12			
In surplus			639,618	525,590
Unrestricted funds				
Revaluation reserve			131,240	130,507
General fund			<u>103,418</u>	<u>155,699</u>
Total funds			<u>874,276</u>	<u>811,796</u>

Approved by the Council on 1 May 2015 and signed on its behalf by


 Gay McDougall
 Chair


 Arjan Buteijn
 Treasurer

Minority Rights Group

Notes to the financial statements

For the year ended 31 December 2014

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 2006. 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 translated into sterling at the average rate of exchange for the month. Foreign funds held are translated into sterling at the rates of exchange ruling at the balance sheet date. Exchange differences are taken into account in arriving at the net incoming resources for 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.

Amounts transferred to partners for project activities are treated as advances and only charged to project cost when proper returns are received. Where the amounts transferred are non-returnable per the contract with partners they are treated as project cost when sent.

Governance costs include the management of the charitable company's assets, organisational management and compliance with constitutional and statutory requirements.
- i) 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.
- j) 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 2014

1. Accounting policies (continued)

- k) The costs of generating funds relate to the costs incurred by the charitable company in raising funds for the charitable work.
- l) The charitable company operates a pension scheme on behalf of its employees. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no current liability under the scheme other than for the payment of those contributions although there is a contingent liability in respect of guarantees given by the pension fund trustee which is described more fully in note 15 to the financial statements.
- m) 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.
- n) Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity.
- o) Designated funds are unrestricted funds earmarked by the Council of Management for particular purposes.
- p) Transfers are made from unrestricted and designated funds to restricted funds to cover shortfalls in project funding.
- q) Depreciation is calculated so as to write off the cost of fixed assets on a straight line basis over their estimated useful lives 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.
- r) 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.
- s) The results of the Hungarian and Ugandan offices have been consolidated into the accounts on a line by line basis. These offices are separate legal entities, being registered with the registrars of companies in Hungary and Uganda, and have their own separate boards. However, as management control over the activities of these entities remains with MRG UK, in substance they are branches of MRG and they have been treated accordingly within the accounts.

Minority Rights Group

Notes to the financial statements

For the year ended 31 December 2014

2. Voluntary income

	2014	2013
	£	£
The Blanes Trust	-	25,000
CAFOD	-	1,000
TBH Brunner Charitable Trust	1,000	1,000
Ministry of Foreign Affairs of Finland	29,904	-
Lee Foundation	-	5,000
Ericson Trust	2,000	2,000
The Eva Reckitt Trust Fund	-	1,000
Swedish International Development Cooperation Agency	251,316	298,659
Mr Astor	-	5,500
BBC Appeal	-	6,528
Donations and other income	1,623	3,962
	<u>285,843</u>	<u>349,649</u>

Minority Rights Group

Notes to the financial statements

For the year ended 31 December 2014

3. Charitable expenditure	Costs of generating voluntary	Advocacy & Projects		Project Support	Publications	Governance costs		Support costs	2014 Total		2013 Total	
		£	£			£	£		£	£	£	£
Staff Costs (note 5)	91,291	718,837	15,007	55,771	-	62,788	943,694	970,962				
Consultancy & Volunteers	3,085	188,190	314	314	-	4,548	196,450	169,123				
Recruitment	427	675	4	4	-	53	1,162	5,431				
Staff Training & Development	756	3,988	46	46	-	673	5,510	12,792				
Staff Travel	934	73,783	38	38	-	550	75,343	74,628				
Regional Offices	-	45,322	-	-	-	-	45,322	38,346				
Partners' Activities	-	433,194	-	-	-	-	433,194	158,223				
Partner attendance at events	-	254,146	-	-	-	-	254,146	254,847				
Training Events	24	270,331	5	5	-	77	270,442	215,165				
Publications Production	135	74,697	30	340	-	434	75,635	64,668				
Media, PR & Marketing	466	23,449	-	-	-	-	23,915	19,707				
Communications	2,136	30,136	644	644	-	3,323	36,884	45,845				
Office Running costs	1,058	11,794	177	298	-	2,460	15,787	19,865				
Premises costs	15,401	111,281	4,062	5,058	-	49,546	185,348	203,979				
IT & Equipment	1,848	28,376	391	411	-	5,956	36,982	34,941				
Depreciation	626	4,035	139	139	-	2,018	6,957	7,768				
Bank charges and forex	751	10,905	124	124	-	1,803	13,708	21,589				
Refund to donors	-	19,193	-	-	-	-	19,193	31,182				
Professional Fees	-	17,921	-	-	-	23,883	41,804	37,858				
Charity Management & Statutory	-	-	-	-	-	20,192	20,192	13,857				
	118,937	2,320,254	20,981	63,192	44,075	134,228	2,701,667	2,400,776				
Support costs	8,469	114,327	4,234	7,198	-	(134,228)	-	-				
Total resources expended	127,406	2,434,581	25,215	70,390	44,075	-	2,701,667	2,400,776				

Minority Rights Group

Notes to the financial statements

For the year ended 31 December 2014

4. Net incoming/(outgoing) resources for the year

This is stated after charging

	2014	2013
	£	£
Depreciation	7,311	7,768
Council members' remuneration	-	-
Council members' expenses	20,178	13,680
Auditors' remuneration:		
▪ audit	15,600	17,950
▪ other services (donor audits)	17,700	19,195
Operating lease rentals:		
▪ property	125,088	125,088
▪ other	5,529	3,840
	<u>125,088</u>	<u>125,088</u>
	<u>5,529</u>	<u>3,840</u>

Council members' reimbursed expenses represent the reimbursement of travel and subsistence costs to 9 (2013: 9) members relating to attendance at meetings of the Council.

5. Staff costs and numbers

Staff costs were as follows:

	2014	2013
	£	£
Salaries and wages	649,300	700,816
Social security costs	65,398	69,834
Pension contributions	30,744	39,552
Other staff costs	8,117	20,219
Regional Office staff	190,135	140,541
	<u>190,135</u>	<u>140,541</u>
	<u>943,694</u>	<u>970,962</u>

One employee earned between £70,001 - £80,000 during the year (2013: 1). Employer pension contributions for that employee totalled £7,670 in 2014 (2013: £7,303).

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

	2014	2013
	No.	No.
Directors' office including fundraising	3.5	3.4
Administration and finance	4.2	4.0
Projects and project support- UK	9.0	9.2
Projects and project support- Regional Office	15.0	12.5
	<u>15.0</u>	<u>12.5</u>
	<u>31.7</u>	<u>29.1</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 2014

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	206,567
Additions in year	<u>188</u>
At the end of the year	<u>206,755</u>
Depreciation	
At the start of the year	193,273
Charge for the year	<u>7,311</u>
At the end of the year	<u>200,584</u>
Net book value	
At the end of the year	<u><u>6,171</u></u>
At the start of the year	<u><u>13,294</u></u>

8. Investments

	2014 £	2013 £
Market value at the start of the year	251,620	211,398
Investment income rolled over	6,410	2,246
Unrealised gain	<u>733</u>	<u>37,976</u>
Market value at the end of the year	<u><u>258,763</u></u>	<u><u>251,620</u></u>
Historic cost at the end of the year	<u><u>121,113</u></u>	<u><u>121,113</u></u>
Investments representing over 5% by value of the portfolio comprise:		
	2014 £	2013 £
80697.267 shares in AXA Ethical Distribution fund R/20,226 shares in	104,745	101,114
73168 ordinary shares in Friends Provident Stewardship Income Trust	<u>154,018</u>	<u>150,506</u>
	<u><u>258,763</u></u>	<u><u>251,620</u></u>

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Notes to the financial statements

For the year ended 31 December 2014

9. Debtors

	2014	2013
	£	£
Trade debtors	4,016	13,437
Advances with Partners	132,047	147,765
Regional Offices balances	3,310	17,235
Amounts due from other parties*	4,059	-
Other debtors	19,563	21,974
VAT	405	-
Prepayments	34,723	12,731
Accrued income	182,865	185,846
	<u>380,988</u>	<u>398,988</u>

* Amount invoiced to Ceasefire for work done for them by MRG staff

10. Creditors: amounts due within 1 year

	2014	2013
	£	£
Trade creditors	369	249
Taxation and social security	6,427	1,075
Other creditors	500	-
Refund due to the EC	13,542	13,542
Accruals	220,125	49,061
	<u>240,963</u>	<u>63,927</u>

11. Analysis of net assets between funds

	Restricted funds	General funds	Total Funds
	£	£	£
Tangible fixed assets	-	6,171	6,171
Fixed asset investments	30,277	228,487	258,763
Net current assets	609,342	-	609,342
Net assets at the end of the year	<u>639,619</u>	<u>234,658</u>	<u>874,276</u>

* Revaluation reserves is included in General Funds

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Notes to the financial statements

For the year ended 31 December 2014

12. Movement in funds (summary note)

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
Restricted funds before foreign exchange differences:					
AFRICA & MIDDLE EAST REGION	117,669	536,155	(628,866)	-	24,958
ASIA PACIFIC REGION	-	8,885	(8,885)	-	-
EUROPE / CIS REGION	48,827	392,885	(421,106)	-	20,606
STRATEGIC COMMUNICATIONS	67,018	316,625	(373,390)	-	10,253
INTERNATIONAL ADVOCACY	105,032	1,069,040	(675,961)	-	498,111
HUMAN RIGHTS IN CONFLICTS	207,690	72,512	(169,711)	-	110,491
	546,236	2,396,102	(2,277,919)	-	664,419
AFRICA & MIDDLE EAST REGION					
DP1 Religious Freedom in transition States	70,623	95,851	(166,474)	-	-
Netherlands Ministry of Foreign Affairs	70,623	95,851	(166,474)	-	-
ED3 Religious Minorities in Egypt	-	54,834	(54,834)	-	-
European Commission	-	35,296	(35,296)	-	-
Netherlands Ministry of Foreign Affairs	-	19,538	(19,538)	-	-
IR2 Marginalised Minorities in East and Central Africa	20,702	213,258	(235,587)	-	(1,627)
Irish Aid *	20,702	156,539	(177,241)	-	-
FI2 Ministry for Foreign Affairs of Finland	-	56,719	(58,346)	-	(1,627)
SM1 Somali Minority Women	26,344	172,212	(171,971)	-	26,585
European Commission	26,344	158,027	(157,786)	-	26,585
Ministry for Foreign Affairs of Finland	-	-	-	-	-
LS1 FCO	-	14,185	(14,185)	-	-
Sub Total Africa & Middle East Region	117,669	536,155	(628,866)	-	24,958

Minority Rights Group

Notes to the financial statements

For the year ended 31 December 2014

12.	Movements in funds (continued)	At the start of the year	Incoming resources	Outgoing resources	Transfers	At the end of the year
		£	£	£	£	£
	ASIA & PACIFIC REGION					
	Promoting Minority Rights-Sri Lanka	-	8,885	(8,885)	-	-
CA1	CAFOD	-	5,000	(5,000)	-	-
	Medico International E.V.	-	-	-	-	-
FI4	Ministry for Foreign Affairs of Finland	-	3,885	(3,885)	-	-
	Sub Total Asia & Pacific Region	-	8,885	(8,885)	-	-
	EUROPE / CIS REGION					
BH1	Bosnia	(6,975)	53,175	(69,791)	-	(23,591)
	European Commission	(6,975)	53,175	(69,791)	-	(23,591)
EP1	Eastern Partnership	45,045	174,103	(219,148)	-	-
	European Commission	45,045	108,326	(153,371)	-	-
	Ministry for Foreign Affairs of Finland		26,071	(26,071)	-	-
	VISAGRAD		39,706	(39,706)	-	-
RS1	Russia	2,769	98,806	(73,499)	-	28,076
	European Commission	2,769	98,806	(73,499)	-	28,076
GR1	Sustainable Citizenship Participation	7,988	-	(6,718)	-	1,270
	Grundtvig Lifelong Learning Programme	7,988	-	(6,718)	-	1,270
TR1	Turkey	-	66,801	(51,950)	-	14,851
	European Commission		66,801	(51,950)	-	14,851
	Sub Total Europe / CIS Region	48,827	392,885	(421,106)	-	20,606
	STRATEGIC COMMUNICATIONS					
BP8	Minority Realities	67,018	302,869	(355,634)	-	14,253
	European Commission	59,636	250,742	(310,378)	-	-
	Ministry for Foreign Affairs of Finland	7,382	52,127	(45,256)	-	14,253
	CAFOD	-	-	-	-	-
	Awareness-raising in the Global South	-	13,756	(17,756)	-	(4,000)
FI2	Ministry for Foreign Affairs of Finland	-	13,756	(17,756)	-	(4,000)
	Sub Total Strategic Communications	67,018	316,625	(373,390)	-	10,253

Minority Rights Group

Notes to the financial statements

For the year ended 31 December 2014

12.	Movements in funds (continued)	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
	INTERNATIONAL ADVOCACY					
LG*	Legal Cases Project	(5,684)	85,921	(84,567)	-	(4,331)
FI1	Ministry for Foreign Affairs of Finland	-	13,968	(13,968)	-	-
LG5	The Tides Center	4,279	-	(4,763)	-	(484)
LG5	OHCHR	-	9,103	(9,103)	-	-
LG5	ASI	-	1,757	(1,757)	-	-
LG7	Royal Norwegian Ministry of Foreign Affairs 2013	(9,963)	61,092	(54,976)	-	(3,847)
ME1	Minorities in the MENA Region	52,579	157,627	(145,908)	-	64,298
	Royal Norwegian Ministry of Foreign Affairs 2012	52,579	157,627	(145,908)	-	64,298
AA1	Drama Diversity Development	-	719,339	(285,659)	-	433,680
	European Commission	-	660,637	(285,659)	-	374,978
	Prince Claus Foundation	-	58,702	-	-	58,702
AA9	Street Theatre Dominican Republic*	12,211	72,925	(86,797)	-	(1,661)
	European Commission	12,211	72,925	(86,797)	-	(1,661)
	Ministry for Foreign Affairs of Finland	-	-	-	-	-
AN1	Mauritania project	29,440	27,334	(50,657)	-	6,117
	European Commission	19,305	-	(28,022)	-	(8,717)
	EVANS CORNISH Foundation	-	2,500	(2,500)	-	-
LG5	Anti Slavery International	-	-	-	-	-
AN1	Ministry for Foreign Affairs of Finland	10,135	24,834	(20,135)	-	14,834
AD3	Minority representation at the UN	16,486	5,894	(22,373)	-	7
	Swiss FDFA	16,486	5,894	(22,373)	-	7
	Sub Total International Advocacy	105,032	1,069,040	(675,961)	-	498,110

* Additional match funding was raised and spent by partner organisations

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Notes to the financial statements

For the year ended 31 December 2014

12. Movements in funds (continued)	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
HUMAN RIGHTS IN CONFLICTS	6,000	37,727	(46,225)	-	(2,498)
FI3 Ministry for Foreign Affairs of Finland	-	37,727	(40,225)	-	(2,498)
Sage Publications	6,000	-	(6,000)	-	-
	-	-	-	-	-
AA4 EU Iraq - Civil society	201,690	34,785	(123,485)	-	112,989
European Commission	201,690	-	(97,469)	-	104,221
DP1 Netherlands Ministry of Foreign Affairs	-	16,576	(16,576)	-	-
Ministry for Foreign Affairs of Finland	-	18,209	(9,441)	-	8,768
Sub Total Human Rights in Conflict	207,690	72,512	(169,711)	-	110,491
Total restricted funds before unrealised foreign	546,236	2,396,102	(2,277,919)	-	664,418
Unrealised foreign exchange differences on	(20,646)	-	(4,155)	-	(24,801)
Total restricted funds after unrealised foreign	525,590	2,396,102	(2,282,074)	-	639,618
Designated fund	-	-	-	-	-
Revaluation Reserve	130,507	733	-	-	131,240
General fund	155,699	371,467	(423,748)	-	103,418
Total unrestricted funds	286,206	372,200	(423,748)	-	234,658
Total funds	811,796	2,768,302	(2,705,822)	-	874,276

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Notes to the financial statements

For the year ended 31 December 2014

12. Movements in funds (continued)

AFRICA & MIDDLE EAST REGION

To build the capacity of selected minority and indigenous communities and activists to undertake effective advocacy to challenge discrimination, reduce abuses of human rights, secure land rights, and promote the rights of minority women

ASIA & PACIFIC 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.

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.

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.

HUMAN RIGHTS IN CONFLICTS

To support monitoring and promote the human rights of vulnerable civilians in conflicts or failed state situations ('Ceasefire' activities).

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Notes to the financial statements

For the year ended 31 December 2014

13. Operating lease commitments

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

	Property		Equipment	
	2014	2013	2014	2013
	£	£	£	£
1 - 2 years	-	-	-	973
2 - 5 years	<u>125,000</u>	<u>125,000</u>	<u>3,775</u>	<u>1,037</u>
	<u>125,000</u>	<u>125,000</u>	<u>3,775</u>	<u>2,010</u>

14. Foreign exchange

Restricted fund balances held in foreign currencies at year end have been translated to UK Sterling at the exchange rate

15. Contingent Liabilities

Pension scheme

Minority Rights Group participates in the Pensions Trust's Growth Plan. The Growth Plan is a multi-employer pension plan, which is funded and is not a contracted out state scheme. As at the balance sheet date there were six active members of the Growth Plan employed by Minority Rights Group and Minority Rights Group continues to offer membership of this growth plan to its employees.

Contributions paid into the Growth Plan up to and including September 2001 were converted to defined amounts of pension payable from normal retirement date. From October 2001 contributions were invested in personal funds which have a capital guarantee and which are converted to pension on retirement, either within the Growth Plan or by the purchase of an annuity.

The Trustee of the plan commissions an actuarial valuation every three years to determine the funding position of the plan by comparing the assets with the past service liabilities at the valuation date and the rules of the plan give the trustee the power to require employers to pay additional contributions in order to ensure that the statutory funding objective under the Pensions Act 2004 is met.

The last actuarial valuation was at 30 September 2011. The valuation of the plan was performed by a professionally qualified actuary using the projected Unit Method. The market value of the plan's assets at the valuation date was £780 million and the plan's technical provisions (i.e. past service liabilities) were £928 million. The valuation therefore revealed a shortfall of assets compared with the value of liabilities of £148 million, equivalent to a funding level of 84 per cent. The next valuation as at 30 September 2014 will be completed by 31 December 2015.

The Scheme Actuary prepared a funding position update as at 30 September 2012. The market value of the plan's assets at that date was £790 million and the plan's Technical Provisions (i.e. past service liabilities) were £984 million. The update, therefore revealed a shortfall of assets compared with the value of liabilities of £194 million, equivalent to a funding level of 80%.

If an actuarial valuation reveals a shortfall of assets compared to liabilities, the Trustees must prepare a recovery plan setting out the steps to be taken to make up the shortfall.

The last valuation was at 30 September 2011. The preliminary valuation resulted in the preparation of a proposed recovery plan and participating employers have been notified that they will be required to pay additional contributions as part of the proposed plan to eliminate the scheme's deficit. Minority Rights Group began making additional contributions

15. Contingent Liabilities (continued)

Pension scheme

Following changes in legislation in September 2005 and November 2011, there is a potential debt on the employer that could be levied by the plan's trustee. The plan's trustee's policy was that the application of the potential debt only applied to employers with pre October 2001 liabilities in the plan. The Pensions Act 2011 has this year extended this definition to include post October 2001 contributions. The debt is only due in the event of the employer ceasing to participate in the plan or the plan winding up.

Minority Rights Group has been notified by the Pensions Trust of the estimated employer debt on withdrawal from the plan based on the financial position of the plan as at 30 September 2012. In July 2014, Pensions Trust estimated that Minority Rights Group would have been liable for an estimated share of the employer debt of £330,251 if it had left the scheme in September 2013.

In the opinion of the Council of Management, as the charity intends to continue offering membership of the plan and as they are unaware of any intention for the plan to be wound up, the debt is unlikely to crystallise in the foreseeable future.

EC funding

The charity is currently in negotiation with the EC in relation to the South East Europe Programme for which EC funding ended in June 2005 but expenditure in relation to this project continued beyond this date. We are currently negotiating with the EC and they have agreed to allow expenditure up to December 2005. The accounts include a provision of £13,542. The maximum amount that we would ever pay would be £48,630. However, our expectation is that we will be able to settle at the lower amount of £13,542.

16 Related party transactions

The Ceasefire Centre for Civilian Rights is a separately registered charity (no. 1160083) and company limited by guarantee (no 09069133). Its accounts are subject to a separate independent examination. Ceasefire was founded by Mark Lattimer (Executive Director of Minority Rights Group) to work primarily on developing civilian-led monitoring of violations of international humanitarian law and human rights. The two organisations are separately managed and governed.

Minority Rights Group invoices Ceasefire for Mark Lattimer's time. There is currently one joint project where Ceasefire works as a partner on a MRG-managed programme. All the funds for this programme pass through MRG.