

**JUBILEE DEBT CAMPAIGN**

**FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED**

**31 DECEMBER 2010**

**Charity Registration No. 1055675**

**Company Registration No. 3201959 (England and Wales)**

**Jacob Cavenagh & Skeet  
Chartered Accountants  
5 Robin Hood Lane  
Sutton  
Surrey SM1 2SW**

**JUBILEE DEBT CAMPAIGN**

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**FOR THE YEAR ENDED**

**31 DECEMBER 2010**

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## JUBILEE DEBT CAMPAIGN

### LEGAL AND ADMINISTRATIVE INFORMATION FOR THE YEAR ENDED 31 DECEMBER 2010

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#### Trustees / Company directors

##### National Organisations

Steve Miller Co-Chair (Tzedek)  
Samia Ahmed (Islamic Relief)..... (Appointed 20 April 2010)  
Bandula Kothalawala (TUC)  
David McNair (Christian Aid)..... (Resigned 20 April 2010)  
Sargon Nissan (new economics foundation)..... (Resigned 20 April 2010)  
Stefanie Pfeil (War on Want)  
Mike Podmore (VSO)  
Ida Quarteyson (Christian Aid)..... (Appointed 20 April 2010)  
Abdul Aziz Rajab-Ali (Islamic Relief)..... (Resigned 20 April 2010)  
Helen Warrington (United Reformed Church)

##### Local Groups

Stephen Rand Co-Chair (Spelthorne Area JDC)  
Roger Chisnall (Just Action, Vineyard Church, St. Albans)  
Alison Geary (Birmingham)  
David Golding (Make Poverty History North East)  
Diana Hudson (Dorking)  
Linda Manning (Chester)  
Peter Merson (Somerset)  
Marylyn Rayner (Sherwood for Global Justice and Peace)

##### Jubilee Scotland

James Picardo

##### Co-opted

Derek Adams (Honorary Treasurer)  
Juliette Daigre

##### Company Secretary

Helen Campbell ..... (Resigned 13 July 2010)  
Matt Gardner ..... (Appointed 13 July 2010)

##### Director

Nick Dearden

## **JUBILEE DEBT CAMPAIGN**

LEGAL AND ADMINISTRATIVE INFORMATION (continued)  
FOR THE YEAR ENDED 31 DECEMBER 2010

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### **REGISTERED OFFICE**

The Grayston Centre  
28 Charles Square  
London  
N1 6HT

### **SOLICITORS**

Bates, Wells & Braithwaite  
2-6 Cannon Street  
London  
EC4M 6YH

### **AUDITORS**

Jacob Cavenagh & Skeet  
5 Robin Hood Lane  
Sutton  
Surrey  
SM1 2SW

### **BANKERS**

The Co-operative Bank  
Kings Valley Yew Street  
Stockport  
Cheshire  
SK4 2JU

CAF Bank Ltd  
25 Kings Hill Avenue  
Kings Hill  
West Malling  
Kent  
ME19 4JQ

### **Jubilee Debt Campaign has reserves on deposit, using:**

CCLA Investment Management Ltd  
COIF Charities Deposit Fund  
80 Cheapside  
London  
EC2V 6DZ

**Charity number:** 1055675

**Company number:** 3201959

## **JUBILEE DEBT CAMPAIGN**

### **REGISTERED GROUPS AND ORGANISATIONS FOR THE YEAR ENDED 31 DECEMBER 2010**

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#### **REGISTERED GROUPS**

During the course of 2010 we revised our requirements for the registration of groups, resulting in the loss of a number of registered members, but a list which much more accurately reflects those organisations which actively support our work.

ACTSA (Richmond)  
All Saints Social Justice Action Group  
Cambridge WDM  
Christ Church with St Philip, Worcester Park  
Churches Together around Hampton  
Churches Together in Mold District  
Churches Together in Southwell - World Development Group  
Commonwork  
Cotham Parish Church  
CWU - London Region  
East Kent Regional Group  
Faithful Companions of Jesus Park Lane  
Farnham Area JDC Group  
Gainsborough Social Justice Action Group  
Harrogate & Knaresborough Jubilee Debt Campaign  
Harrow & Brent Oxfam Campaign Group  
Hartlepool For Global Peace and Justice  
JDC at Newcastle University  
JDC Chester  
Jubilee Debt Campaign Birmingham  
Lancaster Diocese Faith and Justice Commission  
Make Poverty History NE  
Milton Keynes Peace and Justice Network  
Monmouth Fairtrade Forum  
North Staffs Jubilee Harvest Coalition  
Northampton Christian Network for Justice & Peace  
Portsmouth WDM  
Reading JDC  
Richmond Jubilee Debt and Trade Justice Campaigner Group  
Salisbury Debt Campaign  
Sherwood for Global Justice and Peace  
Somerset Regional Group  
Spelthorne Area JDC  
St Philip's Church & St James's Church, Dorridge  
Thornbury and District Make Poverty History Group  
UNISON Middlesex University Branch  
Unison South Tyneside Local Government branch  
Unison West Midlands  
Unison Wolverhampton  
UNITE - Oxford General & Publishing Branch  
Watford Oxfam, WDM and JDC Campaigns Group  
WDM in Sheffield  
Wolverhampton World Poverty Action (WWPA)

## **JUBILEE DEBT CAMPAIGN**

REGISTERED GROUPS AND ORGANISATIONS (continued)  
FOR THE YEAR ENDED 31 DECEMBER 2010

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### **REGISTERED ORGANISATIONS**

ActionAid UK  
Baptist Union of Great Britain  
CAFOD  
Christian Aid  
Christian Socialist Movement  
General Assembly of Unitarian and Free Christian Churches  
Health Poverty Action  
Islamic Relief  
Jubilee Scotland  
Methodist Relief and Development Fund (MRDF)  
The Mothers Union  
NASUWT  
National Justice and Peace Network  
ONE  
Plan UK  
Public and Commercial Services Union  
Share the World's Resources  
Student Christian Movement  
Tearfund  
Transport and Salaried Staffs Association (TSSA) Tools for Self Reliance  
Trades Union Congress  
TZEDEK  
UNISON  
United Reformed Church (Commitment for life)  
Voluntary Service Overseas (VSO)  
World Development Movement  
World Vision UK

## JUBILEE DEBT CAMPAIGN

### TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2010

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The trustees present their report and accounts for the year ended 31 December 2010.

The accounts have been prepared in accordance with the accounting policies set out in *Note 1* to the accounts and comply with the charity's *Memorandum and Articles of Association*, the *Companies Act 2006* and the *Statement of Recommended Practice, Accounting and Reporting by Charities*, of March 2005.

#### Overview

Despite a funding shortfall for the year, Jubilee Debt Campaign has had several concrete successes during 2010, helping us to attract new funds which allow us to start 2011 on a stronger footing.

Of particular importance:

- We won our campaign on 'vulture funds', investment companies which buy up and then sell the debts of poor developing countries, making an enormous profit in the process. In May 2010, the UK Parliament introduced a law which will effectively prevent such behaviour, an act which has already shown its value in a case brought against Liberia.
- We achieved a second (and complete) debt cancellation for Haiti in the wake of the terrible earthquake experienced by that country in January. We ensured new funds were, by and large, delivered in the form of grant-aid.
- Afghanistan, Central African Republic, Democratic Republic of Congo, Liberia, Republic of Congo, Togo and Guinea-Bissau also received debt cancellation.
- Our multifaith project received funding to employ a part-time officer to take the project forward. We held a national multifaith conference and produced an educational resource on debt.
- We were successful in obtaining trust funding which allowed us to re-employ a Senior Campaigns & Policy Officer and a temporary Campaigns Officer who will work on debt and export credits.
- We engaged in educational work to convince campaigners, supporters, the media and decision-makers of the ongoing importance of 'dealing with debt' when trying to attain a just climate treaty.

#### Structure, governance and management

##### Structure

Jubilee Debt Campaign (JDC) is governed according to its *Memorandum and Articles of Association*, as amended on 21<sup>st</sup> April 2009. The charity is a company limited by guarantee. We are a UK coalition of national organisations and local groups - supported by thousands of individuals.

##### Board and sub-committees

Our Trustees (who are also the directors for the purpose of company law) are mostly elected from our member organisations (usually half from national organisations and half from local/regional groups). Upon appointment we carry out a Trustees skills audit and try to find any skills we lack from other individuals who we co-opt to the Board. Our Honorary Treasurer was co-opted in this way during 2009. In addition, our sister organisation, Jubilee Scotland, nominates one Trustee.

Joint Chairs are drawn from each 'constituency' (national/ local). The Board of Trustees meets four times in the year and has four sub-committees:

## JUBILEE DEBT CAMPAIGN

### TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2010

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- the Income and Expenditure Committee oversees all aspects of the budget including banking, insurance and fundraising;
- The Management Committee oversees staffing and office issues;
- The Risks Committee ensures management of strategic risks the organisation faces;
- The Local Activities Committee disperses small grants to local groups for activities carried out in furtherance of our objectives.

In addition, we are advised by a Campaigns Working Group – which includes Trustees, representatives of member organisations and some individual supporters. An e-list provides a useful communication link between the Secretariat and activists. We also have a Policy Group which continues to expand and comprises over 80 members – mostly representing national affiliates.

A Director and Secretariat are appointed by the Trustees to manage the day-to-day operations of the charity.

#### **Secretariat:**

The staff team consisted of:

Director	Nick Dearden
Campaigns and Communications Officer	Jonathan Stevenson
Senior Policy and Campaigns Officer	Tim Jones (from November 2010)
Senior Finance and Administration Officer	Helen Campbell (until May 2010)
Finance and Administration Officer	Matt Gardner (from July 2010)
Multifaith Project Worker	Chris Bloore (from June 2010)

#### **Induction**

New Trustees receive an induction session to the organisation and its staff, as well as information on the role and responsibility of being a trustee. We offer training opportunities as they arise throughout the year. Changes in trustee responsibilities are discussed at Board meetings. Role descriptions exist for the Chair and Honorary Treasurer, as well as a standard description for all Trustees to help them fulfil their role.

#### **Risk Management**

The trustees have established a Risks Committee that regularly reviews the major risks to which the Charity is exposed and the systems established to mitigate those risks. The Board decides membership of the Risks Committee. At each meeting of the Board, our major risks and mitigation strategies are considered by Trustees. It is a major item on the agenda once a year. Risks are grouped into five areas: governance and management, operational, financial, external and compliance. The Board notes especially areas of high-risk level and agrees how best to mitigate these risks.

In 2010, the budget shortfall and subsequent falling reserves were a particular concern for the Trustees. Reduction in staff hours, regular meetings of the Income and Expenditure Committee and a clear fundraising strategy were instituted to mitigate these risks.

## JUBILEE DEBT CAMPAIGN

TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2010

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### Objectives and Activities

#### Objects

Jubilee Debt Campaign works to eradicate the poverty and injustice that result from global debt, and campaigns for new structures to prevent the next debt crisis in poor countries.

Our aim is the cancellation of unjust and unpayable global debt and the creation of systems which prevent such debts arising in the future.

#### Vision and mission

We believe this object is pursued through our organisational vision:

A world of global economic justice, in which

- poor people are liberated by the full, unconditional cancellation of unjust and unpayable debt.
- there are just and transparent structures to resolve the current debt crisis and prevent its recurrence.

We intend to work towards this vision through our mission:

- raising public awareness of the ongoing debt crisis of countries with extreme poverty
- being part of the global movement building widespread, popular support for unconditional cancellation of unjust and unpayable debts
- raising the awareness of decision-makers, particularly in the UK and the International financial institutions, to make them aware of the links between poverty relief and debt cancellation.

#### Activities

In 2010 we amended our 3-year strategy to account for the fact that we would employ less staff and have fewer resources. Nonetheless, our strategy remained ambitious, aiming ultimately at achieving large sums of additional debt relief for developing countries. This long-term objective will entail substantial awareness-raising and education.

Our objectives in 2010 were to:

##### **1. Change and revitalise the public and political debate on developing country debt cancellation**

We realise that the issue of developing country debt often appears as an issue which has already been 'solved' by politicians. We need to educate our supporters and the UK public more generally (including through the media) as to the ongoing problem of debt and unfair and unsustainable lending. Through this education, we hope to equip these groups with the information and enthusiasm to better understand more general problems with the global economy and become development activists.

##### **2. Make the UK government a world leader on debt cancellation**

The UK Government was a vital part of ensuring wider debt cancellation between 1995 and 2005. We want to re-engage them on issues of debt, convincing them of the ongoing importance of debt

## JUBILEE DEBT CAMPAIGN

### TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2010

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and finance, both directly and through other channels (the media, Members of Parliament, policy processes).

#### **3. Create a new narrative on debt which centres around justice and legitimacy**

Re-engagement of our target groups means creating a compelling narrative which explains why debt and finance continue to impact on poverty and inequality at a global level. This means running campaigns which have a strongly educational character and working with developing world partners to uncover specific examples of injustice against which we can measure our success in reducing poverty.

#### **4. Work for the faster, fairer cancellation of debts on better terms, with the employment of grants rather than loans to deal with global poverty and inequality**

Debt relief schemes agreed at an international level are still not as effective as they could be at reducing poverty and inequality. We continue to push for deficiencies in these initiatives to be ironed out, and for measures to be taken which prevent another build-up of unjust and unsustainable debts.

#### **5. Implement a more targeted outreach and communications strategy which services current members and promotes our work to new UK audiences**

Activists and supporters remain the life blood of JDC and retaining our relevance means keeping these supporters engaged and mobilised, as well as recruiting new supporters to make ourselves more effective. This includes direct support of activists, clear communications, good media relations and the establishment and maintenance of networks like the multifaith network.

#### **6. Ensure more emphasis on staff welfare and empowerment and more funding to enable them to better carry out their activities**

A committed staff team is at the heart of JDC, and financial shortfalls mean it is even more important to focus on staff morale. Empowering staff, employing volunteers and interns, and investing in new technology where possible, are all important. Focussing on our fundraising strategy is even more essential in ensuring that the organisation can overcome financial difficulties and embark on truly effective programmes in future.

## **Benefit**

In devising the strategy and adopting the workplan for the year ahead, we keep in mind the Charity Commission guidance on public benefit.

The links between poverty and developing world debt are consistently made in our materials and communications. We firmly believe that only a deeper understanding of international lending and debt, and indeed global finance more generally, can help us develop the institutions, systems and rules which can create a world truly free from poverty. International aid on its own is simply not enough, however important in the short-term.

In 2010 the impact that lending and debt can have on the lives of millions of people have become clear to many more people right around the world. The financial crisis continues to take a terrible toll on employment and growth in the developed world. But this crisis has also given us the opportunity to educate the public in the UK as to the far more serious implications of debt on development in the global South.

## **JUBILEE DEBT CAMPAIGN**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2010**

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For decades, enormous debt burdens have prevented many developing world countries from addressing the basic needs of their populations – restricting spending on health, education and other basic services. Moreover, the need to service debts and the conditions applied to debt cancellation schemes can increase inequality within countries and hinder the development of democratic governments. Both have serious consequences on the empowerment and voice of people living in poverty – and therefore on their ability to free themselves from that poverty.

That's why, from our earliest incarnation as the Jubilee 2000 coalition, we have continued to call for the cancellation of this debt and the transformation of the rules which govern international lending. Indeed it has been shown time and again that where debt cancellation has actually been delivered, it has gone a long way to reducing poverty and empowering civil society organisations.

Debt cancellation over the last 10 years means that tens of millions more people are now receiving basic health care and education as a result of debt relief. Debt relief in Tanzania allowed teacher numbers to double in three years. Primary school fees were abolished in Ghana, Malawi, Tanzania, Uganda, Zambia and rural areas of Benin. Almost a million children had been vaccinated against disease in Mozambique. In Zambia, user fees were abolished at rural healthcare clinics. The World Bank has found that countries receiving debt relief between 1999 and 2003 increased their social spending by an average of 45%.

Campaigns to support debt cancellation around the world have led to increased civil society mobilisation, and anecdotal evidence suggests positive results on democratic accountability. Few means of poverty alleviation can boast such positive results.

This work continues today. Our work on 'vulture funds' met with immense success in 2010. This involved a change in the law and the effect of that change has already been seen. In 2009 our campaign gained a great deal of impetus when Liberia, a country we have highlighted for many years, was attacked by two 'vulture funds' – investment companies demanding immediate repayment on debts bought for a fraction of the amount claimed. Soon after the law changed, Liberia's creditors settled out of court for a fraction of the amount they would have been able to obtain in court before the legal change. Liberia saved £40 million – money which we firmly believe would have come at the expense of Liberia's continued development.

Thanks to a campaign we led for debt cancellation in Haiti, that country has been freed of a £1.2 billion debt this year – again representing money which Haiti desperately needs to recover from its natural disaster and to develop in a more sustainable way. We work with others who will continue to monitor the effectiveness of Haiti's development strategy.

Seven other countries also received debt relief this year. Once again, this is money which will remain in the developing world rather than being diverted to the developed world. Along with strengthened civil society movements in many of these countries, we believe this money will contribute towards a better future for people in those countries, in the same way that it has done in Tanzania, Mozambique and Zambia.

We also need to ensure that unsustainable debts are not built up in the future – leading to a debt crisis of similar magnitude to the one we were established to combat. Such a crisis could render higher levels of international assistance redundant. As the only campaigning charity in the UK focussed on debt sustainability, our work is regularly used to inform the wider development agenda.

#### **Activities**

Central activities in 2010 included:

## JUBILEE DEBT CAMPAIGN

### TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2010

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- Raising awareness of the impact of 'vulture funds' on poverty in developing countries and exploring possibilities for mitigating this impact. We produced materials, mobilised activists and advised Members of Parliament on mitigation strategies, ultimately supporting a change in the law;
- Raising awareness on the impact of debt and new lending to disaster-stricken countries like Haiti and Pakistan. We produced web-based materials, engaged in research and promoted actions around international donor conferences;
- Working to prevent recurring debt problems by pressing for climate adaptation and mitigation funding to come in the form of grants rather than loans. We worked with the World Development Movement and Southern partners to foster an understanding of the links between debt burdens and climate change in poor countries and organised a seminar, an action, raised funds and undertook research;
- Running a multi-faith programme, based in Birmingham, to encourage a deeper understanding of poverty in different faith communities, and encouraging faiths to share their understanding of debt with each other. We organised materials and a national conference and employed a part-time worker to engage in outreach work;
- Producing an educational handbook on debt and finance, as well as attending events, speaking at local group meetings and national conferences to raise awareness;
- Working intensively on a fundraising programme designed to put the organisation on a sustainable footing in the long-term. We raised money to employ a Senior Policy Officer, who will reach out to the development community to maximise our impact;
- Raising awareness of the impact of the economic and financial crisis on debt and poverty. We engaged with civil society groups in Greece and Ireland to ensure that the financial crisis is used to create a more pro-poor set of international financial rules;
- Working with a Nigerian activist to highlight the problems of British development support in his country through the CDC Group.

### **Achievements and performance**

The main international achievements in 2010 on debt have been:

- A UK law effectively outlawing the practice of 'vulture' behaviour against very poor countries. The law is the first in the world and, we hope, will have a positive impact on the passage of similar legislative in other relevant countries.
- The total cancellation of Haiti's debt by the World Bank, Inter-American Development Bank, International Monetary Fund, Venezuela and the Paris Club group of creditors. This sets a precedent which we hope will encourage new rules on the treatment of debt in disaster-stricken countries.
- Seven other countries reached completion point under the Heavily Indebted Poor Countries Initiative (i.e. received full debt relief from Western creditors). One country, Comoros, reached decision point (i.e. received some interim relief and needs to stay 'on track' to reach completion point).
- The UK's Development Secretary announced that he would undertake fundamental reform of the CDC Group to make its practices more pro-development.
- The World Bank and International Monetary Fund both made some progress in reducing harmful economic conditions and reforming their internal structures which means developing countries currently have little voice in the institutions.
- The Liberal Democrat Party adopted far-reaching policies on debt and financial reform.

## JUBILEE DEBT CAMPAIGN

### TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2010

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#### External factors affecting achievement

- Funding. Despite intensive work in 2009, funding continued to fall during that year, necessitating cutbacks and reductions in staff hours in 2010. We had far more success through 2010 and we are starting 2011 on a much stronger footing. However, non-trust income is still set to fall slightly in 2011, and we need to focus on the recruitment of new supporters in order to offset this.
- Perception: the debt issue. Many people, including decision-makers and the media, believe that the debt crisis has been resolved because of international action in 2005. We believe our activity continues to decrease this perception, however, as debt has again become an issue of mainstream concern.
- 'Economic reality'. Although our task is to change the possible space in which governments and international institutions have to 'move', in 2010 the UK continued to experience a recession, while many other European countries experienced serious debt crises. This makes demands for further debt cancellation more challenging, and we have tried to deal with public concern by stressing the need to change institutions and rules.
- Change in Government. 2010 brought a new government to power in the UK. Despite the inclusion in that Government of Ministers sympathetic to debt cancellation and financial reform, our issue is a low priority given the Government's domestic focus and the scale of the policies the Government is introducing.

#### Plans for the Future

We have revised our strategy for 2011 to take into account the following factors:

- A changed political and economic context – the election of a new Government, an austerity agenda and a growing movement of civil society interested in economic justice;
- A changed funding context – we have received money from the Tudor Trust, a long-time supporter's legacy and the Cooperative Group which will have a major impact on the way we work, most evidently in the employment of five members of staff for 2011. While this means we can do much more, some of this money is restricted. None of this should disguise the fact that we still face long-term issues with declining income received from development agencies;
- A changed international context – there are many more opportunities to talk about financial reform, but calls for reform risk falling off the agenda. As more countries experience debt problems, we will have to reinvent our message to remain relevant. The international debt movement is also somewhat fractured and massively under-resourced.

The strategy is expanded on that of 2010 to take account of increased staff capacity and the funding programmes we have agreed to. We will focus especially on:

- a coalition campaign of education and reform on the export credits system both in the UK and internationally. We will work with other charities and campaign groups in the UK to realise an ambitious work programme, as well as making better overseas contacts to ensure our work is effective;
- an education programme examining the similarities and differences of the developing world and developed world debt crises. This work is intended to give existing activists a deeper understanding of debt and finance and their impact on poverty, and to draw new activists into our work;
- a programme of outreach to other development and development-related organisations, helping them understand the implications of financial systems and rules on poverty and inequality, and formulating better and more coherent policies for the sector;

## JUBILEE DEBT CAMPAIGN

### TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2010

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- ensuring that reforms proposed or promised in 2010 – on 'vulture funds', the debt stocks of disaster-stricken countries, the CDC group – are delivered upon;
- continuing to strengthen our networks, most especially our multifaith network, through the organisation of several events – an activists' event in London, a youth event and a women's event in Birmingham.

#### Financial Review

The income of the Charity was £280,501 (of which £42,212 was restricted) and the expenditure £188,398, resulting in a profit of £92,103. The main sources of funds were: donations from individuals (£188k) and donations from member organisations and groups (£42k).

A large amount of voluntary time was 'donated' around the country to implement our activities programme. The Secretariat has approximately six volunteers at any one time (roughly two full-time equivalents) who work with all staff members on a range of administrative, research, financial recording, reporting and other tasks. The value of the time given to the organisation is a huge contribution, but cannot be quantified in monetary terms.

#### Reserves and Investment Policy

The current reserves (of £184,619) meet the Trustees' Reserves Policy. Reserves fell below six months expenditure during 2010. We adopted mechanisms for keeping close supervision of the financial situation should this happen, through the Income and Expenditure Committee.

We still hope that our long-term fundraising efforts to secure additional new supporters will be successful, but this is uncertain, so we have produced a reasonably conservative budget for 2011, implementation of which will be decided by the Income and Expenditure Committee who monitor the financial state of the organisation closely.

We have also been promised an uncertain amount of funding – possibly relatively large – from one funder for pre-agreed, specific activities on our export credits work. Given the current uncertainty around the size of this funding, and the fact that it will be tied exactly to immediately planned expenditure, we have not included it in our budget, but it will undoubtedly mean final figures for 2011 are greater than presented, and we must be careful to constantly examine the underlying state of the accounts.

Our reserves policy reads:

“In order to allow for fluctuations in funding and in recognition of long-term funding commitments, such as to staff, the trustees aim to have funds equivalent to around six months total unrestricted forecast expenditure<sup>1</sup> in reserves. The minimum acceptable level of reserves shall be three months total unrestricted forecast expenditure and the maximum shall be nine months total unrestricted forecast expenditure.

“To ensure we keep within this range, we will monitor reserve levels every three months and take action if reserves fall below six months expenditure and three months expenditure, and if they rise above nine months expenditure.

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<sup>1</sup> This should be based on a detailed forecast for the proceeding three months

## JUBILEE DEBT CAMPAIGN

### TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2010

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"A minimum of three months reserves would normally be deposited in a high-interest instantly accessible account. The balance of the reserves may be invested in a no – or very low – risk ethical investment with longer-term access, at the discretion of the Honorary Treasurer and Director."

Reserves are very unlikely to fall below six months expenditure in 2011 because of our high level of grant funding, however we must ensure that we are conscious of the restricted nature of much of this funding. Funding commitments for the medium-term future from major agencies and organisations are still uncertain, so it is important to have security to cover staffing, accommodation and other commitments.

At the end of the year we had £208,057 held across our current account and investment accounts. We did not believe that, given the relatively low level of our reserves, spreading this investment more widely was necessary.

#### **Disclosure of information to auditors**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

#### **Auditors**

We appointed Jacob Cavenagh & Skeet as auditors, following a selection process, on 28 October 2008 and reappointed them at our Annual General Meeting on 27 April 2010. They have indicated their willingness to continue in office and in accordance with the provisions of the Companies Act it is proposed they be re-appointed auditors for the ensuing year.

On behalf of the board of trustees

Steve Miller Co-Chair  
Trustee  
Dated: .....

Stephen Rand Co-Chair  
Trustee  
Dated: .....

## **JUBILEE DEBT CAMPAIGN**

### **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

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The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the income and expenditure of the company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its operations.

The trustees are responsible for keeping proper accounting records which are sufficient to show and explain the company's transactions and 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 of fraud and other irregularities.

## **JUBILEE DEBT CAMPAIGN**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF JUBILEE DEBT CAMPAIGN**

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We have audited the financial statements of Jubilee Debt Campaign for the year ended 31 December 2010 which comprise the Statement of Financial Activities, the 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 Sections 495 and 496 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 auditor's 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 to its members as a body, for our audit work, for this report, or for the opinions we have formed.

#### **Respective responsibilities of trustees and auditor**

As explained more fully in the Trustees' Responsibilities Statement, the trustees (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.

#### **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 2010 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 Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

## JUBILEE DEBT CAMPAIGN

### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF JUBILEE DEBT CAMPAIGN

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#### **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 trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees 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 Trustees' Annual Report

5 Robin Hood Lane  
Sutton  
Surrey  
SM1 2SW

..... 2011

**Andrew Hazael BA FCA (Senior Statutory Auditor)**

For and on behalf of Jacob Cavenagh & Skeet

Statutory Auditors

Chartered Accountants

## JUBILEE DEBT CAMPAIGN

### STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2010

	Notes	Unrestricted funds £	Restricted funds £	Total 2010 £	Total 2009 £
<b>Incoming Resources</b>					
<i>Incoming resources from generated funds</i>					
Voluntary income	2	235,308	40,667	275,975	192,144
Activities for generating funds		-	1,000	1,000	200
Investment income and other income	3	432	-	432	976
<i>Incoming resources from charitable activities</i>					
	4	<u>2,549</u>	<u>545</u>	<u>3,094</u>	<u>5,948</u>
<b>Total incoming resources</b>		<b><u>238,289</u></b>	<b><u>42,212</u></b>	<b><u>280,501</u></b>	<b><u>199,268</u></b>
<b>Resources expended</b>					
<i>Costs of generating funds</i>					
Costs of generating voluntary income	5	23,468	-	23,468	26,636
Cost of goods sold		988	-	988	1,297
Investment management costs		<u>246</u>	<u>-</u>	<u>246</u>	<u>274</u>
		<u>24,702</u>	<u>-</u>	<u>24,702</u>	<u>28,207</u>
<b>Net incoming resources available for charitable application</b>		<b>213,587</b>	<b>42,212</b>	<b>255,799</b>	<b>171,061</b>
<i>Charitable activities</i>					
Awareness raising and campaigning		78,164	26,295	104,459	134,729
Lobbying		13,844	323	14,167	16,531
Policy work		18,556	1,938	20,494	28,444
Research		<u>10,833</u>	<u>2,584</u>	<u>13,417</u>	<u>10,462</u>
		<u>121,397</u>	<u>31,140</u>	<u>152,537</u>	<u>190,166</u>
<i>Governance costs</i>		<u>11,159</u>	<u>-</u>	<u>11,159</u>	<u>11,026</u>
<b>Total resources expended</b>		<b><u>157,258</u></b>	<b><u>31,140</u></b>	<b><u>188,398</u></b>	<b><u>229,399</u></b>
<b>Net income/(expenditure) for the year before transfers</b>		<b>81,031</b>	<b>11,072</b>	<b>92,103</b>	<b>( 30,131)</b>
Transfers between funds	12	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net movement in funds</b>		<b>81,031</b>	<b>11,072</b>	<b>92,103</b>	<b>( 30,131)</b>
Fund balances at 1 January 2010		<u>75,387</u>	<u>17,129</u>	<u>92,516</u>	<u>122,647</u>
<b>Fund balances at 31 December 2010</b>		<b><u>156,418</u></b>	<b><u>28,201</u></b>	<b><u>184,619</u></b>	<b><u>92,516</u></b>

There were no recognised gains or losses other than those included above.

None of the charity's activities were acquired or discontinued during the above two years.

The notes on pages 23 to 31 form part of the accounts.

**JUBILEE DEBT CAMPAIGN** (company number 3201959)

BALANCE SHEET  
AS AT 31 DECEMBER 2010

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	Notes	2010		2009	
		£	£	£	£
<b>Current assets</b>					
Stocks		1,002		1,608	
Debtors	8	26,766		25,877	
Cash at bank and in hand		<u>208,057</u>		<u>80,724</u>	
		235,825		108,209	
<b>Creditors:</b> amounts falling due within one year					
	9	( <u>51,206</u> )		( <u>15,693</u> )	
<b>Total assets less current liabilities</b>			<b><u>184,619</u></b>		<b><u>92,516</u></b>
<b>Represented by funds:</b>					
Restricted funds	12		28,201		17,129
Designated funds	13		69,215		-
General funds			<u>87,203</u>		<u>75,387</u>
Unrestricted funds			<u>156,418</u>		<u>75,387</u>
<b>Total charity funds</b>			<b><u>184,619</u></b>		<b><u>92,516</u></b>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The accounts were approved by the Board on.....

.....  
Stephen Rand Co-Chair  
**Trustee**

.....  
Steve Miller Co-Chair  
**Trustee**

## **JUBILEE DEBT CAMPAIGN**

NOTES TO THE ACCOUNTS (continued)  
FOR THE YEAR ENDED 31 DECEMBER 2010

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### **1 ACCOUNTING POLICIES**

#### **1.1 Basis of preparation**

The accounts have been prepared under the historical cost convention.

The accounts have been prepared in accordance with applicable accounting standards, the Statement of Recommended Practice, "Accounting and Reporting by Charities", issued in March 2005 and the Companies Act 2006.

#### **1.2 Incoming resources**

Donations and grants are recognised on a receivable basis.

Investment income is recognised on an accruals basis.

Gifts in kind are included at the value to the charity where this can be accurately quantified. No amounts are included in the financial statements for services donated by volunteers.

Legacies are accounted for as soon as the charity is notified of its legal entitlement, the amount due is quantifiable and its ultimate receipt by the charity is reasonably certain.

All other income is included in the Statement of Financial Activities in the year in which it is received.

#### **1.3 Resources expended**

Expenditure is included in the Statement of Financial Activities on an accruals basis, including irrecoverable Value Added Tax. Overhead and other costs not directly attributable to a particular functional activity category are apportioned in proportion to the direct costs associated with each activity.

Staff costs are allocated to various categories of expenditure based on an estimate of the proportion of time spent on different activities.

Governance costs comprise the costs of complying with constitutional and statutory requirements, such as the costs of board meetings, preparing statutory accounts and satisfying public accountability.

#### **1.4 Leasing and hire purchase commitments**

Rents payable under operating leases are charged against income on a straight line basis over the period of the lease.

#### **1.5 Stock**

Stock is valued at the lower of cost and net realisable value.

#### **1.6 Pensions**

The charity contributes to certain employees' personal pension plans. These are defined contribution schemes, the assets of which are held separately from those of the charity. Contributions are charged to the Statement of Financial Activities on an accruals basis.

#### **1.7 Accumulated funds**

##### ***Restricted funds***

Restricted funds are those which are subject to donor imposed conditions and can only be used for those purposes.

##### ***Unrestricted funds***

These are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

## JUBILEE DEBT CAMPAIGN

NOTES TO THE ACCOUNTS (continued)  
FOR THE YEAR ENDED 31 DECEMBER 2010

### 2 VOLUNTARY INCOME

	Unrestricted funds	Restricted funds	Total funds 2010	Total funds 2009
	£	£	£	£
Donations and gifts	166,093	40,667	206,760	192,144
Legacies receivable	<u>69,215</u>	-	<u>69,215</u>	-
	<u>235,308</u>	<u>40,667</u>	<u>275,975</u>	<u>192,144</u>

#### Donations and gifts

	Unrestricted funds	Restricted funds	Total funds 2010	Total funds 2009
	£	£	£	£
Action Aid	2,500	-	2,500	2,250
Anonymous	13,959	-	13,959	10,867
BOND	-	-	-	2,812
CAFOD	2,800	-	2,800	5,600
Christian Aid	10,000	-	10,000	10,000
Community Development Foundation	-	6,000	6,000	-
Gift Aid from donors	19,742	-	19,742	19,866
Guru Nanak Nishkam Sewak Jatha	-	2,000	2,000	-
Islamic Relief	5,000	-	5,000	5,000
London Leadership and Management Grant	-	-	-	1,000
Methodist Relief and Development Fund	-	20,000	20,000	15,000
MD and IM Newman Charitable Trust	-	1,000	1,000	-
MPH North East	10,525	-	10,525	6,882
Mr D Adshead	-	-	-	3,000
Mr & Mrs T Goodship	1,200	-	1,200	1,500
Mr P Linsey	1,040	-	1,040	2,040
NASUWT The Teachers Union	1,500	-	1,500	1,000
ONE	5,000	-	5,000	-
Others (each under £1,000)	82,606	965	83,571	91,087
Oxfam GB	-	-	-	4,740
The Co-operative Group	1,971	4,241	6,212	-
The Noel Buxton Trust	2,500	-	2,500	-
The Scurrah Wainwright Charity	-	-	-	2,000
The Tudor Trust	-	6,461	6,461	-
Tearfund	-	-	-	2,000
United Reformed Church Commitment for Life	1,750	-	1,750	2,000
VSO	1,500	-	1,500	1,000
World Vision UK	<u>2,500</u>	-	<u>2,500</u>	<u>2,500</u>
<b>Total</b>	<u>166,093</u>	<u>40,667</u>	<u>206,760</u>	<u>192,144</u>

Jubilee Debt Campaign has benefited from volunteer time; however, this Gift in Kind cannot be quantified in financial terms.

## JUBILEE DEBT CAMPAIGN

NOTES TO THE ACCOUNTS (continued)  
FOR THE YEAR ENDED 31 DECEMBER 2010

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### 3 INVESTMENT INCOME AND OTHER INCOME

	2010 £	2009 £
Interest receivable	210	773
Other income	<u>222</u>	<u>203</u>
	<u>432</u>	<u>976</u>

### 4 INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds 2010 £	Total funds 2009 £
Projects	-	-	-	1,000
Promotional activities	79	70	149	901
Income from events	<u>2,470</u>	<u>475</u>	<u>2,945</u>	<u>4,047</u>
	<u>2,549</u>	<u>545</u>	<u>3,094</u>	<u>5,948</u>

Included within income relating to projects are the following grants:

	Total 2010 £	Total 2009 £
CAFOD	<u>-</u>	<u>1,000</u>
	<u>-</u>	<u>1,000</u>

## JUBILEE DEBT CAMPAIGN

NOTES TO THE ACCOUNTS (continued)  
FOR THE YEAR ENDED 31 DECEMBER 2010

### 5 TOTAL RESOURCES EXPENDED

	Staff costs £	Other costs £	Total 2010 £	Total 2009 £
Costs of generating funds	<u>7,048</u>	<u>17,654</u>	<u>24,702</u>	<u>28,207</u>
Charitable activities:				
<i>Awareness raising and campaigning</i>				
Activities undertaken directly	43,702	30,590	74,292	97,079
Grant Making	-	364	364	1,645
Support costs: Direct	14,032	15,626	29,658	35,404
Grant Making	<u>69</u>	<u>76</u>	<u>145</u>	<u>601</u>
	<u>57,803</u>	<u>46,656</u>	<u>104,459</u>	<u>134,729</u>
<i>Lobbying</i>				
Activities undertaken directly	9,157	968	10,125	12,111
Support costs	<u>1,912</u>	<u>2,130</u>	<u>4,042</u>	<u>4,420</u>
	<u>11,069</u>	<u>3,098</u>	<u>14,167</u>	<u>16,531</u>
<i>Policy work</i>				
Activities undertaken directly	12,900	1,747	14,647	20,844
Support costs	<u>2,766</u>	<u>3,081</u>	<u>5,847</u>	<u>7,600</u>
	<u>15,666</u>	<u>4,828</u>	<u>20,494</u>	<u>28,444</u>
<i>Research</i>				
Activities undertaken directly	9,509	80	9,589	7,666
Support costs	<u>1,811</u>	<u>2,017</u>	<u>3,828</u>	<u>2,796</u>
	<u>11,320</u>	<u>2,097</u>	<u>13,417</u>	<u>10,462</u>
	<u>95,858</u>	<u>56,679</u>	<u>152,537</u>	<u>190,166</u>
Governance costs	<u>3,751</u>	<u>7,408</u>	<u>11,159</u>	<u>11,026</u>
<b>Total expenditure</b>	<u>106,657</u>	<u>81,741</u>	<u>188,398</u>	<u>229,399</u>

Governance costs includes payments to the auditors of £4,920, being £3,690 (2009: £3,525) for audit fees, and £1,230 (2009: £1,175) for accountancy services.

Included in support costs are operating lease payments; in respect of rent amounting to £12,255 (2009: £14,666), and plant and machinery to £1,277 (2009: £708).

## JUBILEE DEBT CAMPAIGN

NOTES TO THE ACCOUNTS (continued)  
FOR THE YEAR ENDED 31 DECEMBER 2010

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### 6 TRUSTEES

Eight of the trustees were reimbursed a total of £1,136 in travelling and other expenses (2009: Nine were reimbursed £966). No trustees received any remuneration in 2010 or 2009.

### 7 STAFF COSTS

	2010	2009
	£	£
Wages and salaries	97,538	119,486
Social security costs	9,260	12,527
Other pension costs	4,153	5,827
	<u>110,951</u>	<u>137,840</u>

The average monthly number of full time equivalent employees during the year was:

	2010	2009
	No.	No.
Charitable activities	3	3
Support services	<u>1</u>	<u>1</u>
	<u>4</u>	<u>4</u>

There were no (2009: nil) employees whose annual emoluments were £60,000 or more.

### 8 DEBTORS

	2010	2009
	£	£
Gift aid receivable	2,778	18,827
Other debtors and accrued income	20,961	3,569
Prepayments	<u>3,027</u>	<u>3,481</u>
	<u>26,766</u>	<u>25,877</u>

### 9 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2010	2009
	£	£
Trade creditors	584	3,311
Taxes and social security costs	4,100	2,933
Deferred income	34,539	-
Accruals	<u>11,983</u>	<u>9,449</u>
	<u>51,206</u>	<u>15,693</u>

The deferred income balance comprises funds received from the Tudor Trust for which the related expenditure will be incurred in the following year.

## JUBILEE DEBT CAMPAIGN

NOTES TO THE ACCOUNTS (continued)  
FOR THE YEAR ENDED 31 DECEMBER 2010

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### 10 PENSION COSTS

Eligible staff members belong to individual pension schemes to which contributions were due from the charity totalling £4,153 (2009: £5,827). At the balance sheet date £320 (2009: £Nil) was outstanding.

### 11 CONTROL

The charity is a company limited by guarantee. In the event of the charity being wound up, the maximum amount which each member has undertaken to contribute is £1.

No one member has overall control of the charity.

### 12 RESTRICTED FUNDS

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 January 2010	Incoming resources	Resources expended	Transfers	Balance at 31 December 2010
Building Economic Democracy	2,000	-	( 2,000)	-	-
Clean Up Global Finance	-	1,000	( 1,000)	-	-
ECGD Campaign	-	4,241	-	-	4,241
Methodist Relief and Development Fund (MRDF)	13,248	-	( 9,248)	( 4,000)	-
MRDF 2: From Charity to Justice	-	20,000	( 3,187)	-	16,813
Multifaith Project	1,881	9,475	( 8,209)	4,000	7,147
Predatory Lawsuits	-	1,035	( 1,035)	-	-
Tudor Trust: Senior P&C Officer	-	6,461	( 6,461)	-	-
	<u>17,129</u>	<u>42,212</u>	<u>(31,140)</u>	<u>-</u>	<u>28,201</u>

### Building Economic Democracy

Many millions of people in developing countries are denied their right to economic participation through a combination of unjust trade rules, powerful donor institutions and, critically, enormous debt burdens, that have removed the economic sovereignty of their countries. The concept of economic democracy helps raise awareness of the limitations of the current economic system and empowers people in rich and poor societies to push for progressive reform. The impact of economic democracy would be truly enormous – facilitating fairer decision-making and policies which eradicate poverty and inequality.

By offering a clear conception of economic democracy through global awareness-raising and solidarity efforts, this project will allow us to popularise economic reform and push for solutions to economic disempowerment. It helps activists to understand the problems and solutions of the financial system through the eyes of Southern activists.

## **JUBILEE DEBT CAMPAIGN**

NOTES TO THE ACCOUNTS (continued)  
FOR THE YEAR ENDED 31 DECEMBER 2010

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### **Methodist Relief and Development Fund (MRDF): Jubilee Schools and Congregations**

MRDF pledged funding for JDC over a three-year project to promote and support its work with schools and with faith groups – in particular its Jubilee Schools and Jubilee Congregations programmes – to take forward the Jubilee Vision. The work included development of materials and actions and delivery of speakers, stalls, workshops and other forms of support.

The project finished in 2010. Through lessons learned during the course of the project, and with MRDF's consent, some of these funds were used to meet the costs of the new Multifaith Project, as outlined below.

### **Multifaith project**

The multi-faith awareness-raising project builds on past activities and engagement by the faith communities around global debt and poverty. Co-ordinated jointly by Jubilee Debt Campaign and faith groups and local JDC group representatives in the West Midlands, the project was launched in November 2009. It is a national project, based in Birmingham.

The project is run by a faith-based Steering Committee, which encourages faith communities and organisations to produce resources, raise awareness and speak out – at a national, regional and local level. It also organises awareness-raising events which aim to bring different faiths together to discuss and analyse faith perspectives towards debt and poverty.

### **Predatory lawsuits**

Jubilee Debt Campaign undertook policy and advocacy work, with Jubilee USA, TransAfrica Forum and others, on the need for global financial regulation to prevent the activities of so-called 'vulture funds': companies operating in the secondary debt market who buy up discounted poor country debt and sue that country for profit. This work included producing briefing papers as well as working with US lawyers, Advocates for International Development, UK barristers and MPs on drafting a piece of legislation to present to the UK Parliament which would prevent 'vulture fund' activity in UK courts or by UK persons.

### **Clean Up Global Finance**

Clean Up Global finance is a broad programme of popular education, using the current financial crisis to help create a deeper understanding amongst activists of the relationship between finance, debt and poverty. It looks at specific instances of financial irresponsibility, such as odious lending, or the activities of vulture funds, in order to demonstrate wider anti-development dynamics in the global economy. We also provide activists with activities to help them understand the role of public action in putting an end to injustice and poverty.

### **MRDF 2: From Charity to Justice**

MRDF has pledged funding for a three year project 'Third World Debt: from charity to justice', which is core to the work of JDC in 2010-13. The aim is to mobilise anti-poverty activists in the UK around a 'debt justice' agenda, which will use the backdrop of the global financial crisis to overcome the deficiencies and short-comings of current debt relief schemes and put debt clearly back on the development agenda in the UK.

## JUBILEE DEBT CAMPAIGN

NOTES TO THE ACCOUNTS (continued)  
FOR THE YEAR ENDED 31 DECEMBER 2010

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We will call for fundamental reform of the international lending system, namely through:

- The establishment of an international debt court
- Reform of UK lending, particularly the Export Credit Guarantee Department
- The institution of a UK debt audit

This project helps us take forward two much smaller programmes of work – Building Economic Democracy and Clean Up Global Finance – which each attracted only small amounts of funding. 'From Charity to Justice' incorporates many of the aims of these two programmes.

### Tudor Trust – Senior Policy and Campaigns Officer

Recognising the increased importance of the role of developing country debt in the fight against global poverty, this project ensures ongoing policy expertise, analysis, support and advocacy on debt and debt cancellation to the development sector in the UK through the employment of a policy officer over 3 years. This allows us to:

- Ensure that an understanding of the relationship between debt and poverty remains central to UK advocacy in coming years – especially as developing countries emerge from economic crisis;
- Assist the UK development sector in the formulation of more sophisticated and coherent policy positions on financial sector reform;
- Play a full role in the formulation of coordinated and coherent international civil society policy positions;
- Ensure a clear civil society voice at national and international levels, encouraging debt policies which take proper account of poverty impacts.

### ECGD Campaign: Co-operative Group

The Cooperative Group wants to re-engage the UK public around the importance of debt to global justice and development. The programme will focus on 'what remains to be done', focussing especially on reform of the Export Credit Guarantee Department (ECGD). In particular we are mobilising around a set of demands which we believe will impact directly and concretely on poverty:

- The auditing of ECGD debts and cancellation of those found to be unjust;
- Much stronger standards for ECGD deals to ensure it supports a green economy, human rights and poverty alleviation. An explicit ban on support to arms sales;
- A new insurance mechanism to stop converting ECGD support into debt

## 13 DESIGNATED FUNDS

The unrestricted income funds of the charity include funds comprising the following unexpended balances of donations designated by the trustees for specific purposes:

	Balance at 1 January 2010	Incoming resources	Resources expended	Balance at 31 December 2010
Mr D C Pearce legacy	_____ -	69,215	_____ -	69,215
	===== -	69,215	===== -	69,215

## JUBILEE DEBT CAMPAIGN

NOTES TO THE ACCOUNTS (continued)  
FOR THE YEAR ENDED 31 DECEMBER 2010

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### Mr D C Pearce legacy

In 2010 the charity received a substantial legacy from the estate of a long-time supporter and activist. Recognising that this was a one-off windfall, the trustees decided not to use the money for day-to-day running costs of the charity, but to designate it for discrete projects which could not otherwise have been afforded, and which will increase the sustainability of the charity and/or are campaign-related. The trustees have designated the whole sum to be spent over a three-year period. In 2011 this money is planned to be spent on a new website, fundraising activities (including legacy promotion), and on restoring to full-time employment two members of staff who had their hours cut at the beginning of 2010.

### 14 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 December 2010 are represented by:			
Current assets	170,995	64,830	235,825
Creditors: amounts falling due within one year	<u>(14,577)</u>	<u>(36,629)</u>	<u>(51,206)</u>
	<u>156,418</u>	<u>28,201</u>	<u>184,619</u>

### 15 COMMITMENTS UNDER OPERATING LEASES

At 31 December 2010 the company had annual commitments under non-cancellable operating leases as follows:

	Land and Buildings		Plant and Machinery	
	2010 £	2009 £	2010 £	2009 £
Expiring:				
Within 1 year	3,519	3,170	95	-
Within 2-5 years	<u>-</u>	<u>-</u>	<u>1,195</u>	<u>1,170</u>

The above commitments represent the three month notice period the charity must give if it wishes to leave the rental premises and the annual rental of a photocopier and franking machine.