

Company no. 1544957  
Charity no. 282305

**Minority Rights Group**  
**Report and Financial Statements**  
**31 December 2009**

**sayer vincent**

*consultants and auditors*

## Minority Rights Group

### Reference and administrative details

For the year ended 31 December 2009

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<b>Status</b>	The organisation is a charitable company limited by guarantee, incorporated on 11 February 1981 and registered as a charity on 11 May 1981.	
<b>Governing document</b>	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.	
<b>Summary of investment powers</b>	The governing document gives Minority Rights Group the power to invest the monies of the charity not immediately required for its purposes.	
<b>Company number</b>	1544957	
<b>Charity number</b>	282305	
<b>Registered office and operational address</b>	54 Commercial Street London E1 6LT	
<b>Honorary officers</b>	Kevin Boyle Arjan Buteijn Mark Lattimer	Chair Treasurer Secretary
<b>Principal staff</b>	Mark Lattimer	Director
<b>Bankers</b>	National Westminster Bank PLC Strand Villiers House Branch 38 Strand London WC2N 5JQ	
<b>Solicitors</b>	Bates Wells & Braithwaite Cheapside House 138 Cheapside London EC2V 6BB	
<b>Auditors</b>	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 2009**

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The Council of Management presents its report and the audited financial statements for the year ended 31 December 2009.

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 12 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 2009 was 12 (2008 - 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 2009

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MRG's aims are to secure the rights of minorities and indigenous peoples and to promote cooperation and understanding between communities. 2009 was the first year of a four-year strategic period spanning 2009-2012. For this period, MRG has had the following six objectives:

1. **Strengthening the Voices of Minority and Indigenous Organisations.** 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, East Africa, South Asia 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 2009 across Africa, in seven states in South East Europe, four states in South Asia as well as in Turkey, Iraq, Indonesia, Peru, and Sri Lanka. Participants reported great benefits and many went on to design and run advocacy programmes on behalf of their communities using the skills that they had learnt.
2. **Reducing Poverty and Ending Discrimination.** This strand of our work aims to achieve positive changes in national policy and practice with a particular focus on equality in education and land rights. Campaigns run by MRG and by partners, when successful, result in long-term changes to bring national-level policies, laws and practices in line with universal human rights standards. In 2009 we contributed to campaigns that achieved or worked towards better recognition of the rights of minorities in many countries notably Burundi, India, Indonesia, Kenya, Pakistan, Tanzania, and Uganda.
3. **Changing Discriminatory Attitudes.** This is a new area for MRG and we have planned and secured funding for a programme using Street Theatre to Challenge Racism which will begin work in Botswana, Dominican Republic, Kenya and Rwanda in 2010.
4. **Promoting Minority and Indigenous Participation.** We worked with partners to secure better participation rights for minority and indigenous peoples in East Africa and the Great Lakes as well as Bosnia, Botswana, and Sri Lanka. We achieved a positive judgement from the European Court of Human Rights in a case concerning political participation in Bosnia which has the potential to not only stimulate a revised electoral code in Bosnia but is a ground breaking case on discrimination issues in Europe.
5. **Preventing Conflict and Mass Atrocities.** This year we have continued to work in East Africa with communities on how to manage tensions over scarce resources that can lead to conflict between communities. Our conflict prevention work has also continued in Cyprus, Iraq, Sri Lanka and Somalia.
6. **Strengthening international systems for minority protection.** We continued to work closely with the Human Rights mechanisms of the UN, in particular we supported over a dozen participants to attend the UN Forum on Minority Issues. We supported partners to submit shadow reports or other materials to UN and EU reporting mechanisms. We supported the Council of Europe with a civil society review of the Council of Europe's Framework Convention on National Minorities. We were commissioned by UNICEF to undertake a review of how minority rights have been mainstreamed in their work and continued our work with UNDP, African regional mechanisms and the OSCE.

## **Minority Rights Group**

### **Report of the Council**

**For the year ended 31 December 2009**

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#### **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.

#### **Plans for future periods**

2010 will be the second year of our current four-year strategic period which runs from 2009 to 2012. During the year we plan to continue with many of the above activities in pursuit of our strategic objectives. In addition, we hope to add some more new work in the area of changing discriminatory attitudes and to expand our work in further regions of the world. We have also secured funding for a major new programme of minority-led advocacy in Europe, Asia, Africa and at the UN.

#### **Financial review**

During the year under review, Minority Rights Group achieved an income of £2.92m, an increase of 6.2% on income achieved in the previous year (2008). Significant and continuing financial support was received from Alan and Babette Sainsbury Trust, Baring Foundation, Cordaid, Doen Foundation, the Eva Reckitt Charitable Trust, John Ellerman Foundation, the Lee Foundation, the Pilkington Charitable Trust, the Sigrid Rausing Trust, the Taiwan Foundation for Democracy, the Governments of Canada, Finland, Hungary, Ireland, the Netherlands, Norway, Sweden, Switzerland, and the United Kingdom; the Council of Europe, the UN High Commissioner for Refugees, UNICEF, and the European Commission. These grants are greatly appreciated by the charity.

The charity's overall expenditure in 2009 amounted to £2.73m an increase of 23.7% on the previous year. After unrestricted income relating to 2010 activities was transferred from general to designated funds, the operating surplus (deficit) for the year on the general fund was £58,209. This increased to £72,212 after adjusting for exceptional items including gains on investment, exchange difference and obsolete stock write-off.

#### **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 2010, the level of reserve required is £407,725. Performance against this is measured quarterly by management and reviewed half yearly by the F&GP committee of the council.

## **Minority Rights Group**

### **Report of the Council**

**For the year ended 31 December 2009**

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#### **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 modest recovery in the stock market, the value of the charity's investment portfolio increased by £31,035 which in effect partly reverses the £78,449 loss in value in 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 2006. 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 2009

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#### 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	
Chaloka Beyani	(Retired April 2009)
Kevin Boyle	(Chair)
Arjan Buteijn	(Appointed April 2009)
Hurst Hannum	(Appointed April 2009)
Miriam Hooker	(Retired April 2009)
Mukesh Kapila	
Mehr Khan Williams	
Lekha Klouda	(Chair of the Finance & General Purposes Committee)
Reem Mazzawi	
John Packer	(Retired April 2009)
Lydia Ramahobo	
William Samuel	(Appointed April 2009)
Stella Tamang	
Melakou Tegegn	(Appointed April 2009)

#### 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 7 May 2010 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**

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We have audited the financial statements of Minority Rights Group for the year ended 31 December 2009 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 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 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) and for being satisfied that the financial statements give a true and fair view 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, have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and have been prepared in accordance with the Companies Act 2006. We also report to you whether, in our opinion, the information given in the council's annual report is consistent with those financial statements.

In addition we report to you if, in our opinion, the charitable company has not kept adequate accounting records, if the charitable company's financial statements are not in agreement with the accounting records and returns, if we have not received all the information and explanations we require for our audit, or if certain disclosures of council's remuneration specified by law are not made.

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

#### **Basis of audit 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**

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#### **Opinion**

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 2009 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- the financial statements have been properly prepared in accordance with the Companies Act 2006; and
- the information given in the council's annual report is consistent with the financial statements.

**SAYER VINCENT**

8 Angel Gate

City Road

LONDON

EC1V 2SJ

Pamela Craig Senior Statutory Auditor  
for and on behalf of Sayer Vincent, Statutory Auditors

14 June 2010

# Minority Rights Group

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

For the year ended 31 December 2009

	Note	Restricted £	Designated £	General £	2009 Total £	2008 Total £
<b>Incoming resources</b>						
<i>Incoming resources from generated funds</i>						
Voluntary income	2	-	-	646,469	646,469	781,791
Investment income		-	-	4,649	4,649	4,471
<i>Incoming resources from charitable activities</i>						
Advocacy & Projects		2,181,480	-	-	2,181,480	1,899,227
Publications		-	-	6,509	6,509	10,727
Consultancy		-	-	25,100	25,100	7,330
Other income		-	-	55,964	55,964	45,642
<b>Total incoming resources</b>		<u>2,181,480</u>	<u>-</u>	<u>738,691</u>	<u>2,920,171</u>	<u>2,749,188</u>
<b>Resources expended</b>						
<i>Costs of generating funds:</i>						
Costs of generating voluntary income		-	-	102,957	102,957	110,599
<i>Charitable activities</i>						
Advocacy & Projects		2,257,737	-	268,320	2,526,057	1,934,845
Advocacy Support		-	-	4,915	4,915	11,489
Project support		-	-	32,043	32,043	40,219
Publications		-	-	37,250	37,250	67,419
Consultancy		-	-	11,866	11,866	13,660
Governance costs		-	-	28,671	28,671	29,083
<b>Total resources expended</b>	3	<u>2,257,737</u>	<u>-</u>	<u>486,022</u>	<u>2,743,759</u>	<u>2,207,314</u>
<b>Net incoming resources before transfers</b>	4	(76,257)	-	252,669	176,412	541,874
Gross transfers between funds		<u>193,102</u>	<u>14,123</u>	<u>(207,225)</u>	<u>-</u>	<u>-</u>
<b>Net incoming resources before other gains and losses</b>		116,845	14,123	45,444	176,412	541,874
Unrealised investment (loss)/gains	8	-	-	31,035	31,035	(78,449)
Unrealised (loss)/gains on foreign exchange		<u>-</u>	<u>-</u>	<u>(4,267)</u>	<u>(4,267)</u>	<u>130,868</u>
<b>Net movement in funds</b>		<u>116,845</u>	<u>14,123</u>	<u>72,212</u>	<u>203,180</u>	<u>594,293</u>
<b>Funds at the start of the year</b>		<u>836,858</u>	<u>203,772</u>	<u>333,892</u>	<u>1,374,522</u>	<u>780,229</u>
<b>Funds at the end of the year</b>		<u>953,703</u>	<u>217,895</u>	<u>406,104</u>	<u>1,577,702</u>	<u>1,374,522</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 2009

	Note	£	2009 £	2008 £
<b>Fixed assets</b>				
Tangible fixed assets	7		41,494	31,741
Investments	8		<u>171,424</u>	<u>140,389</u>
			212,918	172,130
<b>Current assets</b>				
Stock	9	-		12,760
Debtors	10	597,527		469,151
Short term deposit		-		250,000
Cash at bank and in hand		<u>948,742</u>		<u>562,325</u>
		1,546,269		1,294,236
<b>Creditors: amounts due within 1 year</b>	11	<u>181,485</u>		<u>91,845</u>
<b>Net current assets</b>			<u>1,364,784</u>	<u>1,202,392</u>
<b>Net assets</b>	12		<u><u>1,577,702</u></u>	<u><u>1,374,522</u></u>
<b>Funds</b>	13			
Restricted funds				
In surplus			953,703	836,858
In deficit				
Unrestricted funds				
Designated fund			217,895	203,772
General fund			<u>406,104</u>	<u>333,892</u>
<b>Total funds</b>			<u><u>1,577,702</u></u>	<u><u>1,374,522</u></u>

Approved by the directors on 7 May 2010 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 2009

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#### 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.
- 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.
- 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.

## Minority Rights Group

### Notes to the financial statements

For the year ended 31 December 2009

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#### 1. Accounting policies (continued)

- 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 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.

- 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 Ugandan offices have been consolidated into the accounts on a line by line basis.
- t) 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 on a straight line basis over the minimum lease term.

## Minority Rights Group

### Notes to the financial statements

For the year ended 31 December 2009

#### 2. Voluntary income

	2009 £	2008 £
TBH Brunner Charitable Trust	1,000	1,000
Ministry for Foreign Affairs of Finland	-	100,000
The Sigrid Rausing Trust	150,000	120,000
Lee Foundation	10,000	10,000
Netherlands Ministry of Foreign Affairs	-	140,098
The Pilkington General Charitable Trust	-	1,500
The Eva Reckitt Trust	1,000	1,000
Swedish International Development Cooperation Agency	208,014	184,248
Doen Foundation	89,130	55,601
Alan and Babette Sainsbury	5,000	5,000
Swets & Zeitlinger	1,020	-
Rathbone Trust Company	1,500	2,000
Cordaid	178,216	150,009
Wim Jacobs	-	2,375
Lev Weinstock- Legacy	-	6,506
Donations and other income	1,589	2,454
	<u>646,469</u>	<u>781,791</u>

# Minority Rights Group

## Notes to the financial statements

For the year ended 31 December 2009

### 3. Charitable expenditure

	Costs of generating voluntary income	Advocacy & Projects	Advocacy Support	Project Support	Publications	Consultancy	Governance costs	Support costs	2009 Total	2008
	£	£	£	£	£	£	£	£	£	£
Staff Costs (note 5)	58,266	877,680	3,118	14,999	2,440	8,839	-	35,380	1,000,722	992,914
Consultancy & Volunteers	1,686	111,724	-	724	4,360	16	-	2,043	120,553	129,440
Recruitment	247	7,461	-	55	1,455	-	-	797	10,015	8,610
Staff Training & Development	2,764	4,944	332	4,258	1,796	-	-	2,120	16,214	18,535
Staff Travel	2,727	147,911	-	2,486	1,977	1,447	-	3,506	160,054	116,721
Regional Offices	-	79,195	-	-	-	-	-	-	79,195	6,657
Partners' Activities	-	654,398	-	-	-	-	-	-	654,398	304,265
Partner attendance at events	-	150,893	-	-	-	455	-	-	151,348	119,772
Training Events	50	32,094	-	11	123	-	-	160	32,438	81,193
Publications Production	113	65,376	-	25	810	-	-	363	66,687	55,699
Media, PR & Marketing	29	5,938	-	6	939	-	-	94	7,006	5,746
Communications	1,866	37,064	-	604	753	-	-	5,704	45,991	33,312
Office Running costs	1,831	11,723	356	390	1,557	-	-	4,196	20,053	26,446
Premises costs	17,137	145,786	-	3,808	3,808	-	-	55,219	225,758	193,266
Office Relocation	240	1,556	-	54	53	-	-	778	2,681	1,164
IT & Equipment	2,955	34,397	-	657	657	-	-	9,522	48,188	34,448
Depreciation	1,407	9,495	-	313	313	-	-	4,534	16,062	19,738
Bank charges and forex	512	9,873	-	118	118	-	-	1,454	12,075	8,988
Professional Fees	37	25,684	-	-	-	-	-	14,911	40,632	37,685
Charity Management & Statutory	-	6,402	-	763	-	-	-	13,760	20,925	8,430
Obsolete stock written off	-	-	-	-	12,764	-	-	-	12,764	-
Volunteers' expenses	-	-	-	-	-	-	-	-	-	4,285
	91,867	2,419,594	3,806	29,271	33,923	10,757	28,671	125,870	2,743,759	2,207,314
Support costs	11,090	106,463	1,109	2,772	3,327	1,109	-	(125,870)	-	-
Total resources expended	102,957	2,526,057	4,915	32,043	37,250	11,866	28,671	-	2,743,759	2,207,314

## Minority Rights Group

### Notes to the financial statements

For the year ended 31 December 2009

#### 4. Net incoming resources for the year

This is stated after charging / crediting:

	2009 £	2008 £
Depreciation	16,062	19,738
Council members' remuneration	-	-
Council members' reimbursed expenses	18,889	7,153
Auditors' remuneration:		
▪ audit	12,500	17,584
Operating lease rentals:		
▪ property	128,213	128,213
▪ other	9,714	9,714

Council members' reimbursed expenses represent the reimbursement of travel and subsistence costs to 14 (2008: 12) members relating to attendance at meetings of the Council.

#### 5. Staff costs and numbers

Staff costs were as follows:

	2009 £	2008 £
Salaries and wages	754,528	782,333
Social security costs	77,088	80,946
Pension contributions	40,037	44,148
Regional Office staff	129,069	85,487
	<u>1,000,722</u>	<u>992,914</u>

One employee earned between £60,000 - £70,000 during the year (2008: one). Employer pension contributions for that employee totalled £6,949 in 2009.

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

	2009 No.	2008 No.
Directors' office including fundraising	4.3	4.3
Administration and finance	4.0	4.3
Projects and project support- UK	11.3	14.1
Projects and project support- Regional Office	6.9	-
	<u>26.5</u>	<u>22.7</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 2009

#### 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 £
<b>Cost</b>	
At the start of the year	164,448
Additions in year	<u>25,816</u>
At the end of the year	<u>190,264</u>
<b>Depreciation</b>	
At the start of the year	132,707
Charge for the year	<u>16,063</u>
At the end of the year	<u>148,770</u>
<b>Net book value</b>	
At the end of the year	<u><u>41,494</u></u>
At the start of the year	<u><u>31,741</u></u>

#### 8. Investments

	2009 £	2008 £
Market value at the start of the year	140,389	218,838
Unrealised (loss)/gain	<u>31,035</u>	<u>(78,449)</u>
Market value at the end of the year	<u>171,424</u>	<u>140,389</u>
Historic cost at the end of the year	<u>67,877</u>	<u>67,877</u>
Investments representing over 5% by value of the portfolio comprise:		
	2009 £	2008 £
20,226 ordinary shares in Charishare Common Investment Fund	81,574	65,392
73168 ordinary shares in Friends Provident Stewardship Income Trust	<u>89,850</u>	<u>74,997</u>
	<u>171,424</u>	<u>140,389</u>

# Minority Rights Group

## Notes to the financial statements

For the year ended 31 December 2009

### 9. Stock

	2009 £	2008 £
Publications	-	12,760

### 10. Debtors

	2009 £	2008 £
Trade debtors	18,516	9,579
Other debtors	31,916	44,239
Prepayments	30,245	36,288
Accrued income	516,850	379,045
	<u>597,527</u>	<u>469,151</u>

### 11. Creditors: amounts due within 1 year

	2009 £	2008 £
Trade creditors	33,921	2,357
Taxation and social security	12,831	33,672
Accruals	90,580	45,262
Deferred Income	-	8,120
Other creditors - Prior year exchange gains to be returned to EC	44,153	2,434
	<u>181,485</u>	<u>91,845</u>

### 12. Analysis of net assets between funds

	Restricted funds £	Designated funds £	General funds £	Total Funds £
Fixed assets	-	-	212,918	212,918
Net current assets	953,703	217,895	193,186	1,364,784
<b>Net assets at the end of the year</b>	<u>953,703</u>	<u>217,895</u>	<u>406,104</u>	<u>1,577,702</u>

# Minority Rights Group

## Notes to the financial statements

For the year ended 31 December 2009

### 13. Movement in funds (summary note)

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
<b>Restricted funds:</b>					
<b>AFRICA &amp; MIDDLE EAST REGION</b>	171,295	717,708	(827,737)	40,000	<b>101,266</b>
<b>ASIA PACIFIC REGION</b>	110,247	143,293	(196,780)	40,000	<b>96,760</b>
<b>EUROPE / CIS REGION</b>	266	263,823	(268,034)	33,452	<b>29,507</b>
<b>RESEARCH &amp; DEVELOPMENT</b>	-	24,843	(24,843)	-	<b>-</b>
<b>MINORITY RIGHTS &amp; DEVELOPMENT</b>	686	-	-	-	<b>686</b>
<b>MINORITIES &amp; CONFLICT PREVENTION</b>	109,579	269,184	(331,691)	2,000	<b>49,072</b>
<b>STRATEGIC COMMUNICATIONS</b>	171,100	89,299	(214,739)	-	<b>45,660</b>
<b>INTERNATIONAL ADVOCACY</b>	273,685	673,330	(393,913)	77,650	<b>630,752</b>
	<b>836,858</b>	<b>2,181,480</b>	<b>(2,257,737)</b>	<b>193,102</b>	<b>953,703</b>
<b>AFRICA &amp; MIDDLE EAST REGION</b>					
<b>Poverty Reduction Strategy Process</b>	<b>15,350</b>	<b>61,000</b>	<b>(76,121)</b>	-	<b>229</b>
Irish Aid project grant	15,350	-	(15,350)	-	-
Irish Aid Block grant	-	61,000	(60,771)	-	229
<b>Batwa Programme - 2005-2009</b>	<b>78,545</b>	<b>327,281</b>	<b>(405,826)</b>	-	<b>-</b>
Money Gram	2,513	-	(2,513)	-	-
European Commission	8,528	239,400	(247,928)	-	-
Canadian International Development Agency	-	30,246	(30,246)	-	-
Irish Aid project grant	57,409	-	(57,409)	-	-
Ministry for Foreign Affairs of Finland	10,095	-	(10,095)	-	-
Irish Aid Block grant	-	53,635	(53,635)	-	-
Gilchrist Educational Trust	-	4,000	(4,000)	-	-
<b>Programme Quality</b>	-	<b>60,652</b>	<b>(60,652)</b>	-	<b>-</b>
Irish Aid Block grant	-	60,652	(60,652)	-	-
<b>Legal Cases Africa Project</b>	-	<b>61,532</b>	<b>(43,318)</b>	-	<b>18,214</b>
Irish Aid Block grant	-	21,532	(21,532)	-	-
Ministry for Foreign Affairs of Finland	-	40,000	(21,786)	-	18,214
<b>Endorois Project</b>	<b>60,529</b>	<b>82,901</b>	<b>(60,607)</b>	-	<b>82,823</b>
Baring Foundation	29,307	55,270	(29,307)	-	55,270
John Ellerman Foundation	31,222	27,631	(31,300)	-	27,553
<b>Pastoralists Programme 2005-2008</b>	<b>16,871</b>	-	<b>(16,871)</b>	-	<b>-</b>
Irish Aid project grant	16,871	-	(16,871)	-	-
<b>Pastoralists Programme 2009</b>	-	<b>33,468</b>	<b>(73,468)</b>	<b>40,000</b>	<b>-</b>
Irish Aid Block grant	-	33,468	(33,468)	-	-
Cordaid Block grant	-	-	(40,000)	40,000	-
<b>Uganda Pastoralist Project</b>	-	<b>21,025</b>	<b>(21,025)</b>	-	<b>-</b>
UK Department for International Development	-	21,025	(21,025)	-	-
<b>Uganda NEPAD Project</b>	-	<b>69,849</b>	<b>(69,849)</b>	-	<b>-</b>
Irish Aid Block grant	-	10,000	(10,000)	-	-
European Commission- London costs	-	-	(17,284)	17,284	-
European Commission- Uganda	-	59,849	(42,565)	(17,284)	-
<b>Sub Total Africa &amp; Middle East Region</b>	<b>171,295</b>	<b>717,708</b>	<b>(827,737)</b>	<b>40,000</b>	<b>101,266</b>

# Minority Rights Group

## Notes to the financial statements

For the year ended 31 December 2009

13. Movements in funds (continued)	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
<b>ASIA &amp; PACIFIC REGION</b>					
<b>Religious Minorities in Asia - 2008</b>	<b>105,747</b>	<b>35,343</b>	<b>(101,481)</b>	<b>40,000</b>	<b>79,609</b>
Irish Aid	103,228	-	(63,619)	-	39,609
Cordaid Block Grant	2,519	-	(2,519)	40,000	40,000
Netherlands Ministry of Foreign Affairs	-	35,343	(35,343)	-	-
<b>Religious Minorities in Asia 2002-2005</b>	<b>4,500</b>	-	-	-	<b>4,500</b>
Christian Aid	4,500	-	-	-	4,500
<b>Promoting Minority Rights - Sri Lanka</b>	<b>-</b>	<b>107,950</b>	<b>(95,299)</b>	<b>-</b>	<b>12,651</b>
European Commission	-	71,950	(59,299)	-	12,651
Ministry for Foreign Affairs of Finland	-	36,000	(36,000)	-	-
<b>Sub Total Asia &amp; Pacific Region</b>	<b>110,247</b>	<b>143,293</b>	<b>(196,780)</b>	<b>40,000</b>	<b>96,760</b>
<b>EUROPE / CIS REGION</b>					
<b>South East Europe Programme</b>	<b>-</b>	<b>159,866</b>	<b>(145,452)</b>	<b>-</b>	<b>14,414</b>
UK Department for International Development	-	132,866	(132,866)	-	-
Ministry for Foreign Affairs of Finland	-	27,000	(12,586)	-	14,414
<b>Hungarian office Dev Ed Project</b>	<b>-</b>	<b>99,265</b>	<b>(116,683)</b>	<b>33,452</b>	<b>16,034</b>
European Commission	-	91,265	(75,231)	-	16,034
Hungarian Ministry of Foreign Affairs	-	8,000	(8,000)	-	-
MRG Match funding	-	-	(33,452)	33,452	-
<b>FCNM Training</b>	<b>-</b>	<b>2,488</b>	<b>(2,488)</b>	<b>-</b>	<b>-</b>
Council Of Europe	-	2,488	(2,488)	-	-
<b>UN Advocacy Project Hungary</b>	<b>266</b>	<b>-</b>	<b>(471)</b>	<b>-</b>	<b>(205)</b>
Hungarian Ministry of Foreign Affairs	266	-	(471)	-	(205)
<b>INFOCON</b>	<b>-</b>	<b>2,204</b>	<b>(2,940)</b>	<b>-</b>	<b>(736)</b>
European Commission	-	2,204	(2,940)	-	(736)
<b>Sub Total Europe / CIS Region</b>	<b>266</b>	<b>263,823</b>	<b>(268,034)</b>	<b>33,452</b>	<b>29,507</b>
<b>MINORITY RIGHTS &amp; DEVELOPMENT</b>					
<b>Minority Rights &amp; Development</b>	<b>686</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>686</b>
Trocaire	686	-	-	-	686
<b>Sub Total Minority Rights &amp; Development</b>	<b>686</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>686</b>

# Minority Rights Group

## Notes to the financial statements

For the year ended 31 December 2009

13. Movements in funds (continued)	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
<b>MINORITIES &amp; CONFLICT PREVENTION</b>					
Cyprus	-	62,102	(31,689)	-	30,413
European Commission	-	62,102	(31,689)	-	30,413
Conflict Prevention - Nepal	311	1,250	(3,561)	2,000	-
Taiwan Foundation for Democracy	-	1,250	(1,250)	-	-
Alan & Nesta Ferguson Charitable Trust	311	-	(311)	-	-
Cordaid Block Grant	-	-	(2,000)	2,000	-
Conflict East Africa	-	175,832	(174,904)	-	928
Irish Aid Block grant	-	86,228	(85,000)	-	1,228
European Commission	-	89,604	(89,904)	-	(300)
Iraq Refugees	4,192	-	(4,916)	-	(724)
UNHCR	4,192	-	(4,916)	-	(724)
Iraq/Somalia Project	105,076	30,000	(116,621)	-	18,455
Irish Aid Block grant (for Somalia)	-	30,000	(26,919)	-	3,081
European Commission	105,076	-	(89,702)	-	15,374
<b>Sub Total Minority Rights &amp; Conflict Prevention</b>	<b>109,579</b>	<b>269,184</b>	<b>(331,691)</b>	<b>2,000</b>	<b>49,072</b>
<b>STRATEGIC COMMUNICATIONS</b>					
Minority Voices	171,100	89,299	(214,739)	-	45,660
European Commission	171,100	-	(137,440)	-	33,660
UNICEF	-	25,000	(25,000)	-	-
Netherlands MFA	-	23,299	(11,299)	-	12,000
Ministry for Foreign Affairs of Finland	-	41,000	(41,000)	-	-
<b>Sub Total Strategic Communications</b>	<b>171,100</b>	<b>89,299</b>	<b>(214,739)</b>	<b>-</b>	<b>45,660</b>

# Minority Rights Group

## Notes to the financial statements

For the year ended 31 December 2009

13. Movements in funds (continued)	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
<b>INTERNATIONAL ADVOCACY</b>					
Turkey - Anti discrimination project	44,591	31,571	(85,812)	9,650	-
European Commission	44,591	-	(44,591)	-	-
FCO	-	31,571	(31,571)	-	-
Cordaid Block Grant	-	-	(9,650)	9,650	-
<b>Legal Cases Project</b>	<b>79,402</b>	<b>97,458</b>	<b>(131,042)</b>	<b>-</b>	<b>45,818</b>
Sheri Rosenberg	-	-	-	-	-
Cordaid Block Grant	-	-	-	-	-
Open Society Institute	50,129	97,458	(99,645)	-	47,942
Royal Norwegian Ministry of Foreign Affairs	29,273	-	(31,397)	-	(2,124)
<b>Street theatre project</b>	<b>-</b>	<b>240,768</b>	<b>-</b>	<b>-</b>	<b>240,768</b>
European Commission	-	240,768	-	-	240,768
<b>Minority Women Project-Africa</b>	<b>146,200</b>	<b>-</b>	<b>(122,017)</b>	<b>38,000</b>	<b>62,183</b>
Irish Aid	146,200	-	(84,017)	-	62,183
Cordaid Block Grant	-	-	(38,000)	38,000	-
<b>Minority Women Project - India</b>	<b>-</b>	<b>-</b>	<b>(28,842)</b>	<b>30,000</b>	<b>1,158</b>
Cordaid Block Grant	-	-	(28,842)	30,000	1,158
<b>India Advocacy training</b>	<b>3,492</b>	<b>1,370</b>	<b>(4,862)</b>	<b>-</b>	<b>-</b>
CCFD	3,041	1,370	(4,411)	-	-
European Commission	451	-	(451)	-	-
<b>Global Advocacy Project</b>	<b>-</b>	<b>302,163</b>	<b>(21,338)</b>	<b>-</b>	<b>280,825</b>
Ministry for Foreign Affairs of Finland	-	46,657	(21,338)	-	25,319
European Commission	-	255,506	-	-	255,506
<b>Sub Total International Advocacy</b>	<b>273,685</b>	<b>673,330</b>	<b>(393,913)</b>	<b>77,650</b>	<b>630,752</b>
<b>RESEARCH &amp; DEVELOPMENT</b>	<b>-</b>	<b>24,843</b>	<b>(24,843)</b>	<b>-</b>	<b>-</b>
Ministry for Foreign Affairs of Finland	-	24,843	(24,843)	-	-
<b>Sub Total Research and Development</b>	<b>-</b>	<b>24,843</b>	<b>(24,843)</b>	<b>-</b>	<b>280,825</b>
<b>Total restricted funds</b>	<b>836,858</b>	<b>2,181,480</b>	<b>(2,257,737)</b>	<b>193,102</b>	<b>953,703</b>
<b>Unrestricted funds:</b>					
Designated fund	203,772	84,445	(70,322)	-	217,895
General fund	333,892	72,212	-	-	406,104
<b>Total unrestricted funds</b>	<b>537,664</b>	<b>156,657</b>	<b>(70,322)</b>	<b>-</b>	<b>623,999</b>
<b>Total funds</b>	<b>1,374,522</b>	<b>2,338,137</b>	<b>(2,328,059)</b>	<b>193,102</b>	<b>1,577,702</b>

**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 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.

**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.

**Purposes of designated funds**

£150,000 was received from the Sigrid Rausing Trust in July 2009 to support core costs for a twelve month period. £75,000 of the grant is carried forward as a designated fund. It will be utilised in the first six months of 2010 to support core costs.

£208,014 was received from SIDA in 2009 to support core costs. £54,007 of the grant is carried forward as a designated fund to be utilised in 2010 to support core costs.

£178,216 was received from CordAid in 2009 for project funding for the period from July 2009 to July 2010. £89,328 was allocated to projects in Africa and Asia while £88,888 of this was transferred to designated fund to be utilised to support project activities from January to July 2010.

## Minority Rights Group

### Notes to the financial statements

For the year ended 31 December 2009

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#### 14. Operating lease commitments

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

	Property		Equipment	
	2009	2008	2009	2008
	£	£	£	£
1 - 2 years	-	-	-	-
2 - 5 years	143,950	128,213	9,442	9,713
Over 5 years	-	-	-	-
	<u>143,950</u>	<u>128,213</u>	<u>9,442</u>	<u>9,713</u>

#### 15. Foreign exchange

Restricted fund balances held in foreign currencies at year end have been translated to UK Sterling at the exchange rate on 31 December 2009 in line with financial reporting standards. However, these funds remain in foreign currency bank accounts. The EC, one of Minority Rights Group's funders, require conversions between currencies in particular ways stipulated in contract which may result in exchange differences between the GBP value of the fund balances in Note 13 and the actual value when these balances are spent or converted.