Annual Report

Report and financial statements
For the year ended 31 December 2019

Defenders of the Defenceless
THIS YEAR

91%
pass rate by our students studying law with the University of London

300
paralegals working in prisons

1,800
legal awareness sessions

12,000+
prisoners receiving direct legal support from our paralegals
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FRONT COVER: Pascal Kakuru, former Ugandan Graduate – released in 2019 – attending our Graduation Ceremony, October 2019

BELOW: Paralegals working Langata Women Prison, Kenya
FOREWORD FROM OUR FOUNDER

For more than 10 years, we’ve been known as the African Prisons Project. Our work began with a handful of people wanting to see prison communities become places of transformation, inspired by my gap year experiences in Uganda.

We’ve gone on to work with organisations such as the University of London and the Commonwealth Scholarship Commission, as well as Google, The Queen’s Commonwealth Trust, the University of The West of England and many others, to build a community of legal education and empowerment for prisoners and prison staff.

We hope to work towards a world where no one is punished or imprisoned without being able to tell their side of the story.

So over the course of the past year, we’ve been working long and hard to reimagine our organisation and its mission for the years ahead. That means a new name and renewed purpose for our mission and we have become Justice Defenders.

Together, we are working towards a posture of radical inclusion to ensure that the defenceless become the defenders. This work intentionally includes those who would consider themselves — or may be considered by others — to be outsiders, marginalised, or in conflict with the law. This means offering legal education and training in unlikely places.

One of the highlights of 2019 was the graduation we celebrated in Kamiti Maximum Security Prison, Kenya: 16 Kenyans — graduating students from 2017–2019 — and Bosco Mawanda, a prison officer from Uganda. Many of them have served as paralegals for others, or — like Willis Ochieng — having successfully argued in court for his own release, walked free after 20 years. Since then he’s spent some time as a trainee in court procedure and now works with us in our Legal Practice Team in Kenya.

By equipping justice defenders to facilitate a just legal process — through legal education, training, and practice — we help ensure fair hearings for all. And if these defenders can be unleashed within the justice system, they can serve their communities and strengthen the system, helping ensure everyone’s voices are heard.

Alexander McLean
FOUNDER & DIRECTOR GENERAL
WHO WE ARE

DEFENDERS OF THE DEFENCELESS
OBJECTIVES AND ACTIVITIES

The Charity’s objectives are to bring justice, dignity and hope to men, women and children in prisons.

All its charitable activities focus on the men, women and children in prisons, as well as those who work alongside them, and are undertaken to further Justice Defenders charitable purposes for the public benefit.

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity’s aims, objectives and activities remained focused on its stated purposes.

The trustees have 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 trustees consider how planned activities will contribute to the aims and objectives that have been set.

The trustees present their report and the audited financial statements for the year ended date. Reference and administrative information set out on page 3 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: SORP applicable to charities preparing their accounts in accordance with FRS 102. This trustees’ annual report includes a directors’ report as required by company law.
“There are many things that can only be seen through eyes that have cried.”

SAINT OSCAR ROMERO
FEBRUARY

Google Impact Challenge

In 2018, we were the recipients of the Google Impact Challenge (Kenya) out of more than 1,000 applicants. In February, Google organised an event in Nairobi, attended by staff members Morris Kaberia, Rahab Nyawira and Caroline Njambi, to discuss our plans for 2019, the challenges we face and the role of technology in our day to day work.

MAY

Secondment Journey

We welcomed our 2019 Secondees – Fairbain Ombeva, Gerald Rintagu and Dorothy Mutemi from Kenya, and Daniel Nde Tawembe from Cameroon – to the UK. They spent three months meeting senior justice officials, visiting HM Prisons, and meeting many of our partners and supporters, as well as learning how to address the many challenges facing our criminal justice system.

FEBRUARY

World Congress Against The Death Penalty

Brand Ambassador, Susan Kigula - former death row prisoner and law graduate - was invited to attend and speak at the 7th World Congress in Brussels, alongside activists, ministers and political representatives, where she shared her inspiring story.

MARCH

International Women's Day

Luzira Women’s Prison, Uganda, commemorated IWD2019 with participation from prisoners - singing, dancing, sports and drama. Guest of Honour Her Worship Kabugho Byakutaga Caroline – Magistrate at Luzira Court, led distinguished guests including Jacqueline Lule, partner at Bowman’s law firm in Kampala, Dorah Caroline Mafabi from the Democratic Governance Facility, Patricia Atim from the Public Interest Law Clinic (PILAC) of Makerere University School of Law, and the Uganda Prisons Service.

CLOCKWISE FROM TOP LEFT:
Dr. Florence Banoba, receiving the Google Impact Award on behalf Justice Defenders; Guest of Honour Her Worship Kabugho Byakutaga Caroline; Ugandan teenagers and their family; Patricia McKellar, Associate Director, University of London, visiting our students; European Union Delegation and honoured guests visiting Luzira Prison; 2019 Graduating students; Alexander McLean with Anderson Cooper; Peter Tibigambwa, former Regional Director, with Moot Competition students; 2019 Secondees; and Susan Kigula, Brussels.
JUNE
Release of Juveniles
This month saw the significant release of several juveniles from Uganda prisons, as a result of our hardworking paralegals and volunteers. Without valid legal documentation, many children are charged and sentenced as adults.

AUGUST
Summer Exam Results
More than 30 students – prisoners and prison staff across Kenya and Uganda – sat for their law exams earlier this year, with 24 passing their exams, adding five new law graduates to our University of London alumni.

JULY
Africa’s Moot Court Competition
40 teams participated in this annual event, which in 2019 was organised by the Centre for Human Rights and hosted by the Faculty of Law, University of Botswana. For the first time, prison law students took part from behind bars via livestream.

OCTOBER
CBS 60 Minutes
We were joined by Anderson Cooper and the CBS 60 Minutes film crew – a US news program – who interviewed our team for a documentary due for broadcast in 2020.

OCTOBER
Graduation
In a prestigious ceremony at Kamiti Maximum Security Prison, Kenya, we celebrated the graduation of 16 Kenyan students – from the class of 2017, 2018 and summer 2019 – along with prison officer Bosco Manda, from Uganda.

NOVEMBER
World Day Against The Death Penalty
We hosted a solidarity visit at Luzira Prisons, attended by the Head of European Union Delegation to Uganda, ambassadors and deputy ambassadors of European Union heads of Mission, a representative from Ministry of Foreign Affairs and staff from the European Union delegation to Uganda.
OUR MISSION

Defending justice with defenceless communities through legal education, training, and practice.

All human beings are born equal in dignity and rights. Some are more vulnerable than others, more at risk of poverty. Others are on the margins through unemployment, prejudice, or a crisis of circumstances. But each of us has something valuable to contribute.

So, we’ve been asking, would the world be different if those who’ve experienced conflict with the law became lawyers themselves? What would happen if those in financial need had access to the same quality of legal services as the wealthy? Would our prisons be less full? Would our nations be more just?

Around the world, three million people are currently affected by the excessive use of pre-trial detention – men, women and children. They await trial in overcrowded and under-resourced prisons, many without legal representation.

Why do we train people in prison rather than simply working to give more people access to lawyers? Because we believe “there are many things that can only be seen through eyes that have cried.”

By equipping justice defenders to facilitate a just legal process – through legal education, training, and practice – we are the ones ensuring a fair hearing. Our work has taught us that everyone deserves the right to tell their story.

Where we worked in 2019

East Africa continues to be the focus of our activity with new opportunities arising in The Gambia.

SUDAN
We are working on the development of an adult literacy project in Omdurman Women’s Prison in Khartoum, in partnership with Windle Trust International and with funding from the British Embassy.

UGANDA
We provide education, training and legal practice, as well as legacy healthcare and life skills initiatives across 29 prisons.

KENYA
Across eight prisons, we provide education, training and legal practice.

THE GAMBIA
We are working with key stakeholders in The Gambia’s criminal justice system, with financial and technical support from Advocates for International Development’s Rule of Law Expertise UK (ROLE UK) Programme and UK Aid, as well as the British High Commission in The Gambia, the Judicial College of England and Wales, and the Prison Fellowship Gambia.
Those who need justice most are the least likely to gain access to it. And those who have the most to contribute to the justice system – who have experienced it for themselves – are the least likely to be heard.

Until now.

FROM TOP LEFT TO RIGHT: James Osano, Joseph Lodiaka, Jane Manyonge, Rahab Nyawira, Priscillah Cherono, Alex Dimba, Bosco Mawanda, Meshack Ouma, William Okumu, Pascal Kakuru, John Bosco Oryem, Morris Kaberia, Phillip Mueke, Tabitha Nyoro
OUR MODEL

Training paralegals and lawyers within defenceless communities to provide legal services for themselves and others – protecting their rights and addressing their wrongs, through education, training and practice.

Education
We provide committed individuals with a formal education, legal training and exposure to global best practice.

Training
We provide in-house training for prisoners and prison staff to become paralegals, advocates, and peer educators. We also provide professional development opportunities for prison staff and criminal justice decision-makers via our UK secondment programme.

Practice
We provide free legal advice and support through prison-based legal clinics in men’s and women’s prisons staffed by our paralegals, as well as providing legal awareness sessions to large groups of prisoners.

A Common Cause
Who would imagine prison officers going to court to advocate for prisoners and win them their freedom? Or members of the public going to prison to access free legal services from prisoners?

We delight in finding common cause between unlikely allies. We work hand in hand with the judiciary. And we are pleased to bring them into the prisons we
work, to share meals and discuss the challenges facing the community with our paralegals. As we study and practice law together we hope to grow in respect for each other and those we serve.

Whilst we focus our work on the criminal justice system, we’re not doing this work alone. It’s important that governments, civil society, and businesses work together to implement lasting solutions to deliver justice and ensure inclusive participation at all times. Serving together and calling out the potential in each other to contribute to change, hope, and peace in our environment.

We create bridges in justice systems. And we work for justice for everyone, without breaking fellowship with anyone. Prisoners, ex-prisoners, and prison staff offer unique perspectives on legal systems. Yet their experiences are rarely listened to. Bringing them together with prosecutors, the police, judges, experienced lawyers, and academics creates remarkable possibilities for good.

We do this successfully by building a movement of justice defenders – our allies – who share our vision. We work to address the targets set out in the UN’s Sustainable Development Goals (specifically SDG 16.3, 16.6, 16.A). And to build a consensus and accelerate progress towards this goal in partnership with governments, NGOs, national prison services, the judiciary, prisoners and prison staff, universities, and the wider legal fraternity.

BELOW: Paralegal training at Thika Prison, Kenya
Education

WHAT WE DO

We provide committed individuals with a formal education, legal training and exposure to global best practice access.

The education offered to those in prison should be of a similar standard to that offered to those who make laws and send people to prison. We work with justice defenders from any background; those willing and able to study, often in difficult and challenging circumstances, to reach a degree-level education.

HOW WE DO IT

We offer a formalised sponsorship programme enabling prisoners and prison staff to study law with the University of London, through distance learning.

Our classrooms are found in men’s and women’s prisons across Africa, where students are taught by qualified law tutors, visiting academics and professionals. Limited internet access, resources and security restrictions – even basic classroom facilities are hard to arrange. But in 2019 we had a class of more than 50 law students – both prisoners and prison staff. Working together, studying alongside their other responsibilities, and often acting as paralegals in our legal offices.

As of 2019, 22 of our students have completed their Bachelor of Law undergraduate degrees (LLB).

PARTNERSHIPS

The University of London

The University of London provides a world-class law programme which our students access via its outstanding long-distance learning programmes.

It is one of the largest, most diverse universities in the UK with over 120,000 students in London, and a further 50,000 studying across 180 countries on its degree courses. Its former students include Nelson Mandela and other Heads of State, as well as distinguished lawyers around the world.
Joseph Karanja, Law Graduate, Released (2019) – Kenya

Joseph Karanja became a law graduate of the University of London in 2018 and has since been released after 20 years in prison.

Arrested in 2000, he was sentenced to death in 2001. However, in 2009, he was one of 4,000 prisoners whose death sentences were commuted to life imprisonment by Kenyan President Mwai Kibaki.

As one of our trained paralegals, Joseph made an application to the Chief Magistrate of Machakos Law Courts to permit him to act as an intermediary for three inmates. The court accepted his application and Joseph was able to stand before the court, providing legal representation. This resulted in the release of one of his clients, with the other two receiving reduced sentences, achieving justice for them all.

“Attaining a law degree makes me feel competitive enough to face the world. My daughter feels like I have set the pace for her and my family is proud of me.”

Penal Reform International highlighted our prison-university partnership with the University of London as a ‘Promising Practice’ in their 2019 Report on The Rehabilitation and Social Reintegration of Women Prisoners.

“The increase in prison-university partnerships around the world has been hailed as an exciting developing trend in prisoner rehabilitation. Such partnerships can be particularly useful in breaking down barriers to higher education for women in prison.”
"It has not been easy and I must thank everybody for your unwavering support. I am indeed humbled to be a part of this magnificent team of changemakers. I dedicate my LLB to all of you."

HAMISI MZARI – JUSTICE DEFENDERS STAFF AND UNIVERSITY OF LONDON GRADUATE
Willis Ochieng, Graduate (2019) and Paralegal

Willis was sentenced to death for robbery with violence at Kisumu High Court in 2002. By 2006, he had exhausted all his appeals. Coming from a very humble background, he was dependant on his maternal uncle for support. He believed his life was over and spent his time often fighting with other inmates.

However, he began to recognise the potential of an education, and enrolled himself in the prison school, completing his Certificate of Secondary Education in 2012.

In June 2013, we visited Kamiti Prison to introduce its first legal education programme, a Diploma in Common Law from the University of London (UOL). Willis met the qualifications required for enrollment and on completing his Diploma, he studied for UOL’s Bachelor of Law degree (LLB). He completed his degree in December 2018.

However, studying law in prison has not been an easy task. Some days Willis would go to sleep at 8:30pm and wake up at 1:00am to enjoy some quiet study time until 5:00am. He would then sleep for an hour and wake up to join the rest of the inmates for breakfast. By 7.00am he would report at the Kamiti Law Class ready for the day’s classes.

As an active paralegal Willis worked on many successful appeals. This year, he was released after 20 years, having appealed against the injustice of his own sentence.

“Many inmates lack legal representation due to poverty. Becoming a lawyer is something I had never dreamt of in my life.”

**THIS YEAR**

50 students studied law (LLB) with our support via the University of London distance learning programme. This included 29 students from Kenya and 21 students from Uganda.

Eight students successfully completed their studies in 2019 including four prison officers, two former prisoners and two staff members.

Our 2019 Graduation Ceremony included the Kenyan graduates of 2017 and 2018 providing the opportunity to celebrate together.

23 students successfully completing their law degree from 2017–2019

50

29

21

8

4

2

23

29

21

8

4

2

2019

2017

2018

2019

Justice Defenders | 2019 | Trustees’ Annual Report and Auditor’s Report

2019

Trustees’ Annual Report and Auditor’s Report

2019

Justice Defenders

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Trustees’ Annual Report and Auditor’s Report

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Justice Defenders

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Trustees’ Annual Report and Auditor’s Report

2019

Justice Defenders

2019

Trustees’ Annual Report and Auditor’s Report

2019
WHAT WE DO

We provide in-house training for prisoners and prison staff to become paralegals, advocates, and peer educators.

We also provide professional development opportunities for prison staff and criminal justice decision-makers. This UK secondment programme – in partnership with the Commonwealth Scholarship Commission – selects those who have a track record of excellence.

We build capacity via rigorous training, networking, and leadership skills, with judicial symposia for magistrates, registrars and court clerks along with resident judges, with quarterly reviews of the state of access to justice for prisoners.

HOW WE DO IT

Paralegals
We’ve seen that those in conflict with the law are well suited to provide simple, accessible legal services to those in need. This training model involves sharing simple, accessible information about the court process, as well as potentially life-changing legal advice. This means they can provide simple, accessible legal services to those in need. By the end of 2019 we had trained more than 300 paralegals across Kenya and Uganda.

Professional Secondment Programme
We provide professional development opportunities for prison officers, members of the judiciary, and allied professions. This UK secondment programme selects prison staff who have a track record of excellence.

We build their capacity via rigorous training, networking, and leadership skills. And we work together to bring about strengthened justice systems and criminal justice reform in Africa.

Women like Jane – charged with the murder of her husband, herself a victim of domestic violence – can provide legal support to others through our prison-based law clinics.
THIS YEAR

327 trained paralegals have worked across 39 prisons in two countries, with more than 12,000 prisoners receiving free legal advice.

Four men and women, from Kenya and Cameroon, took part in our Secondment Programme. They brought with them a wealth of experience in administration and leadership across the justice system.

PARTNERSHIPS

Strathmore University
Through the commitment of their staff and students, Strathmore have provided ongoing training and support for our paralegals and students.

The Commonwealth Scholarship Commission (CSC)
Through our partnership with the CSC we have enabled 28 talented justice officials from across Africa to participate in this unique learning experience.

Clifford Chance (CC)
Having received the Access to Justice Award from CC in 2011, we have continued to partner with them receiving strategic and financial support to grow our work on the ground and plan for our future from the firm’s funding, charity and volunteering arm, the Clifford Chance Foundation.

“In my professional world, the role of a prison sentence is punishment alone. However, through my visit to the UK, I have a better understanding of the place of rehabilitation within the justice system and I hope to introduce new practices at home.”

DANIEL NDE TAWEMBE – JUDGE AND EXAMINING MAGISTRATE IN CAMEROON, 2019 SECONDEE.
Tabitha Nyoro – Prison Officer, Paralegal and final year law student – Naivasha Prison, Nairobi, Kenya

As a human rights officer, Tabitha Nyoro has been working in Kenya’s prisons system for nine years to ensure prisons uphold standards of care and treatment to all inmates. But she would often see those who had entered the facilities without adequate representation in court.

Now a final year law student and paralegal at Naivasha Prison, Tabitha has learnt how to write a lawful and effective appeal for inmates, many of whom have no other access to legal services. Across the prison, she has seen lengthy and inappropriate sentencing reduced or revoked, and notes that the inmates have begun to feel differently, that the administration is not working against them.

“The atmosphere has really changed. Previously, there were a lot of indiscipline cases, (but now) our work has brought hope to prison.”
“There can be no justice without peace, and there can be no peace without justice.”

DR. MARTIN LUTHER KING JR
Practice

WHAT WE DO

We provide free legal advice and support through prison-based legal clinics in men’s and women’s prisons staffed by our paralegals, as well as providing legal awareness sessions to large groups of prisoners.

HOW WE DO IT

Through legal awareness sessions and case management, our paralegals provide basic legal support and advice to prisoners. Their work includes preparing inmates to present their cases effectively in court particularly during bail and mitigation hearings, tracing of sureties on behalf of those seeking to apply for bail, resolving cases through Alternative Dispute Resolution, and acting as a link between those inmates who have overstayed on pre-trial detention and the justice officials; among others.

This practice takes place across Africa’s prisons, where we staff our legal offices with prisoners and prison officers alongside our team and volunteers. Some offices occupy their own building, newly built or repurposed, within the prison’s walls. Others take place under a tree or tarpaulin, or in a cell block.

We are equipping the judiciary to make more effective decisions, because they get to hear both sides of the story. We are not acting as judges. Rather, we’re helping the judges to follow due process, by ensuring that each defendant can effectively engage at their hearing.

“My desire was to equip myself with the relevant legal knowledge and skills to enable me to contribute towards justice and order in Uganda and the world at large.”

JOHN BOSCO ORYEM – LAW GRADUATE
PARTNERSHIPS

Legal Aid Service Providers’ Network (LASPNET)
We work with the LASPNET and other Legal Aid Service providers on advocacy for legal, policy and practice reforms, access to justice, sharing of research information and dissemination of reports.

Peter Kago
Law Graduate – Kenya

Peter’s most memorable case is one where his client, who had been sentenced unjustly to life imprisonment for robbery, sought advice. Peter considered the case and prepared an appeal. The judge heard the appeal and reduced the sentence to five years. Taking into consideration the time that had already been spent in remand, which was three years, this was also deducted. The client now faces less than a year before his release, rather than life in prison, after receiving a just hearing and serving a fair sentence.

“I have gained so much knowledge. Both the law degree and paralegal training in prison have sharpened me. I enjoy what I do. I have seen judges in court ask lawyers to prepare similar submissions to those that are prepared in Kamiti.”

1,800 legal awareness sessions conducted in 2019
During a legal clinic at Luzira Prison in Uganda, our paralegals met with a teenager named Sserunkuma. He was being held on remand as an adult, unable to prove his age.

Our staff and volunteers attempted to trace his birth documentation from a hospital some miles away, only to find that the papers had been lost in a fire. However, with their advice and support, he was able to secure a sentence of ten months which he had already served.

Morris Kaberia was released from Kamiti Maximum Security Prison in 2018 after his conviction was overturned on appeal.

Since his release, Kaberia works with us as Assistant Legal Aid Officer at Machakos Prison. Recently he led a successful petition which sought a declaration for the remission of sentences for all inmates serving determinate sentences irrespective of their offence.

In response to the petition, Justice George Odunga stated that denying some inmates remission based on their offence was unconstitutional. He ordered that prisoners convicted of specified offences should be allowed to access remission. Now many prisoners around the country accused of these offences will benefit from Kaberia’s defence of justice.

In December 2019, Kaberia completed his legal studies with the University of London.
“Justice Defenders have a high level of rehabilitation and make straightforward candidates for potential presidential pardon.”

MICHAEL KAGIKA – CEO, POWER OF MERCY COMMITTEE (KENYA)
WHAT WE DO

We have established a high quality, low cost healthcare and life skills infrastructure.

We’ve provided library facilities and learning environments for inmates, prison staff and their families, to ensure that prisons continue to become places of positive transformation through the programmes and partnerships we’ve established.

In Ugandan prisons, over the past decade, we have provided a range of basic services to the most vulnerable groups, including ongoing nutritional support to death row prisoners living with HIV and support to terminally ill prisoners though the cancer support fund. During 2019 we have continued to hand over our healthcare services to the Ugandan Prison Service.

HOW WE DO IT

After the launch of the Okimanyi Project in 2017, we began construction on the Youth and Community Centre at Luzira Prison, Uganda. The Centre was opened in 2018 and is a legacy of our commitment to improve prison conditions.

Set within the Luzira Prison Complex, the Youth Centre includes a meeting hall, a well-stocked and contemporarily furnished library, a counselling room, several storage rooms and a multi-sports court. It has been designed to provide a focal point for youth from within the Prison Barracks and outside the prison, to meet, learn and receive guidance to achieve better outcomes in their lives. As well as the library, the Centre is to host a number of health advisors for young people aged 14 to 24. They provide guidance and counselling on a range of health topics from personal hygiene and sanitation to the spread of Sexually Transmitted Diseases including HIV/AIDS.
During 2019, we trained 15 members of the Okimanyi Project task force on implementing guidelines for the protection of children and vulnerable adults in Luzira Prison complex. The team included medical doctors, clinical officers and nurses, officers in charge, welfare officers and local council representatives in Luzira Prison complex.

PARTNERSHIPS

Overseen by Ugandan Country Director Dr. Florence Banoba and her Okimanyi Project team, the work has been funded by The Peter Cundill Foundation, The Jones Day Foundation, The Queen’s Commonwealth Trust and Wendy Dawson.

THIS YEAR

A snapshot of November 2019 reflects the type of support we’re able to provide: 46 inmates living with HIV/AIDS and the elderly in Luzira Upper Prison were given nutritional support. Supplementary food items like eggs, vegetables, simsim and beetroot were also provided. One inmate was given medical support, via funds to the prison authorities to provide a CT-U programme in Mulago Hospital. Five new mothers living with HIV/AIDS were given financial support to purchase baby formula milk, to reduce the risk of their babies becoming malnourished or infected with HIV through breastfeeding.

“In Kenya, where most prison libraries are also described as more than collections of books, the spaces accommodate life skills programmes, including adult literacy courses and vocational training.”

BOOKS BEHIND BARS – UNESCO 2019 FEATURING JUSTICE DEFENDERS
OUR IMPACT

INTRODUCING JUSTICE DEFENDERS

The African Prisons Project was founded by Alexander McLean to enable him to work in prisons in Africa after his gap-year experiences there, more than ten years ago. The organisation has reached the stage where it needs a new identity to define itself for a new decade.

Becoming Justice Defenders is naming the work that we have already been doing and positioning ourselves for growth, whilst ensuring that the organisation remains focussed on what it does best. This has been newly defined as defending justice within defenceless communities with legal education, training and practice. It also acknowledges the uniqueness of this work, which is a radical solidarity between those living and working in prison, released from prison, or having never been to prison.

This has been a year-long collaborative process between the Board and Trustees, staff in the UK and Africa, and external partners who have provided their expertise on a clear vision, mission and strategy, which has resulted in a new name and brand identity.

In order to be effective in our work, we need to engage with the media, donors, the academic community and other partners to raise awareness and funds. We believe that the time spent on this rebranding process has helped us clarify our mission and the strategy for accomplishing it. And we believe that a new name and identity better helps us engage with a global audience, which will in turn impact our work in African prisons, and beyond.
ACROSS AFRICA

Longer term, we want to expand geographically, where there is a wider need. So we will take this model — which is working so effectively in Uganda and Kenya — and implement it more widely across Africa.

BEYOND AFRICA

We will continue to share the impact of our work and the possibilities for transformation within the criminal justice system, where there is the will to affect change. We will provide pathways to allow our students to apply their gifts to their wider communities and impact their nations upon their release. By empowering those who have been most disadvantaged, we can harness their talent and passion for a fairer world and see genuine systemic change.

AMBITION FOR SCALE

Our model for change is people-centred, affordable, adaptable, collaborative, and sustainable.

Today, we work within 40 plus prison communities across Africa. But this model is scalable to sex workers in Thailand, street children in Brazil, migrant and refugee communities across Europe, or immigrant construction workers in the Middle East.

We want to take legal knowledge and services to the margins of society. And ensure that 1,000,000 defenceless people in conflict with the law get a fair hearing by 2030.
JOIN US

We are ensuring defenceless people in conflict with the law get a fair hearing.

Imagine that you are a poor, single parent.

You need to put food on the table for your five young children – and your options are limited. You steal a bag of rice in a moment of desperation and immediately find yourself thrown in prison. Or, you’re arrested for child neglect because you took a sick child to hospital and left the other children at home.

Where is your access to a lawyer? A fair court? To speak to your family or children? What if you don’t speak the language your guards and legal system operate in?

The lack of meaningful access to justice currently impacts nearly two of every three people worldwide. From developing countries like Uganda to the United States (which has the highest population of prisoners globally) – we are living amidst a global justice crisis.

In an overcrowded and under-resourced prison there are men, women, and even children who have not been found guilty.

This is the case for three million people around the world currently affected by the excessive use of pre-trial detention.

Once in the system, they lack the financial resources to afford proper legal representation or bail. As a result, they’re more likely to get prison sentences than non-custodial options.

They simply cannot afford a just defence.

Lives are lost waiting for justice to arrive.
Help us reach our 10-year target

To ensure 1,000,000 defenceless people in conflict with the law get a fair hearing.

A fair hearing doesn’t always mean a court appearance. A fair hearing might mean the right to be notified of the charge against you and the ability to meet that charge. But fundamentally, it is a chance to tell your story before being imprisoned or punished.

Help us train paralegals and lawyers within defenceless communities to provide legal services for themselves and others – protecting their rights and addressing their wrongs:

**EDUCATION**
£15,000 will enable one prisoner to complete their law degree via distance learning

**TRAINING**
£6,000 will enable one prison officer to benefit from our UK secondment programme

**PRACTICE**
£200 will enable one prisoner to complete paralegal training to provide legal support to others

Give now at www.justice-defenders.org/donate
BELIEFS AND ETHOS

Justice Defenders was founded on Christian values. We are committed to serving all prisoners and prison staff regardless of their religion, background, offence, sentence, race or gender. We believe every person’s life is fundamentally valuable – their past need not define their future.

We believe that transformational change in prisons will only come by building relationships with people: understanding their needs, empowering their development, and putting the power for change in their hands.

We understand that to create lasting change we must prioritise our partnerships with local prison communities, prison services and other agencies. It is only by working together that we can create change both on the ground and at policy level.

These values underpin each and every aspect of our work with beneficiaries, colleagues, volunteers, supporters and partners. They are integral to what we do and how we do it, and so we look for them in everyone we work with.
REFERENCE AND ADMINISTRATIVE INFORMATION

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</tr>
<tr>
<td>Other names by which the charity is known</td>
<td>The charity changed its name from African Prisons Project to Justice Defenders on 18 December 2019.</td>
</tr>
<tr>
<td>Trustees</td>
<td>Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows: Mr P F Cavadino – Resigned 25th February 2020 Professor G Daly Professor N J Johnson Dr A Merriman MBE Mrs S Oh – Resigned 6 January 2020 Mr J S Price Mr D Hollow Mr T Dighton – Appointed 13 August 2019 Mr J Holt – Appointed 15 October 2019 Mr T Johnston – Appointed 30 April 2019 Miss S Cook – Appointed 15 October 2019 Mrs J Lule Mrs L McLean – Resigned 18 June 2019</td>
</tr>
<tr>
<td>Key management personnel</td>
<td>Alexander McLean, Director General Thomas Gill, Chief Operating Officer Florence Banoba, Uganda Country Director Miriam Wachira, Kenya Country Director</td>
</tr>
<tr>
<td>Bankers</td>
<td>Coutts &amp; Co, 440 Strand, London, WC2R OQS</td>
</tr>
<tr>
<td>Auditor</td>
<td>Sayer Vincent LLP Chartered Accountants and Statutory Auditor Invicta House 108-114 Golden Lane, LONDON, EC1Y 0TL</td>
</tr>
<tr>
<td>Patrons</td>
<td>Dame Linda Dobbs Lord David Ramsbotham Lord Paul Boateng Jon Snow Lord Rowan Williams Rev’d Rose Hudson-Wilkin</td>
</tr>
</tbody>
</table>
ACHIEVEMENTS AND PERFORMANCE

FINANCIAL REVIEW

During 2019, Justice Defenders received income of £1,834,936

(2018: £1,071,727)

Of this £948,419 (2018: £485,916) is unrestricted and £886,517 (2018: £585,811) is restricted.

During the year expenditure was £1,423,187 of which £781,730 was spent from the restricted funds leaving a balance on these funds of £316,976.

Reserves policy
Over the past few months, we developed a new contingency budget that has enabled us to conduct a full review of our unrestricted reserves policy. From this review we have determined that our lower 3-month unrestricted reserves figure is £106,000, and our upper 6-month unrestricted reserve is £212,000. The board is in the process of opening a dedicated reserves bank account which, by the end of 2020 will have the 3-month figure within it and by the end of 2021 hold the full 6-month figure.

At 31 December 2019, Justice Defenders held unrestricted free reserves of £336,879 (2018: £22,601) and restricted reserves of £316,977 (2018: £212,189) in addition to the fixed assets. It is noted that the balance of unrestricted reserves as at 31 December 2019 exceeds the upper target reserve figure, but this is on account of the timing of a donation received at the end of the financial year of unrestricted funds that forms a large part of the 2020 budget, so it is expected that ultimately the reserves will sit within the predetermined target range.

In addition the board are also mindful given the current Covid 19 pandemic that it is appropriate to keep these figures under constant review to potentially hold reserves at a slightly higher level during these times of uncertainty.

Remuneration policy
A remuneration committee (which is a sub-committee of the board) reviews the salaries annually and recommends pay rises considering benchmarking of other charities of similar size and focus as well as inflationary cost of living factors.

Fundraising disclosures
Justice Defenders approach to fundraising is largely focused on trusts and foundations, a limited number of high net worth individuals, some institutional funders and corporate donations totalling around 150 – 200 organisations/people. Most of these tend to be repeat, multi-year donations. Whilst Justice Defenders does receive smaller one-off or monthly donations from individuals and smaller institutions, such as churches or schools, these are not targeted and tend to arise from contacts with staff, the website, or such individuals/ institutions themselves taking the initiative to follow up on wider publicity Justice Defenders has received. Vulnerable individuals are therefore protected from potential exploitation by Justice Defenders not targeting any ordinary individuals, whether via by mass mail-shots or by any form of ‘high-street’ presence. Furthermore, Justice Defenders does not use professional fundraisers or commercial participators, has no third parties undertaking fundraising on its behalf, and although it uses freelance consultants to support its work (for example to support bid-writing), such work is only ever submitted directly by Justice Defenders. Justice Defenders is subject to the UK Fundraising Regulator, has not received any complaints in respect of its fundraising activities and is not aware of any breach, material or otherwise, of any fundraising code or regulation.
STRUCTURE, GOVERNANCE 
AND MANAGEMENT

The Charity is a company limited by guarantee.

Recruitment, appointment and induction of new Trustees
The Trustees who held office during the financial year and at the date of this report are set out above. The Memorandum and Articles allow for Trustees to be appointed at any time. Trustees are elected on a one year renewable basis. New Trustees are appointed after interview, having applied to adverts or as a result of nomination by other members of the board. Their appointment is approved by a vote of the whole committee.

The Charity’s induction of trustees includes providing past copies of minutes and supporting documentation. Time will be spent with other Trustees in groups of one to one meetings and a meeting with both the Chair and the Director General. We encourage our Trustees to attend relevant training courses and encourage visiting our work in Africa.

One third of Trustees must retire and may be reappointed at each annual general meeting.

Governing document
The Charity is controlled by its governing document, a deed of trust and constitutes a company, limited by guarantee as defined by the Companies Act 2006.

The Director General, Alexander McLean, is responsible for the day to day operations of the Charity, supported by a senior management team. He is the Secretary to the Board. The senior management team comprises: Alexander McLean, Thomas Gill – Chief Operating Officer, Florence Banoba – Uganda Country Director, and Miriam Wachira – Kenya Country Director.

The board meets at least quarterly to review programmatic, financial and fundraising performance and the general management of the charity.

None of the Trustees has any beneficial interest in the company. All of the Trustees are Members of the Company and guarantee to contribute £1 in the event of a winding up.

The company’s current policy concerning the payment of trade creditors is to follow the CBI’s Prompt Payers Code (copies are available from the CBI, Centre Point, 103 New Oxford Street, London WC1A 1DU).
The company’s current policy concerning the payment of trade creditors is to:

- Settle the terms of payment with suppliers when agreeing the terms of each transaction;
- Ensure that suppliers are made aware of the terms of payment by inclusion of the relevant terms in contracts; and
- Pay in accordance with the company’s contractual and other legal obligations.

The UK office functions are overseen by the COO and comprise fundraising, communications, finance, HR and administration. Programme delivery is overseen in each of Uganda and Kenya by a Country Director with suitably qualified tutors, legal service providers, health care and other professionals as well as in country support functions.

**Risk management**

The Charity has a risk management strategy comprised of:

- An annual review of the risks the organisation may face
- The establishment of systems and procedures to mitigate the risks identified in the plan
- The implementation of procedures designed to minimise any potential impact on the organisation should those risks arise.

The Trustees consider that the significant risks to which the Charity would be exposed would be a sudden and unexpected shortfall in fundraising income; civil strife within the communities in which we work; disease breakouts in the communities in which we work; difficulties experienced by staff due to workload and the demanding nature of the work.

We are seeking to mitigate these risks in a number of ways. This includes establishing a minimum reserve to cover an abrupt fall in income and diversification of our donor base. We establish Memoranda of Understanding in respect of each prison service we work with and each project we run. We work with a variety of local civil society and governmental partners and ensure we are informed about the local political and social environments in which we work. We also follow health guidance in relation to the risk of disease. We actively support our staff through internal and external training and development activities to promote their well-being and development.

The Trustees have assessed the risk to which the Charity is exposed and are satisfied that systems are in place to mitigate exposure to the major risks.
COVID-19 Response
The global Covid-19 pandemic has impacted every sector in every country across the globe. Justice Defenders work across Africa and our activities in the UK are no different. The response, rules and regulations that have come into force due to Covid-19 have required Justice Defenders to be flexible and innovative with regards to our fundraising and program delivery. We have been able to develop our program delivery systems utilising our partners in the local prisons authorities support through using digital solutions to provide our clients with support. Across Kenya we have been able to support remote digital court hearings, developed our teaching and training programs to be done online with live support. We have worked with all of our stakeholders to identify three key areas of initial response and support that we are able to provide the prisons service, prisons and prisoners. We have been focusing on a fines fund for petty offenders, providing support and technology to run zoom courts and have been providing sanitation products within the prisons that we work with. We have developed a fundraising and communication strategy to support our Covid response which has engaged our current supporters and encouraged new support of our work.

We are conscious that the future landscape of fundraising and charity support is uncertain for the sector. We have assessed and developed our fundraising strategy and our financial forecasts to ensure that Justice Defenders is in the strongest position possible to not only navigate the uncertain times, but to increase our impact whilst doing so.

Statement of responsibilities of the trustees
The trustees (who are also directors of Justice Defenders for the purposes of company law) are responsible for preparing the trustees’ annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period. In preparing these financial statements, the trustees are required to:

• Select suitable accounting policies and then apply them consistently
• Observe the methods and principles in the Charities SORP
• Make judgements and estimates that are reasonable and prudent
• State whether applicable UK Accounting Standards and statements of recommended practice 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 charity will continue in operation

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

• There is no relevant audit information of which the charitable company’s auditor is unaware

The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor
Sayer Vincent LLP was re-appointed as the charitable company’s auditor during the year and has expressed its willingness to continue in that capacity.

The trustees’ annual report has been approved by the trustees on 25 June 2020 and signed on their behalf by

Professor N J Johnson (Trustee)
Mr T Dighton (Trustee)
AUDITORS REPORT

Opinion
We have audited the financial statements of Justice Defenders (the ‘charitable company’) for the year ended 31 December 2019 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 2019 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
• Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor’s responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC’s Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern
We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

• The trustees’ use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
• The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company’s ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.
Other information
The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

• 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
• The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees’ annual report.

• We have nothing to report in respect of the following matters in relation to which 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’ exemptions in preparing the trustees’ annual report and from the requirement to prepare a strategic report.

**Responsibilities of trustees**

As explained more fully in the statement of trustees’ responsibilities set out in the trustees’ annual report, 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, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor’s responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control.
• Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
• Conclude on the appropriateness of the trustees’ use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the entity to cease to continue as a going concern.
• Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report
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 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 the charitable company’s members as a body, for our audit work, for this report, or for the opinions we have formed.

Noelia Serrano
(Senior statutory auditor)

DATE 29 June 2020

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL
Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 December 2019

<table>
<thead>
<tr>
<th>Note</th>
<th>Unrestricted</th>
<th>Restricted</th>
<th>2019 Total</th>
<th>Unrestricted</th>
<th>Restricted</th>
<th>2018 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td><strong>INCOME FROM:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations and legacies</td>
<td>3</td>
<td>945,075</td>
<td>886,517</td>
<td>1,831,592</td>
<td>458,867</td>
<td>585,811</td>
</tr>
<tr>
<td>Other income</td>
<td></td>
<td>3,344</td>
<td>-</td>
<td>3,344</td>
<td>27,049</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total income</strong></td>
<td></td>
<td>948,419</td>
<td>886,517</td>
<td>1,834,936</td>
<td>485,916</td>
<td>585,811</td>
</tr>
<tr>
<td><strong>EXPENDITURE ON:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Raising funds</td>
<td>4a</td>
<td>96,962</td>
<td>-</td>
<td>96,962</td>
<td>131,416</td>
<td>-</td>
</tr>
<tr>
<td>Charitable activities</td>
<td>4a</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Justice Changemakers Training</td>
<td></td>
<td>278,869</td>
<td>179,877</td>
<td>458,746</td>
<td>209,322</td>
<td>234,320</td>
</tr>
<tr>
<td>Justice Changemakers Journeys</td>
<td></td>
<td>72,485</td>
<td>68,903</td>
<td>141,388</td>
<td>76,929</td>
<td>50,045</td>
</tr>
<tr>
<td>Justice Changemakers Services</td>
<td></td>
<td>133,993</td>
<td>357,470</td>
<td>491,463</td>
<td>81,045</td>
<td>278,479</td>
</tr>
<tr>
<td>Improving Prison Conditions</td>
<td></td>
<td>44,229</td>
<td>29,647</td>
<td>73,876</td>
<td>13,480</td>
<td>195,634</td>
</tr>
<tr>
<td>Promoting human rights in the justice system</td>
<td></td>
<td>14,919</td>
<td>145,833</td>
<td>160,752</td>
<td>144,045</td>
<td>15,588</td>
</tr>
<tr>
<td><strong>Total expenditure</strong></td>
<td></td>
<td>641,457</td>
<td>781,730</td>
<td>1,423,187</td>
<td>656,237</td>
<td>774,066</td>
</tr>
<tr>
<td><strong>NET INCOME / (EXPENDITURE) FOR THE YEAR</strong></td>
<td>5</td>
<td>306,962</td>
<td>104,787</td>
<td>411,749</td>
<td>(170,321)</td>
<td>(188,255)</td>
</tr>
<tr>
<td><strong>RECONCILIATION OF FUNDS:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total funds brought forward</td>
<td></td>
<td>51,164</td>
<td>212,189</td>
<td>263,353</td>
<td>221,485</td>
<td>400,445</td>
</tr>
<tr>
<td>Total funds carried forward</td>
<td></td>
<td>358,126</td>
<td>316,976</td>
<td>675,102</td>
<td>51,164</td>
<td>212,189</td>
</tr>
</tbody>
</table>

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 14a to the financial statements.
### Balance sheet as at 31 December 2019

**Company no. 06260329**

<table>
<thead>
<tr>
<th>Note</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
</tbody>
</table>

#### FIXED ASSETS:

<table>
<thead>
<tr>
<th>Note</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
</tbody>
</table>

- **Tangible assets**
  | 10     | 21,247 | 28,563 |
  | 10     | 21,247 | 28,563 |

#### CURRENT ASSETS:

<table>
<thead>
<tr>
<th>Note</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
</tbody>
</table>

- **Debtors**
  | 11     | 416,144 | 61,768 |
- **Cash at bank and in hand**
  | 11     | 288,334 | 207,471 |
  | 11     | 704,478 | 269,239 |

#### LIABILITIES:

<table>
<thead>
<tr>
<th>Note</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
</tbody>
</table>

- **Creditors: amounts falling due within one year**
  | 12     | (50,623) | (34,449) |

#### NET CURRENT ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
</tbody>
</table>

|       | 653,855 | 234,790 |

#### THE FUNDS OF THE CHARITY:

<table>
<thead>
<tr>
<th></th>
<th>14a</th>
</tr>
</thead>
</table>

- **Restricted income funds**
  | 316,976 | 212,189 |

**Unrestricted income funds:**

- **General funds**
  | 358,126 | 51,164 |
- **Total unrestricted funds**
  | 358,126 | 51,164 |

#### Total charity funds

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
</tbody>
</table>

|       | 675,102 | 263,353 |

Approved by the trustees on 25 June 2020 and signed on their behalf by

Trustee

**Professor N J Johnson**

Trustee

**Mr T Dighton**
Statement of cash flows
For the year ended 31 December 2019

RECONCILIATION OF NET INCOME / (EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income / (expenditure) for the reporting period</td>
<td>411,749</td>
<td>(358,577)</td>
</tr>
<tr>
<td>(as per the statement of financial activities)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation charges</td>
<td>8,839</td>
<td>10,185</td>
</tr>
<tr>
<td>(Increase) in debtors</td>
<td>(354,376)</td>
<td>(18,211)</td>
</tr>
<tr>
<td>Increase / (Decrease) in creditors</td>
<td>16,174</td>
<td>(13,308)</td>
</tr>
<tr>
<td>Net cash provided by / (used in) operating activities</td>
<td>82,386</td>
<td>(379,911)</td>
</tr>
</tbody>
</table>

Note

CASH FLOWS FROM OPERATING ACTIVITIES

| Net cash provided by / (used in) operating activities | 82,386 | (379,911) |

Cash flows from investing activities:

| Net purchase of fixed assets | (1,523) | (9,780) |
| Net cash (used in) investing activities | (1,523) | (9,780) |
| Change in cash and cash equivalents in the year | 80,863 | (389,691) |
| Cash and cash equivalents at the beginning of the year | 207,472 | 597,163 |
| Cash and cash equivalents at the end of the year | 288,335 | 207,472 |

ANALYSIS OF CASH AND CASH EQUIVALENTS

<table>
<thead>
<tr>
<th>At 1 January 2019</th>
<th>Cash flows</th>
<th>Other changes</th>
<th>At 31 December 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td>207,472</td>
<td>80,862</td>
<td>-</td>
</tr>
<tr>
<td>Total cash and cash equivalents</td>
<td>207,472</td>
<td>80,862</td>
<td>-</td>
</tr>
</tbody>
</table>
Key judgements that the charitable company has made which have a significant effect on the accounts relate to the allocation of pro bono income and expense, whereby the estimate is based on the value of the work to the charity.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

1.e Income
Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware of the executor’s intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

1.f Donations of gifts, services and facilities
Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees’ annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

1.g Interest receivable
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

1.h Fund accounting
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.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.
1.j Expenditure and irrecoverable VAT

Expenditure, including project payments, is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity associated with attracting voluntary income to finance its charitable objectives.
- Expenditure on charitable activities includes all costs incurred by the centre in the delivery of its activities and services for its beneficiaries undertaken to further the purposes of the charity and their associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

1.k Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

1.l Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. 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. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Fixtures and fittings 12.5% straight line
- Computer equipment 30% straight line
- Motor vehicles 25% straight line

1.m Debtor

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.n Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.o Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.p Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.q Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee’s services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.r Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.s Foreign exchange

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation are included in net income/(expenditure for the period).
2. Critical accounting estimates and judgements

In the application of the Charity’s accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Such estimates are generally in relation to the allocation of pro bono income and expense, whereby the estimate is based on the value of the work to the charity.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3. Income from donations and legacies

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unrestricted</td>
<td>Restricted</td>
</tr>
<tr>
<td>Individual donations</td>
<td>499,462</td>
<td>410,680</td>
</tr>
<tr>
<td>Corporates &amp; Trusts</td>
<td>309,015</td>
<td>475,837</td>
</tr>
<tr>
<td>Gifts in kind</td>
<td>136,598</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>945,075</td>
<td>886,517</td>
</tr>
</tbody>
</table>

Justice Defenders  | 2019  | Trustees’ Annual Report and Auditor’s Report

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### 4a. Analysis of expenditure (current year)

#### CHARITABLE ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>Raising funds</th>
<th>Justice Changemakers: Training</th>
<th>Justice Changemakers: Journeys</th>
<th>Justice Changemakers: Services</th>
<th>Improving Prison Conditions</th>
<th>Promoting human rights in the justice system</th>
<th>Governance costs</th>
<th>Support costs</th>
<th>2019 Total</th>
<th>2018 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff costs (Note 6)</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td></td>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td></td>
<td>125,765</td>
<td>37,705</td>
<td>215,117</td>
<td>15,671</td>
<td></td>
<td></td>
<td>93,354</td>
<td>61,622</td>
<td>549,134</td>
<td>549,134</td>
</tr>
<tr>
<td>Pro bono services</td>
<td>-</td>
<td>12,125</td>
<td>29,490</td>
<td>-</td>
<td></td>
<td></td>
<td>-</td>
<td>15,397</td>
<td>469,474</td>
<td>469,474</td>
</tr>
<tr>
<td>Programme Activities and Direct costs</td>
<td>-</td>
<td>121,491</td>
<td>20,927</td>
<td>161,944</td>
<td>29,490</td>
<td>40,225</td>
<td>-</td>
<td>15,397</td>
<td>469,474</td>
<td>469,474</td>
</tr>
<tr>
<td>Operational support</td>
<td>83,325</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td>-</td>
<td>15,534</td>
<td>267,981</td>
<td>267,981</td>
</tr>
<tr>
<td>Support costs</td>
<td>12,710</td>
<td>95,327</td>
<td>12,710</td>
<td>95,327</td>
<td>12,710</td>
<td></td>
<td>25,420</td>
<td>-</td>
<td>1,423,187</td>
<td>1,423,187</td>
</tr>
<tr>
<td>Governance costs</td>
<td>927</td>
<td>6,950</td>
<td>927</td>
<td>6,950</td>
<td>927</td>
<td></td>
<td>1,853</td>
<td>-</td>
<td>226,621</td>
<td>226,621</td>
</tr>
<tr>
<td><strong>Total Expenditure 2019</strong></td>
<td><strong>96,962</strong></td>
<td><strong>458,746</strong></td>
<td><strong>389,186</strong></td>
<td><strong>60,239</strong></td>
<td><strong>133,479</strong></td>
<td><strong>18,534</strong></td>
<td><strong>254,204</strong></td>
<td><strong>1,423,187</strong></td>
<td><strong>1,430,303</strong></td>
<td></td>
</tr>
</tbody>
</table>

### 4b. Analysis of expenditure (prior year)

#### CHARITABLE ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>Raising funds</th>
<th>Justice Changemakers: Training</th>
<th>Justice Changemakers: Journeys</th>
<th>Justice Changemakers: Services</th>
<th>Improving Prison Conditions</th>
<th>Promoting human rights in the justice system</th>
<th>Governance costs</th>
<th>Support costs</th>
<th>2018 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff costs (Note 6)</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td></td>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td></td>
<td>43,992</td>
<td>179,935</td>
<td>60,530</td>
<td>163,140</td>
<td>56,085</td>
<td></td>
<td>62,154</td>
<td>61,460</td>
<td>627,296</td>
</tr>
<tr>
<td>Pro bono services</td>
<td>-</td>
<td>46,077</td>
<td>29,861</td>
<td>17,172</td>
<td>3,222</td>
<td></td>
<td>26,837</td>
<td>7,650</td>
<td>132,049</td>
</tr>
<tr>
<td>Programme Activities and Direct costs</td>
<td>-</td>
<td>147,340</td>
<td>24,867</td>
<td>108,922</td>
<td>102,947</td>
<td>47,211</td>
<td>-</td>
<td>13,030</td>
<td>444,317</td>
</tr>
<tr>
<td>Operational support</td>
<td>75,709</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td>-</td>
<td>25,511</td>
<td>226,621</td>
</tr>
<tr>
<td>Support costs</td>
<td>119,701</td>
<td>373,351</td>
<td>115,258</td>
<td>289,234</td>
<td>162,254</td>
<td></td>
<td>136,203</td>
<td>26,761</td>
<td>207,541</td>
</tr>
<tr>
<td>Governance costs</td>
<td>10,377</td>
<td>8,028</td>
<td>1,338</td>
<td>8,028</td>
<td>5,352</td>
<td></td>
<td>20,754</td>
<td>-</td>
<td>1,430,303</td>
</tr>
<tr>
<td><strong>Total expenditure 2018</strong></td>
<td><strong>131,416</strong></td>
<td><strong>443,642</strong></td>
<td><strong>126,974</strong></td>
<td><strong>359,524</strong></td>
<td><strong>209,114</strong></td>
<td><strong>159,633</strong></td>
<td><strong>-</strong></td>
<td><strong>207,541</strong></td>
<td><strong>1,430,303</strong></td>
</tr>
</tbody>
</table>
5. **Net income / (expenditure) for the year**

This is stated after charging / (crediting):

<table>
<thead>
<tr>
<th></th>
<th>2019 £</th>
<th>2018 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation</td>
<td>8,840</td>
<td>10,815</td>
</tr>
<tr>
<td>Loss on disposal of fixed assets</td>
<td>-</td>
<td>496</td>
</tr>
<tr>
<td>Auditor's remuneration (excluding VAT):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audit - current year</td>
<td>9,500</td>
<td>7,650</td>
</tr>
<tr>
<td>Audit - prior year under accrual</td>
<td>1,900</td>
<td>2,270</td>
</tr>
<tr>
<td>Foreign exchange gains/(losses)</td>
<td>(3,480)</td>
<td>28,361</td>
</tr>
</tbody>
</table>

6. **Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

Staff costs were as follows:

<table>
<thead>
<tr>
<th></th>
<th>2019 £</th>
<th>2018 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and wages</td>
<td>506,397</td>
<td>579,378</td>
</tr>
<tr>
<td>Redundancy and termination costs</td>
<td>-</td>
<td>3,257</td>
</tr>
<tr>
<td>Social security costs</td>
<td>34,884</td>
<td>37,114</td>
</tr>
<tr>
<td>Employer's contribution to defined contribution pension schemes</td>
<td>8,133</td>
<td>7,547</td>
</tr>
<tr>
<td><strong>Total staff costs</strong></td>
<td>549,414</td>
<td>627,296</td>
</tr>
</tbody>
</table>

There were no redundancy or termination costs accrued at the balance sheet date / settled and paid at the balance sheet date.

One employee earned between £70,000 and £80,000 during the year (2018: one between £60,000 and £70,000).

The total employee benefits (including pension contributions and employer’s national insurance) of the key management personnel were £188,455 (2018: £199,540).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2018: £nil). No charity Trustee received payment for professional or other services supplied to the charity (2018: £nil).

No trustees’ received expenses or payment for reimbursement of travel and subsistence costs totalling in the year (2018: £nil).

7. **Staff numbers**

The average number of employees (head count based on number of staff employed) during the year was 42 (2018: 51).
8. Related party transactions

There were no loans made to the charity in the year (2018: Three trustees loaned a total of £26,000 to the charity on 21 September 2018. The loans were repaid in full on 19 November 2018 and no interest was paid).

Aggregate donations from Trustees were £6,525 (2018: £7,075). One person connected to a Trustee received remuneration during the year of £79,102 (2018: £65,323), as an employee of the charity. The connected Trustee was Mrs L M McLean (mother) who resigned as trustee on 21 January 2019.

9. Taxation

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

10. Tangible fixed assets

<table>
<thead>
<tr>
<th></th>
<th>Fixtures and fittings</th>
<th>Computer equipment</th>
<th>Motor vehicles</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST OR VALUATION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At the start of the year</td>
<td>32,863</td>
<td>24,338</td>
<td>4,884</td>
<td>62,085</td>
</tr>
<tr>
<td>Additions in year</td>
<td>1,523</td>
<td>-</td>
<td>-</td>
<td>1,523</td>
</tr>
<tr>
<td><strong>At the end of the year</strong></td>
<td>34,386</td>
<td>24,338</td>
<td>4,884</td>
<td>63,608</td>
</tr>
<tr>
<td><strong>DEPRECIATION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At the start of the year</td>
<td>15,143</td>
<td>16,117</td>
<td>2,261</td>
<td>33,521</td>
</tr>
<tr>
<td>Charge for the year</td>
<td>3,644</td>
<td>4,430</td>
<td>766</td>
<td>8,840</td>
</tr>
<tr>
<td>At the end of the year</td>
<td>18,787</td>
<td>20,547</td>
<td>3,027</td>
<td>42,361</td>
</tr>
<tr>
<td><strong>Net book value</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At the end of the year</td>
<td>15,599</td>
<td>3,791</td>
<td>1,857</td>
<td>21,247</td>
</tr>
<tr>
<td>At the start of the year</td>
<td>17,720</td>
<td>8,221</td>
<td>2,623</td>
<td>28,564</td>
</tr>
</tbody>
</table>

All of the above assets are used for charitable purposes.

11. Debtors

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other debtors</td>
<td>24,242</td>
<td>19,310</td>
</tr>
<tr>
<td>Prepayments and accrued income</td>
<td>391,903</td>
<td>42,458</td>
</tr>
<tr>
<td></td>
<td>416,144</td>
<td>61,768</td>
</tr>
</tbody>
</table>
12. Creditors: amounts falling due within one year

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade creditors</td>
<td>185</td>
<td>9,490</td>
</tr>
<tr>
<td>Taxation and social security</td>
<td>20,387</td>
<td>13,523</td>
</tr>
<tr>
<td>Other creditors</td>
<td>13</td>
<td>-</td>
</tr>
<tr>
<td>Accruals</td>
<td>30,039</td>
<td>11,437</td>
</tr>
<tr>
<td></td>
<td>50,623</td>
<td>34,449</td>
</tr>
</tbody>
</table>

13a. Analysis of net assets between funds (current year)

<table>
<thead>
<tr>
<th></th>
<th>General unrestricted</th>
<th>Restricted</th>
<th>Total funds</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>21,247</td>
<td>-</td>
<td>21,247</td>
</tr>
<tr>
<td>Net current assets</td>
<td>336,879</td>
<td>316,976</td>
<td>653,855</td>
</tr>
<tr>
<td>Net assets at 31 December 2019</td>
<td>358,126</td>
<td>316,976</td>
<td>675,102</td>
</tr>
</tbody>
</table>

13b. Analysis of net assets between funds (prior year)

<table>
<thead>
<tr>
<th></th>
<th>General unrestricted</th>
<th>Restricted</th>
<th>Total funds</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>28,563</td>
<td>-</td>
<td>28,563</td>
</tr>
<tr>
<td>Net current assets</td>
<td>22,601</td>
<td>212,189</td>
<td>234,790</td>
</tr>
<tr>
<td>Net assets at 31 December 2018</td>
<td>51,164</td>
<td>212,189</td>
<td>263,353</td>
</tr>
</tbody>
</table>
### 14a. Movements in funds (current year)

<table>
<thead>
<tr>
<th>Fund</th>
<th>At 1 January 2019</th>
<th>Income &amp; gains</th>
<th>Expenditure &amp; losses</th>
<th>At 31 December 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Justice Changemakers Training</td>
<td>81,850</td>
<td>155,733</td>
<td>(117,733)</td>
<td>119,850</td>
</tr>
<tr>
<td>Justice Changemakers Journeys</td>
<td>-</td>
<td>31,590</td>
<td>(31,590)</td>
<td>-</td>
</tr>
<tr>
<td>Justice Changemakers Services</td>
<td>112,849</td>
<td>342,586</td>
<td>(295,326)</td>
<td>160,109</td>
</tr>
<tr>
<td>Improving Prison Conditions</td>
<td>17,490</td>
<td>29,880</td>
<td>(28,096)</td>
<td>19,274</td>
</tr>
<tr>
<td>Promoting human rights in the justice system</td>
<td>-</td>
<td>90,918</td>
<td>(73,175)</td>
<td>17,743</td>
</tr>
<tr>
<td>Regional Oversight</td>
<td>235,810</td>
<td>(235,810)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total restricted funds</strong></td>
<td>212,189</td>
<td>886,517</td>
<td>(781,730)</td>
<td>316,976</td>
</tr>
<tr>
<td>General funds</td>
<td>51,164</td>
<td>948,420</td>
<td>(641,457)</td>
<td>358,126</td>
</tr>
<tr>
<td><strong>Total funds</strong></td>
<td>263,353</td>
<td>1,834,937</td>
<td>(1,423,187)</td>
<td>675,102</td>
</tr>
</tbody>
</table>

The narrative to explain the purpose of each fund is given at the foot of the note below.

### 14b. Movements in funds (prior year)

<table>
<thead>
<tr>
<th>Fund</th>
<th>At 1 January 2018</th>
<th>Income &amp; gains</th>
<th>Expenditure &amp; losses</th>
<th>At 31 December 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Justice Changemakers Training</td>
<td>76,987</td>
<td>211,892</td>
<td>(207,029)</td>
<td>81,850</td>
</tr>
<tr>
<td>Justice Changemakers Journeys</td>
<td>29,800</td>
<td>12,448</td>
<td>(42,248)</td>
<td>-</td>
</tr>
<tr>
<td>Justice Changemakers Services</td>
<td>57,435</td>
<td>306,603</td>
<td>(251,189)</td>
<td>112,849</td>
</tr>
<tr>
<td>Improving Prison Conditions</td>
<td>158,250</td>
<td>39,279</td>
<td>(180,039)</td>
<td>17,490</td>
</tr>
<tr>
<td>Promoting human rights in the justice system</td>
<td>-</td>
<td>15,588</td>
<td>(15,588)</td>
<td>-</td>
</tr>
<tr>
<td>Regional Oversight</td>
<td>77,973</td>
<td>-</td>
<td>(77,973)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total restricted funds</strong></td>
<td>400,445</td>
<td>585,810</td>
<td>(774,066)</td>
<td>212,189</td>
</tr>
<tr>
<td>General funds</td>
<td>221,485</td>
<td>485,916</td>
<td>(656,237)</td>
<td>51,164</td>
</tr>
<tr>
<td><strong>Total funds</strong></td>
<td>621,930</td>
<td>1,071,726</td>
<td>(1,430,303)</td>
<td>263,353</td>
</tr>
</tbody>
</table>
Purposes of restricted funds

• Justice Changemakers Training
  To enable prisoners and prison staff to study law at the University of London by distance learning.

• Justice Changemakers Services
  To promote respect and fulfilment of the right of access to justice for inmates in Kenya and Uganda.

• Justice Changemakers Journeys
  To provide professional secondment opportunities for senior prison personnel to learn from the UK prison management systems.

• Improving Prison Conditions
  To improve the health awareness and adult literacy of children and young people living within a prison complex and to support the health of inmates living with HIV.

• Promoting human rights in the justice system
  To improve the awareness of human rights issues to those within the justice law and order sector as well as to funders and other supporters.

• Regional oversight
  To contribute to the role of regional director to ensure quality of programmatic delivery.

15. Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.
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