



## Mission Aviation Fellowship UK (MAF UK)

A company limited by guarantee, not having share capital

**Company number: 3437446**

Registered Charity Number 1064598 in England and Wales

Scottish Charity Number SC039107

## Report and financial statements for the year ended 31 December 2017

*Reaching the unreachable and the unreached*



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## **Message from the Chair and Chief Executive**

We believe that every community, however remote, should have the essentials for life. Our vision is to see isolated people physically and spiritually transformed in Jesus' name. This is only possible because of the generosity and faithfulness of our supporters who uphold us both financially and in prayer. We are continually grateful and thank God for them.

When MAF's founders stepped out in faith all those years ago their main objective was to make friends so they could set up a service to support isolated missionaries in hard-to-reach places. The response was remarkable, with more than 2,000 people committing themselves to praying for MAF's future.

Although much has changed in terms of the number of planes we now operate and the countries we now reach, our need for friends and prayer remains unchanged.

## **Winds of change**

As our 2017 Trustees' Report shows, despite an ever-changing world, MAF holds fast to its core unchanging aim of overcoming physical barriers to transport patients, relief, medical supplies, educational materials and humanitarian staff to the places of deepest human need.

As you read the report that follows, you will see how thousands of aid workers, surgeons, humanitarian staff, mission personnel and medics have been able to serve potentially millions of people in inaccessible areas.

## **Making a change**

Throughout 2017, our pilots' ability to fly our aircraft to difficult-to-access areas in developing countries across the world made it possible for isolated people to receive the help they needed swiftly and safely.

Today, the unchanging friendships inspired by the vision of our early pioneers enable our inspirational overseas partner organisations to continue serving communities that would otherwise remain isolated and vulnerable were it not for our commitment to their future.

## **Ringling the changes**

God has blessed us richly in 2017. We have been able to order a new floatplane to be based in Bangladesh, complete a new housing compound in Juba for MAF families committed to serving South Sudan and install a new flight simulator in Kajjansi, Uganda for our pilot training programme.

We celebrated the positive changes that have resulted from 30 years of MAF service in Uganda, 20 years in Bangladesh and 10 years in Timor-Leste. We were grateful for the

success of the UK Jaime Saint tour which told the inspiring story of Jamie's grandfather, MAF missionary Nate Saint, and spoke about the ongoing ministry of the martyred pilot's descendants.

As 2017 came to a close, we also launched our Plane in the Playground Advent Adventure, involving 300 children from Seabrook and St Martin's Primary Schools in Hythe, Kent.

### **Life-changing work**

Our gratitude to the ongoing work of the 27 UK missionary staff and their families who responded to the call to leave the UK and bring help, hope and healing to those less fortunate than themselves, remains unchanged.

In 2017 we changed MAF's UK Day of Prayer, extending it to a whole week! Prayer, now, as then, underpins everything we do as our pilots and personnel continue to look to the Lord, who is the same yesterday, today and forever.

Many of the life-changing stories that appear in the Trustees' Report from countries such as Arnhem Land, Bangladesh, Kenya, Liberia, Madagascar, Mongolia, Papua New Guinea, South Sudan, Tanzania, Timor-Leste and Uganda show how thousands of lives were changed, saved and enriched thanks to our partners, planes and personnel.

### **God's unchanging goodness through our changeless supporters**

We praise God for His provision during 2017 of:

- Over £13 million of income
- Over £3 million received in legacy gifts
- 2 new staff/families who went on their first assignment
- Over 14,000 new contacts and supporters
- Over 1,090 MAF Week of Prayer packs requested
- Over 700 new regular givers
- Over 1,000 presentations given by volunteers at churches and events.

Your generous gifts, passionate prayer, sacrificial service and fruitful friendship have blessed us immensely - with each answered prayer resulting in a joyful story that strengthened our mission and transformed the lives of thousands of the world's most vulnerable men, women and children. Thank you.

Gareth Mitchell  
Chair of Trustees

Ruth Whitaker  
Chief Executive

## **Report of the Trustees for the year ended 31 December 2017**

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

The Trustees, who are also Directors of Mission Aviation Fellowship UK (MAF UK) for the purposes of the Companies Act, have pleasure in presenting the Report and Accounts for the year ended 31 December 2017. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

### **Public benefit**

The Trustees confirm that they have had regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties. As illustrated in this Trustees' Report, MAF UK supports the worldwide work of MAF, which aims to reach people living in some of the most isolated parts of the world.

In many countries, insecurity can render road travel highly dangerous. MAF's fleet of light aircraft enables access to remote communities, connecting those in need with those that can help. Even in places where it is safe to travel, there may be no roads or, if roads exist, they can become impassable for months at a time due to adverse weather conditions such as heavy flooding.

The following examples of our work reflect our main charitable activities and demonstrate how the public benefit is delivered.

### **Operational impact**

Our mission is to reach unreachable people who are cut off from the resources they need because of geographical barriers, conflict, natural disasters or dangerous overland travel. Our planes fly to numerous locations enabling our many partners to reach people in spiritual and physical need.

Worldwide, with bases in 26 countries, MAF was able to respond to the needs of hard-to-reach communities quickly and effectively. The following gives a brief snapshot of some of the things our flights accomplished in a variety of remote and isolated areas.

- **Arnhem Land**

In Arnhem Land, where many of the indigenous inhabitants suffer from poverty, poor health, high unemployment and substance abuse, MAF planes made a large number of life-enhancing flights - transporting teachers, students and essential supplies to various communities.

We distributed more than 180 solar powered MP3 players containing audio Bibles and music, gave out MicroSD cards containing Gospel resources during outreach events at Easter and Christmas, and flew *Pioneers* and *God's Dreaming* to Bremer Island for an evangelistic outreach that saw three indigenous Yolŋu men become Christians.

We also spent time making it possible for more than 110 students and teachers to attend an important annual sports carnival by flying them to Yirrkala.

- **Bangladesh**

In Bangladesh, a country prone to severe flooding, floods in the north destroyed 700,000 homes. Our floatplane provided senior Bangladesh Government officials and humanitarian partners such as *CARE International* with a rapid aerial assessment of the needs in areas where communication had been hampered by flooding.

We also had the honour of flying HRH The Countess of Wessex on her first floatplane flight as she visited several rural community and medical projects.

MAF flights for *Women for Women* enabled female plastic surgeons to access *Friendship's* floating hospital ship so patients could receive life-enhancing surgery. When 23-year-old Jahanara's badly burned hand was painstakingly repaired, it gave her the chance to get a job and work her way out of poverty. Another patient, whose dress caught fire, had the burnt side of her body restored and her lip reconstructed.

Recalling traumatic memories of uncomfortable and dangerous journeys to the hospital by road, one of the surgeons said: 'we are really happy and grateful when we can use the plane.'

- **Kenya**

In Kenya, where overland travel can be also be dangerous by day and treacherous at night, 2017 saw the 10th anniversary of our partnership with *SERV International*, which shares the Gospel and distributes food to those living with extreme hunger.

MAF flights also supported *Gethsemane Garden Christian Centre* (GGCC) - a boarding school for HIV/AIDS orphans. One of our flights enabled the Executive Director of GGCC's

US Advisory Board to visit the orphanage on remote Mfangano Island. 'I cannot overstate the impact of being able to use MAF,' he exclaimed. 'The pilot was so accommodating. I can't wait to fly again with MAF!'

We also provided flights that helped long-term partner *RedTribe* change attitudes about female circumcision, and enabled Jackson Ole Sapit, the Anglican Archbishop of Kenya, to attend the opening of a new building in Olorte where *RedTribe's* beadwork project provides a livelihood for more than 20 originally outcast and vulnerable Maasai women.

- **Liberia**

In Liberia, a country that has experienced two devastating civil wars and the ravages of Ebola in the space of just three decades, we saved lives by transporting vaccines for the Ministry of Health to help combat an outbreak of meningitis and enabled Po River Medical Clinic to bring basic healthcare to 6,400 people in an area with the least developed road network in the country.

We also helped *Bible Society* to take God's Word to the poorest and most marginalised people and enabled *Waves for Change* to reduce the stress of traumatised children by teaching them the skills necessary to surf.

The founder of *Waves for Change* was grateful that a short MAF flight had saved him 'a 17-hour car drive, which we didn't have time for.'

- **Madagascar**

In Madagascar, where the people are battered by tropical cyclones, limited by poverty, and have little access to healthcare, MAF aircraft helped partners to respond to the damage caused by Cyclone Enawo by flying clothes, water purification chemicals and other relief material to those affected.

MAF's medevac flights were similarly welcome. When Jeannine had a stroke, we flew her to hospital. 'As it happened,' reported MAF Pilot Josh Plett, 'we were flying a large group to Marolambo, and would have an empty plane in which we could fly Jeannine back to Antananarivo. In the end, we brought two other patients who also needed medical attention.' Josh's 35-minute flight saved all 3 patients a 4-day drive.

We also provided ill and injured patients with professional healthcare through flights that saved medics and evangelists from *Madagascar Medical Safaris* days of arduous overland travel, worked with *Helimission* to help Christian organisations visit areas that hadn't received the Gospel, and enabled national pastors to reach out to remote communities.

- **Mongolia**

In vast and geographically inhospitable Mongolia, where the Church has grown from roughly 4 known Christians in the early 1990s to an estimated 35,000 believers, our flights to and from remote Baruun-urt saved patients a 15-hour ordeal on bumpy dirt roads.

Flights for partner *Reaching the Light* (RTL) enabled youngsters like four-year-old Namuun to walk, run and reach their full potential. Before being treated successfully by RTL's therapists, Namuun couldn't crawl, walk or talk.

Another flight enabled a 13-year-old boy to go to hospital after he'd sustained serious head injuries in a fall during a horse race that was part of the annual Mongolian festival of Naadam. A 466-mile road trip would have proved fatal, so our life-saving airlift flew the youngster safely from the remote airstrip at mountainous Tosontosengel to Ulaanbaatar.

- **Papua New Guinea (PNG)**

In PNG, communities remain isolated due to impenetrable jungles, mountains, swamps and tribal clashes that make travel dangerous and reduce the ability of remote villagers to benefit from healthcare and education. Thankfully, our partnership with PNG's Department of Health enabled us to fly malaria medication to 4 health centres and carry out hundreds of life-saving medevacs.

One medevac prevented a 20-year-old man who was wounded by a wild pig from having to make a precarious 18-mile journey through dense jungle, steep mountain passes and across countless streams and rivers to reach the nearest hospital.

Many villagers in PNG are held back by a fear of witchcraft and sorcery. MAF flew missionaries from Rumginae Rural Hospital to run workshops throughout Western Province that challenged this harmful belief in magic. *Do Not Fear's* founder explains: 'MAF took us to the training events, and are a key part. Nine of our health clinics are only accessible by plane, so MAF helps us take the Gospel to these remote areas.'

- **South Sudan**

In South Sudan decades of civil war and oppression have left vast regions of the country impoverished. Intertribal clashes continue to leave innocent civilians vulnerable to famine and attack - resulting in many refugees fleeing the country.

We flew life-saving vaccines for the charity *Don Bosco*, enabled *Far Reaching Ministries* to provide meals that prevented 6,000 schoolchildren from going hungry, helped *World Relief* to assist communities in growing the food needed to survive. Our planes also enabled the distribution of more than 8,000 copies of the Bible in the Baka language.

Our flights also helped Baroness Caroline Cox to highlight the plight of victims of conflict. 'With the vast distances in South Sudan,' a partner from the *Humanitarian Aid Relief Trust* explained, 'our work is impossible without being able to charter an MAF plane.'



MAF flights for *Every Village* enabled thousands of people to receive Gospel radio. The NGOs reported: 'Another 548 South Sudanese turned to Christ. They had no evangelist among them... just the Gospel by radio, and they were saved.'

- **Tanzania**

In Tanzania, where isolation and poverty left 100,000 infants under the age of 5 malnourished, and where rural communities are cut off as a result of a dangerously inadequate network of dirt-track roads, MAF flights brought help, hope and healing.

During the first quarter of 2017, we enabled more than 4,700 people in Haydom, South Masaai and Kilimatinde to gain access to healthcare - our planes bringing in medical supplies and personnel.

We provided Maasai evangelists with Wifi Bibles to strengthen their ministry, ferried more than 60 Malambo church planters to 10 Masaai villages so they could take part in an evangelistic safari, and flew an evangelist to South-Maasai land so he could preach at a conference attended by 3,000 people. The event resulted in 127 people being baptised.

- **Timor-Leste**

In Timor-Leste more than two-thirds of people are isolated by mountainous terrain and poorly maintained roads and an estimated 50% of children suffer from malnutrition. In 2017 MAF reached the landmark of flying more than 1,400 patients from hard-to-reach places to the capital for life-saving surgery and essential healthcare since we began flying 10 years ago.

MAF personnel also enabled staff from *UCB Christian Radio* to install aerials and transmitters so people could hear the Good News, and had the joy of seeing ten people receive Jesus when we flew members of Agape Baptist Bible Church and the Agape School for the Deaf to remote Atauro Island.

- **Uganda**

According to the UNHCR, Uganda has the largest number of refugees in Africa and approximately 20% of the population is without access to safe drinking water. MAF planes transported medicines, food and missionary personnel to help refugees up and down South Sudan's borders.

MAF flights enabled Ugandan farmers to access expert help to adjust their farming techniques to alleviate food shortages, flew a team from *African Revival* to Adjumani refugee camp to encourage workers at a primary school there, and transported 2,200 solar powered radios to Mvolo so people could hear the Gospel.

We flew eight-week-old Alex from Kisoro to Kampala for a heart operation, and also took Archbishop of Canterbury Justin Welby, Ugandan Archbishop Stanley Ntagali, Bishop

Anthony Poggio, Britain's High Commissioner Peter West and two BBC journalists to Moyo, Uganda, to highlight the plight of South Sudanese refugees.

Generous UK supporters and trusts gifted a new state-of-the-art Redbird CRV-G flight simulator to enable our pilots to gain valuable emergency response training.

The simulator is based at MAF's Africa-region training hub at Kajjansi Airfield. Its cockpit is a re-creation of MAF's dominant aircraft type - the Cessna Grand Caravan 208 - enabling us to enhance our excellent flying standards through precisely-tailored, cost-effective training.

'We can rehearse emergencies in the simulator "for real" that we can't do in the aircraft," said MAF's Fleet Training Captain, Hansjoerg Schlatter, 'and create scenarios that last longer and test how well pilots prioritise and sequence various tasks.'

### **Projects made possible by the support received**

All these and many other projects were made possible by our individual supporters and with grants from governments and institutions, including:

- ISTAT Foundation
- Kirby Laing Foundation
- Souter Charitable Trust
- The Scottish Government
- The Stobart Newlands Charitable Trust
- Women's World Day of Prayer.

### **Objectives and activities for 2017**

MAF UK's aim is to reach remote communities with the love of Christ, providing practical help and real hope by supporting partner churches, missions, and humanitarian relief and development agencies. The main purpose and activity of MAF continues to be the provision of subsidised, safe and secure aviation services in parts of the world where travel by road is impossible, unsafe or too slow to reach isolated places. Christians with a commitment to our aim use their skills in aviation and other fields to work in partnership with national churches, relief and development agencies, missions, hospitals and governments to meet the most pressing of human needs.

MAF UK is a member of MAF International, which is an association of operational and resourcing MAF groups around the world, all with the same charitable objects, purpose and vision. MAF UK charitable activities are achieved through the provision of funds and staff. Funds raised in the UK for MAF work are passed to MAF International, with the overseas staff recruited and employed by MAF UK seconded to MAF International, which

manages the overseas operations. Restricted funds are passed across when they are received and each year MAF UK makes an unrestricted grant to MAF International which is paid monthly. The grant is based on MAF International's budgeted need and MAF UK's expected income.

**Specifically, the objectives together with outcomes for 2017 were:**

- Sharing the work of MAF with more people, particularly those who are unfamiliar with us and our work.

Many opportunities were created to raise the profile of MAF in the media, at events and online. We successfully launched our interactive Rescue Challenge which enabled people to understand and experience the work we do at a variety of events and festivals including Big Church Day Out and Faith Camp. We continued to grow our media editorial presence in a wide range of outlets including *BBC World Service*, *The Daily Mail*, *UCB* and *Premier Christian Radio*. We increased and enhanced our social media presence to enhance the impact of media coverage and event attendance and to encourage existing and potential new supporters to engage with us online.

- Continuing to build and develop our prayer resources, especially online resources, to inspire regular and increased prayer support.

2017 saw our first MAF Week of Prayer and we produced a range of resources for churches and individuals to help them pray for our work. The feedback we received from supporters was positive and we estimate that in excess of 11,000 people joined with us to pray for our work. We continued to resource our prayer supporters adding a devotional to the video and news which we send to them monthly. All our prayer resources are available online from the prayer area of our website.

- Strengthening our relationship with our supporters so that they know they are valued and increasing our understanding of their needs, so that they are informed about what MAF achieves and inspired to respond.

During the course of the year we have communicated with some of our supporters to ask them about the products they receive from us. We have taken part in a scheme that provides feedback on our products and how we care for our supporters.

We ran several initiatives to attract new supporters and developed a year-long donor journey for all new contacts which we hope will lead to fruitful, high quality on-going relationships with MAF UK.

- Building on our fundraising to meet our operational needs, mitigate the financial challenge of adverse exchange rates and enable the replacement of aircraft and assets.

All planned operational funding needs were met and additional grants were made for strategic investments. In addition, we ran a restricted appeal to raise funds for a new aircraft for South Sudan which raised £754,000. We praise God for the many thousands of people who generously supported our work in 2017.

- Recruit new overseas mission staff to fill field roles in line with operational priorities.

During 2017 we sent an experienced avionics engineer, a pilot and their families to undertake key operational roles overseas in Arnhem Land and Uganda. We ran a number of recruitment initiatives and we are hopeful that these will bear fruit in the future.

### **The MAF team in the UK**

Throughout 2017, MAF in the Community's dedicated team of volunteers continued to inspire and challenge people about our work through hundreds of presentations in churches and groups in England, Wales and Northern Ireland.

The year saw a growth in the number of meetings taken, gifts received and prayer supporters recruited directly through our presentations.

We again attended several events to promote MAF's work, including The Big Church Day Out, Greenbelt and Christian Resources Exhibition. We also took our display aircraft to a number of supporting churches, schools and events. It proved particularly popular with those who ended up sitting in a small aircraft for the first time.

MAF Youth continues to engage with young people in churches and other groups. A small but dedicated team of Youth speakers presented the work of MAF at various church youth groups throughout 2017.

We also developed resources which were aimed at primary schools and are available for downloading from the MAF website. The reaction from teachers and pupils alike has been very positive. We again had a successful time at Soul Survivor, where our new flight simulator kept those who visited our stand occupied.

A highlight of the year was the UK visit of Jaime Saint, grandson of martyred MAF Pilot Nate Saint. We held six events from as far afield as Scotland and Kent, which told the story of Nate Saint and how MAF's ministry has developed since 1956 when Nate and four other missionaries were martyred in Ecuador. The well-received tour also involved worship leader Cathy Burton and 4Front Theatre, a Christian theatre company.

We are delighted that the number of churches taking part in MAF fundraising initiatives such as Frying for Life breakfast meetings and Bake Off to Take Off coffee mornings increased significantly.

Although 6 key volunteers stepped down from their roles due to age-related issues, we were delighted to have 15 new speakers join the team. We also continued to recruit church representatives to our volunteer network.

Our team in Northern Ireland continued to develop well, and saw an encouraging growth in activity and acquisition.

Volunteer numbers		2017	2016
Area Reps	England and Wales	85	78
	Scotland	32	29
	Northern Ireland	14	14
Church Reps	England and Wales	267	272
	Scotland	117	134
	Northern Ireland	71	76
Prayer Group Leaders	England and Wales	17	17
	Scotland	13	12
	Northern Ireland	6	7

The above table shows the numbers of volunteers at the year-end, without whom none of the MAF in the Community's activities would be possible. Our volunteers give their time generously.

### Events in Scotland

2017 has been a mixed year of great success in some areas, and disappointment in others. As a growing team of 4 staff members and more than 25 volunteers, we worked hard on building our capacity to deliver good quality communications and presentations for our Scottish audience.

This included creating and using an excellent new Speakers Pack resource, and developing our social media to engage with a wider Scottish audience.

In June, we were successful in our application to be included in the new Scottish Government Humanitarian Emergency Fund (HEF) Panel, and have so far received £15,000 from this fund for our work in South Sudan.

We successfully attended some larger Scottish Christian events, including Refuel 2017 and Soul Survivor Scotland.

Unfortunately, staff illness and capacity issues left us unable to attend a number of planned events, and meant we had to cancel our participation in other areas.

As we look to 2018, however, we are encouraged by an increasing number of speaking requests, a growing interest in our work by new volunteers, and exciting plans to develop our events and church engagement.

### **International staff**

In 2017 we had 27 UK international mission staff, accompanied by their families, serving in MAF programmes worldwide. Two new members of staff, and accompanying family, were sent on their first assignments with MAF overseas during the year. In addition, we have continued to support a number of 'linked staff' belonging to other MAF groups with support raising and administrative help.

Further, we are pleased to be supporting two new staff members and their families as they prepare for assignment early in 2018. We are encouraged by several promising candidates who are at various stages of formal assessment as we reach the year end. The level of initial enquirers has dropped in 2017 in comparison to the previous year. Because of this we have instigated a review to examine current practice and look at new initiatives. We continue to advertise in a variety of aviation, Christian, mission and charity publications but are also implementing a greater presence online using digital media. We have also increased exposure through a growing subscription to a recruitment e-bulletin.

Another initiative, in partnership with MAF International, is a programme to support the training of indigenous workers. Currently we are pleased to provide funding from our training fund for three locally employed staff enabling them to further enhance their skills, experience and expertise and take on greater levels of responsibility in their respective programmes.

We also continued to develop new recruitment initiatives by working with MAF UK's marketing, communications, and volunteer teams to ensure that the opportunities available are shared effectively across all communications channels.

### **Conclusion for 2017**

In 2017 we were delighted to reach many new people with news of our work which enables help, hope and practical care to reach people living in some of the remotest and most challenging places on earth. We are grateful for the thousands of people who were inspired by our enhanced prayer resources to partnered with us in prayer during the year.

We welcomed two new families to overseas service, although recruitment remains a priority as we would still like to see more candidates progressing to the mission field.

In 2017 God blessed us with income of £13.3m, including £930k towards a new aircraft to meet the considerable need in South Sudan. The lives we impacted were only reached because of the gifts, prayers and time given by faithful supporters. By doing so, they enabled us to continue 'flying for life'; transforming lives in circumstances where flying is not a luxury but a lifeline.

## Future plans

Many people across the developing world continue to live in need, cut off from the essentials of life due to terrain, formidable geographical barriers, civil war or political unrest. The need for MAF in many countries is as great as ever. We will continue to look for opportunities to share God's love in practical ways with the poorest and most isolated people.

We are committed to continue growing and developing our communications and raising our profile so that we are recognised and known for our work throughout the UK. This will be done by enhancing MAF's presence at Christian events and through creative use of media and online channels. Doing so will help grow our fundraising and recruitment activities so that increasing numbers of isolated people will be physically and spiritually transformed in Jesus' name.

We are extremely grateful for the generous support we receive. We will continue to review our processes and practices to ensure that the funds available for overseas work are maximised.

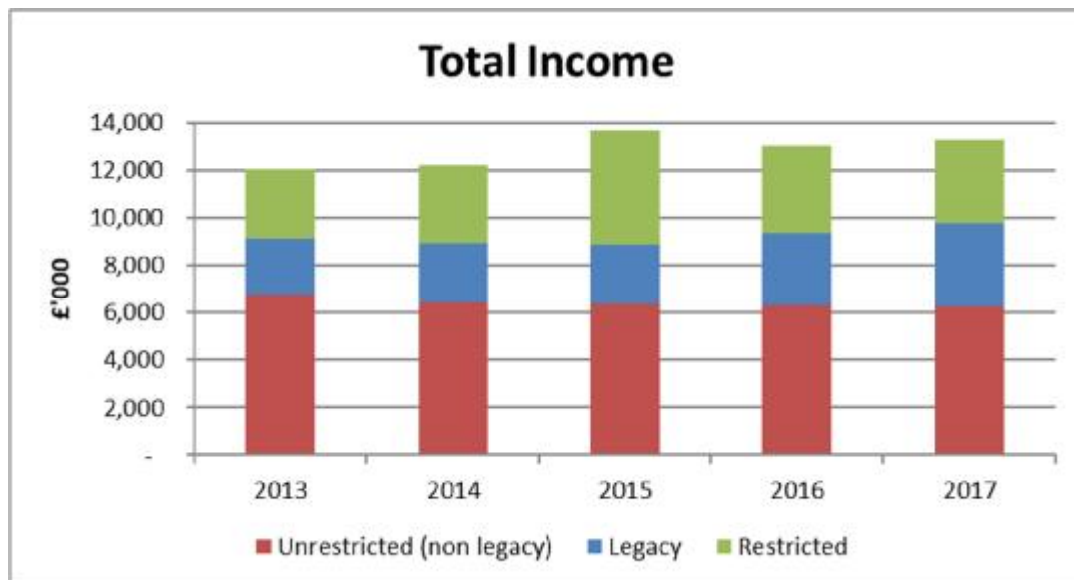
As we look forward, our plans in the UK include:

- Reviewing our infrastructure so that we can inform and inspire new and existing supporters with relevant and targeted communications.
- Reviewing the processes by which we interact with our supporters to ensure that they receive information which meets their needs and that their personal information is protected.
- Attracting, preparing and training new staff to serve overseas
- Using a wide range of media, including an increased focus on digital platforms and the opportunities they present, to inspire and attract new supporters and donors.
- Inspiring new prayer supporters through the facilitation of a national mission-focussed prayer conference, to be presented in partnership with other like-minded organisations.

**Strategic Report**

**Financial review**

<b>Five-year history</b>					
Income and expenditure £000	2013	2014	2015	2016	2017
<b>Income</b>					
Unrestricted donations	6,620	6,389	6,322	6,257	6,212
Legacies	2,390	2,476	2,480	3,012	3,507
Investment income	130	63	51	74	52
International staff support	917	949	949	891	860
<b>Other restricted income:</b>					
Aircraft	562	59	139	229	1,434
Nepal	-	-	1,417	484	-
PNG Otter repair	69	472	346	41	-
South Sudan	228	519	528	767	239
Uganda Kajjansi office	-	119	38	-	-
Other	1,134	1,155	1,368	1,247	1,010
<b>Total income</b>	<b>12,050</b>	<b>12,201</b>	<b>13,638</b>	<b>13,002</b>	<b>13,314</b>
<b>Expenditure</b>					
Cost of generating voluntary income	2,264	2,310	2,176	2,080	2,218
Charitable activities	9,306	10,270	11,492	11,405	10,717
<b>Total expenditure</b>	<b>11,570</b>	<b>12,580</b>	<b>13,668</b>	<b>13,485</b>	<b>12,935</b>
<b>Net incoming / (outgoing) resources</b>	<b>480</b>	<b>(379)</b>	<b>(30)</b>	<b>(483)</b>	<b>379</b>

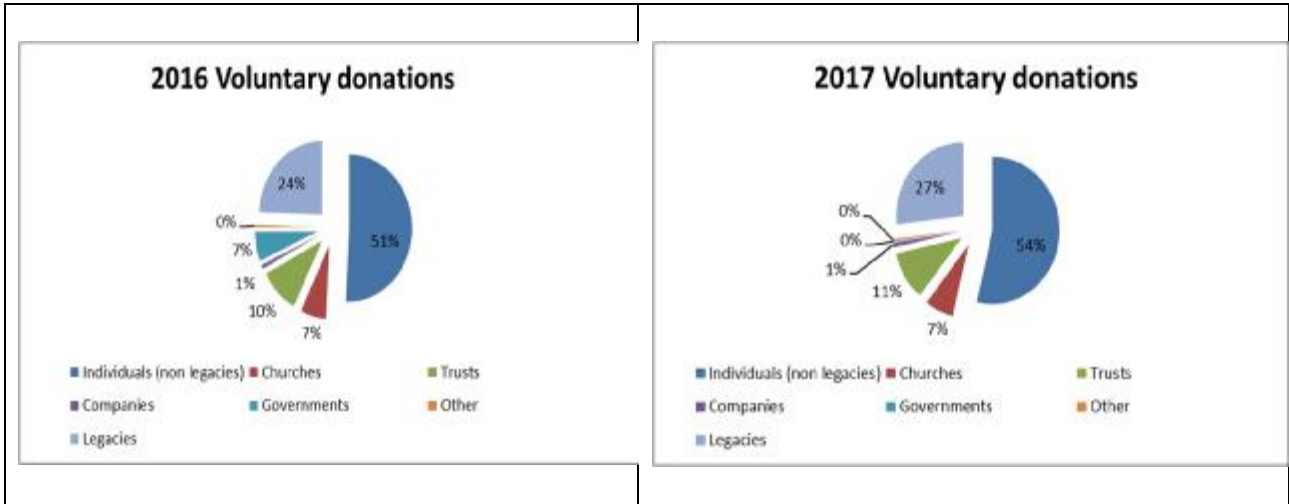


Page 27 sets out the Statement of Financial Activities for MAF UK for the year. The total income for the year was £13.3m (2016: £13.0m).

The principal source of funding was through voluntary donations providing some 99% (2016: 99%) of total income. Of this, legacy income amounted to 27% (2016: 24%).

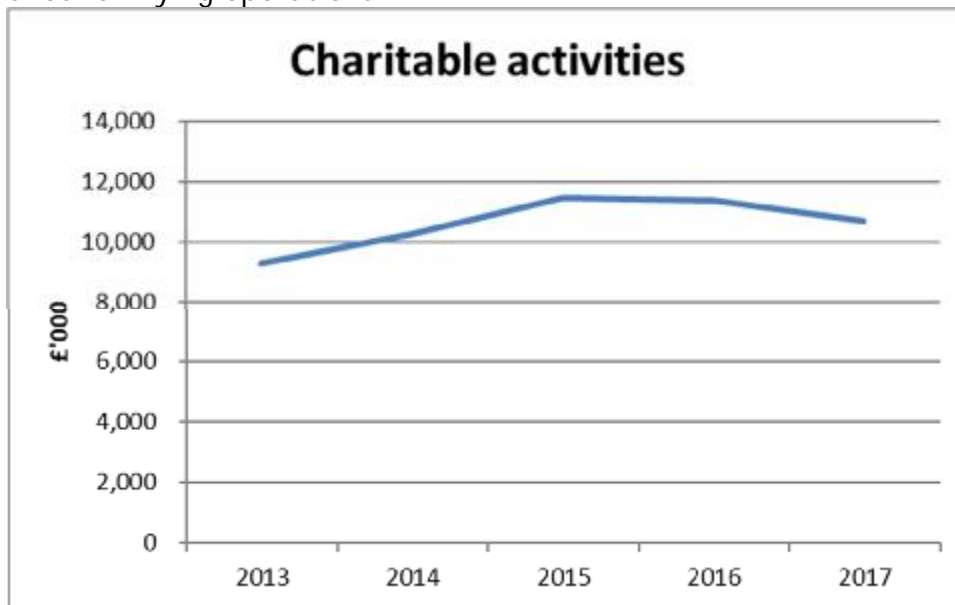


As shown in note 2, donation income from the various donor groupings was by and large comparable. The response to the aircraft appeal from individual donors can be easily seen.



The benefits of tax-efficient giving were again increased through the securing of a further 1,550 Gift Aid Declarations during 2017 (2016: 1,723), bringing the total number of on-going Declarations to 36,193 (2016: 37,263). Tax claimed on 2017 gifts amounted to £941,979 (2016: £887,335).

Charitable activities include the costs of our overseas staff, unrestricted grants made and restricted funds for flying operations.



During the year, the sum of £1,684,000 (note 4) was paid in staff support to 27 staff (note 6) (individuals/families) from the UK serving overseas (2016: £1,675,000 to 29 staff individuals/families).

In addition, unrestricted grants of £4,736,000 (note 4) and restricted income of £2,683,000 (note 14a) totalling £7,419,000 (2016: £8,063,000\*) were passed to sister MAF groups worldwide, primarily to assist in the provision of mission aviation (\*2016: unrestricted grants of £5,295,000 and restricted income of £2,768,000).

The assets and liabilities of MAF UK are set out in the Balance Sheet (page 28). All of the assets were used directly in the charitable purpose or in a support capacity.

'Financial Instruments' are those assets and liabilities of a charity that can be impacted by a third party (e.g. bank deposits, investments, overdrafts, loans, trade creditors etc.). At the Balance Sheet date, financial instruments included bank deposits and trade creditors. Trade creditors are paid within 30 days, unless the supplier's payment terms are less favourable.

Investment income was £52k (2016: £74k), although interest rates remain very low. All available cash is placed on deposit.

### **Investment powers and policy**

The investment powers of the Trustees are as set out in the Articles. Any sums not immediately needed are invested in interest earning accounts. It is the Trustees aim to ensure that funds are applied as quickly as possible, whilst also maintaining a suitable risk-based cash reserve to address the risks identified in the risk management process (see Risk Management section). Given the nature of the funds held, they are invested so that the capital is not put at risk.

### **Reserves policy**

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular, the trustees have considered the charity's forecasts and projections and have taken account of pressures on donation and investment income. After making enquiries, the trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

It is the Board's policy to reserve sufficient funds to ensure the ongoing operations of MAF UK. The reserves include a Base Reserve (4 to 8 months of working capital) to withstand peaks and troughs in cash flows. Additionally, other designated funds may be created by the Board to help ensure MAF UK's effectiveness. As a regular part of the Board's work, all risks and reserves were reviewed and any recommended changes have been implemented. Details of all the designated funds are set out in note 14a.

At the year end, all the reserves were at or above the minimum policy-level (see note 14a).

The Base Reserve year-end balance of £6.8m was marginally in excess of the 8-month (working capital) upper limit (£6.5m). This was the result of above budget legacy income.

The Fixed Asset Cost fund year-end balance was £393k representing the original cost of all fixed assets. When fixed assets reach the end of their useful life, they can be replaced using the cash element of this fund.

The Training Fund was established in 2016 to help accelerate the time taken for pilots and engineers to become operational, and to begin service earlier; reflecting the increasing difficulty in recruiting staff for overseas service. The year-end balance was £304k.

The restricted funds represent unspent donations that support our staff families overseas. It is expected that the funds will be utilised during the staff service period. At the year end, such funds amounted to £45k.

### **Principal risks and uncertainties**

The principal risks are assessed as those most impacting on our fundraising capabilities including:

- interruption to postal gift income stream through industrial action
- interruption to gift processing through potential catastrophe
- reputation risk.

The steps taken to manage these risks are set out in the Risk management section (below). The principle uncertainties relating to timing and volatility of various income streams are also addressed by the risk management process the Board have adopted.

### **Risk management**

The Trustees are responsible for setting the tone and influencing the culture of risk management within MAF UK. As part of discharging their responsibilities the Trustees have:

- established a risk register and risk management strategies that identify the types of risk faced and prioritise them in terms of potential impact and likelihood of occurrence, and identifying means of managing them. The risks and the risk management strategies are periodically reviewed by both the Senior Leadership Team and the Board of Trustees. The risks are classified into the following groupings:
  - Reputation
  - Strategic
  - Governance
  - Operational
  - Health and safety
  - Financial
  - Legal

- established a regular review of the adequacy of the charity's current internal controls. The Trustees are pleased to report that the charity's internal financial controls conform to the guidelines issued by the Charity Commission.
- adopted a range of risk management policies including:
  - Recruitment
  - Anti-fraud
  - Whistleblowing
  - Conflicts of interest (Declaration of interest)
  - Anti-bribery

All MAF UK policies are published on the MAF UK intranet for staff understanding.

## **Fundraising methods and processes**

### **Approach to fundraising**

MAF UK supports the work of MAF worldwide and is committed to its charitable aims, and fundraises in order to see the lives of isolated people spiritually and physically transformed in the name of Jesus. We are signed up to the Fundraising Regulators Fundraising Promise, being open, honest, fair and legal in our approach to and delivery of, our fundraising practices.

### **Work with, and oversight of, any commercial participators/professional fundraisers**

We do occasionally enter into third party contracts for fundraising promotion (not fundraising itself). We have contracts in place and full control and signing off for any communications that are used for these particular campaigns.

### **Fundraising conforming to recognised standards**

We are a member of the Fundraising Regulator, adhere to the Fundraising Standards and have signed up to the Fundraising Preference Service. It also means our supporters have a simple and transparent process that can help us deal with any complaints quickly and easily.

### **Monitoring of fundraising carried out on its behalf**

We have a member of staff who is responsible for overseeing community fundraising and supporting/monitoring the people that are raising money for us. We also have a team of volunteers that are involved in fundraising for us, they go through an interview programme, have a role description, sign up to a code of conduct, receive training, have annual update conferences, have organisational emails and are managed and supported through a management structure.

## **Fundraising complaints**

We have a section on our website about our Fundraising Promise and complaints process <https://www.maf-uk.org/about-us/fundraising-standards>

This is linked to the Fundraising Regulator and gives our supporters an easy, clear and transparent way of dealing with any complaints.

### **Protection of the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches, and undue pressure to donate**

We take our communications and fundraising responsibilities seriously, these include being registered with the Fundraising Preference Service, having the appropriate policies that covers data protection, ethical fundraising and our approach to fundraising and calls to action. We also make sure the relevant staff are confident and equipped for speaking to and dealing with vulnerable people. All our communications are clear and transparent, we always give the option of changing what any person receives from us at any time.

## **Structure, governance and management**

### **Governing document**

MAF UK is a charitable company limited by guarantee and a registered charity. It is governed by the Articles dated 15 September 1997 and revised in April 2015. In the event of the company being wound up, members are required to contribute an amount not exceeding £10.

### **Appointment of Trustees**

The Trustees are elected by the Board. The number of Trustees may not be less than three, but is not subject to any maximum. Trustees are elected for three-year terms, up to a maximum of nine consecutive years.

Board decisions are made by majority vote.

At the Christmas Board meeting, Roger Mitty stepped down, as trustee and Chairman, after many years of faithful service. Rev'd Anthony Buckley left the Board in April 2017. The Board thanked them both for their years of valued friendship and fellowship. During the year, four new trustees were appointed.

The number of Members may not be less than two. The Trustees are also the Members.

### **Trustee induction and training**

In the Trustee induction programme, new Trustees are provided with the Articles and recent annual and management accounts as well as a copy of CC3 *The Essential Trustee*. They are required to attend a series of meetings and discussions with the Chair, Chief Executive and others to learn more about the work and how MAF UK operates.

## Organisational structure

The Trustees meet three or four times a year and are responsible for the strategic direction and good governance of the charity. To ensure good governance and to maximise Board skills, the following subcommittees have been established:

- Finance and Risk Subcommittee
- Fundraising and Communications Subcommittee
- People and Prayer Subcommittee

The Board approve an annual operational budget which sets out income targets and expenditure limits. Within the budget, the day-to-day responsibility for the charity's operations is delegated to the Chief Executive and the Senior Leadership Team (listed as Key Management Personnel on page 23).

## Governance

The trustees welcomed the publication of the revised Charity Governance Code and plan to use it as part of the Board self-assessment at the Board awayday in February 2018. They support the concept of moving from good to great as stated in the new Code.

## Remuneration policy

MAF UK is a charitable Christian mission organisation and seeks to show responsible stewardship of its resources. The objective is to attract and retain the right calibre staff along with the requirements for fairness, non-discrimination, and contractual arrangements.

Each UK job is evaluated by a job evaluation panel made up of senior management, HR and staff representation. A salary is then calculated based on the comparison of jobs in the same grade and the points awarded for those jobs.

All salaries are periodically benchmarked using a commercial provider of salary data and measured against:

- Comparable jobs and organisations in our region
- Market matching basic salaries between the lower quartile and median
- Organisations with an annual turnover of between £10M to £50M

The General Pay Award is considered each year and is primarily dependent on the income of the organisation and ensuring that funding to MAF International operations is not adversely impacted. The General Pay Award is based on a range of indices such as the Retail Price Index, Consumer Price Index, and a comparison to what others are doing in regards to salary rises in the third sector. The MAF UK board are responsible for approving the budget for the year to come and this includes the recommendation for the General Pay Award.

MAF UK's Senior Leadership Team sits within the framework of the UK salary structure as set out as above. The MAF UK Board agrees the salary for the chief executive. No

bonuses are paid to any member of staff. The pension provision for the Chief Executive and Senior Leadership Team are on the same terms as other employees.

### Related parties

Mission Aviation Fellowship UK is a member of MAF International, which is an association of operational and resourcing MAF groups around the world. The various resourcing groups formed Mission Aviation Fellowship International, their operational arm, to which all operational assets are transferred. The central management of all the programmes enables better efficiency in terms of asset deployment and the standardisation of training and safety standards. Mission Aviation Fellowship UK's overseas staff are seconded to Mission Aviation Fellowship International and all funds raised for operational programmes are passed to Mission Aviation Fellowship International. Mission Aviation Fellowship UK has one subsidiary which is dormant. Apart from the natural transactions with other MAFs, there were no related party transactions.

### Internal controls

The Trustees have overall responsibility for ensuring that the charity has an appropriate system of controls, financial and otherwise. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities, and to provide reasonable assurance that:

- the charity is operating efficiently and effectively
- its assets are safeguarded against unauthorised use or disposition
- proper records are maintained and financial information used within the charity or for publication is reliable
- the charity complies with relevant laws and regulations.

The systems of internal control are designed to provide reasonable, but not absolute, assurance against material misstatement or loss. They include:

- a strategic plan and an annual budget approved by the Trustees
- regular consideration by the Trustees of financial results, variances from budgets and non-financial performance indicators
- delegation of authority and segregation of duties
- identification and management of risks
- annual completion of the Charity Commission's *Internal Financial Controls for Charities Checklist*

### Trustees' responsibilities in relation to the financial statements

The Trustees are responsible for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give true and fair view of the state of the affairs of the charitable company and of its income and expenditure for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- make judgments and estimates that are reasonable and prudent
- state whether applicable accounting standards, including FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements
- state whether a Statement of Recommended Practice (SORP) applies and has been followed, subject to any material departures which are 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 business.

The Trustees are responsible for keeping adequate accounting records that show and explain the charity's transactions, disclose with reasonable accuracy at any time the financial position of the charity, 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the group's website is the responsibility of the Trustees. The Trustees' responsibility also extends to the on-going integrity of the financial statements contained therein.

#### **Provision of information to auditors**

In the case of each of the persons who are Trustees at the time when the Trustees' report is approved, the following applies:

- so far as the Trustees are aware, there is no relevant audit information of which the company's auditors are unaware
- the Trustees have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.



## Legal and administrative information

### Trustees and Members (the trustees are also Members)

<u>Name</u>	<u>Dates</u>	<u>Subcommittee Membership</u>
Roger Mitty Chair	(to 12/12/17)	Fundraising and Communications
Gareth Mitchell MCIPR BA (Dual Hons)	Chair	Fundraising and Communications
Ian Bromilow MSc PhD		Fundraising and Communications
Diana White BA (Hons)		Prayer and People
Rev Anthony Buckley MA (Oxon)	(to 26/04/17)	Prayer and People
David West FCIPD		Prayer and People
Richard Jones FCMA BSc (Hons)		Finance and Risk
Matthew Burton FCCA CTA MRICS		Finance and Risk
Maeve Marnell	(from 26/04/17)	Fundraising and Communications
Max Gove MA	(from 26/04/17)	Prayer and People
Steve Osei-Mensah ACIB FloD CDir	(from 26/04/17)	Finance and Risk
Steve Bentley CBE MBA MA BEng	(from 12/12/17)	

### Company information

Company number 3437446	Website: <a href="http://www.maf-uk.org">www.maf-uk.org</a>
Date of Incorporation 16 September 1997	
Registered charity in England and Wales (1064598) and in Scotland (SC039107)	
Registered Office and Principal Address	1 <sup>st</sup> Floor, Castle House, Castle Hill Avenue, Folkestone CT20 2TQ

### Key management personnel

Chief Executive	Ruth Whitaker BEng (Hons)
Finance Director	Alex Finlow FCA MSc
Head of Personnel	Gary Colvin FCIPD MA (to 31 July 2017)
Head of Personnel	David Leek (from 6 November 2017)
Head of Partnership Development	Stephen Charman (to 31 July 2017)
Head of Marketing and Fundraising	Mike Fagg
Head of Communications	Vivienne Pattison

### Our advisers

Auditors	Kingston Smith LLP	Devonshire House, 60 Goswell Road, London, EC1M 7AD
Bankers	National Westminster Bank Plc	Europa House, 49 Sandgate Road, Folkestone CT20 1RU
Solicitors	Anthony Collins Solicitors LLP	134 Edmund Street, Birmingham, B3 2ES

The Trustees Report and the Strategic Report were approved by the Board and authorised for issue on 18 April 2018.

Gareth Mitchell (Chair)

## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF MISSION AVIATION FELLOWSHIP UK

### Opinion

We have audited the financial statements of Mission Aviation Fellowship UK for the year ended 31 December 2017 which comprise Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement 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 FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland' (United Kingdom Generally Accepted the UK and Ireland'.

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 2017 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 Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended) and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

### 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 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.

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 and to the charitable company's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which we are required to state to them in an auditor's report addressed to them and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

### 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 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 strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the trustees' annual report have 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 strategic report or the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 or the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- the charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company's 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.

#### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 21, 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**

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report to you in accordance with regulations made under those Acts.

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 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 judgement 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 purposes of expressing an opinion on the effectiveness of the charitable company'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 charitable company'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 charitable company 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.

.....  
**Neil Finlayson** (Senior Statutory Auditor)  
for and on behalf of Kingston Smith LLP, Statutory Auditor

Date: .....

Devonshire House  
60 Goswell Road  
London  
EC1M 7AD

**Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.**

**Statement of Financial Activities**

*(incorporating an Income and Expenditure Account)*

for the year ended 31 December 2017

		2017			2016		
	Note	Unrestricted funds £ 000	Restricted funds £ 000	Total funds £ 000	Unrestricted funds £ 000	Restricted funds £ 000	Total funds £ 000
<b>Income from:</b>							
Donations and legacies	2	9,719	3,543	13,262	9,269	3,659	12,928
Investments	3	52	-	52	74	-	74
<b>Total</b>		<b>9,771</b>	<b>3,543</b>	<b>13,314</b>	<b>9,343</b>	<b>3,659</b>	<b>13,002</b>
<b>Expenditure on:</b>							
Raising funds		2,218	-	2,218	2,080	-	2,080
Charitable activities		7,145	3,572	10,717	7,746	3,659	11,405
<b>Total</b>	4	<b>9,363</b>	<b>3,572</b>	<b>12,935</b>	<b>9,826</b>	<b>3,659</b>	<b>13,485</b>
<b>Net income / (expenditure)</b>	5	<b>408</b>	<b>(29)</b>	<b>379</b>	<b>(483)</b>	<b>-</b>	<b>(483)</b>
<b>Reconciliation of Funds</b>							
Total funds brought forward	14a/b	7,118	74	7,192	7,601	74	7,675
Total funds carried forward	14a/b	<b>7,526</b>	<b>45</b>	<b>7,571</b>	<b>7,118</b>	<b>74</b>	<b>7,192</b>

All of the above results are derived from continuing activities.

All gains and losses recognised in the year are included above.

The notes on pages 30 to 38 form an integral part of these financial statements.

**Balance Sheet**  
**(Statement of Financial Position)**  
**as at 31 December 2017**

	Note	2017			2016		
		Unrestricted funds £ 000	Restricted funds £ 000	Total funds £ 000	Unrestricted funds £ 000	Restricted funds £ 000	Total funds £ 000
<b>Fixed assets</b>							
Tangible assets	7	130	-	130	51	-	51
<b>Total fixed assets</b>		<b>130</b>	<b>-</b>	<b>130</b>	<b>51</b>	<b>-</b>	<b>51</b>
<b>Current assets</b>							
Debtors	8	1,044	-	1,044	1,045	-	1,045
Investments	9	2,955	45	3,000	3,926	74	4,000
Cash at bank and in hand		3,961	-	3,961	2,902	-	2,902
<b>Total current assets</b>		<b>7,960</b>	<b>45</b>	<b>8,005</b>	<b>7,873</b>	<b>74</b>	<b>7,947</b>
<b>Liabilities</b>							
Creditors: Amounts falling due within one year	10	(531)	-	(531)	(806)	-	(806)
<b>Net current assets</b>		<b>7,429</b>	<b>45</b>	<b>7,474</b>	<b>7,067</b>	<b>74</b>	<b>7,141</b>
<b>Total assets less current liabilities</b>		<b>7,559</b>	<b>45</b>	<b>7,604</b>	<b>7,118</b>	<b>74</b>	<b>7,192</b>
Creditors: Amounts falling due after one year	11	(33)	-	(33)	-	-	-
<b>Total net assets</b>		<b>7,526</b>	<b>45</b>	<b>7,571</b>	<b>7,118</b>	<b>74</b>	<b>7,192</b>
<b>The funds of the charity:</b>							
Base reserve	14a/b	6,829	-	6,829	6,261	-	6,261
Other Designated funds	14a/b	697	-	697	857	-	857
<b>Total unrestricted income funds</b>		<b>7,526</b>	<b>-</b>	<b>7,526</b>	<b>7,118</b>	<b>-</b>	<b>7,118</b>
Restricted income funds	15a/b	-	45	45	-	74	74
<b>Total funds</b>		<b>7,526</b>	<b>45</b>	<b>7,571</b>	<b>7,118</b>	<b>74</b>	<b>7,192</b>

Approved by the Board on 18 April 2018 and signed on its behalf by:

Gareth Mitchell  
Chair

The notes on pages 30 to 38 form an integral part of these financial statements.

## Cash Flow Statement

for the year ended 31 December 2017

		2017	2016
		£ 000	£ 000
<b>Reconciliation of net income / (expenditure) to net cash flow from operating activities</b>			
	Note		
Net income / (expenditure) for the year		379	(483)
Adjustments for:			
Depreciation charges	7	41	24
Interest	3	(52)	(74)
Decrease in debtors		1	616
(Decrease) in creditors		(242)	(554)
Net cash provided by / (used in) operating activities		127	(471)
<b>Statement of cash flows</b>			
Cash flows from operating activities:			
Net cash provided by / (used in) operating activities		127	(471)
Cash flows from investing activities:			
Interest	3	52	74
Transfer from investments		1,000	401
Purchase of fixed assets	7	(120)	(55)
Net cash provided by / (used in ) investing activities		932	420
Change in cash and cash equivalents in the year		1,059	(51)
Cash and cash equivalents at the beginning of the year		2,902	2,953
Cash and cash equivalents at the end of the year		3,961	2,902

The notes on pages 30 to 38 form an integral part of these financial statements.

**Notes to the Financial Statements  
for the year ended 31 December 2017**

**1 Accounting policies**  
**Basis of preparation**

These financial statements are prepared on a going concern basis, under the historical cost convention. They are prepared in sterling which is the functional currency of the Charity. Monetary amounts in the accounts are rounded to the nearest thousand.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company is a public benefit entity for the purposes of FRS 102 and therefore the Charity also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Companies Act 2006, the Charities Act 2011 and Charities Accounts (Scotland) Regulations 2006 as amended by The Charities Accounts (Scotland) Amendment (No 2) Regulations 2014.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular, the trustees have considered the charity's forecasts and projections and have taken account of pressures on donation and investment income. After making enquiries, the trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

**Fund accounting**

The charity maintains three types of fund. General unrestricted funds (Base Reserve) are available for use at the discretion of the Trustees in furtherance of the general charitable objectives. Designated unrestricted funds are monies set aside by the Trustees from unrestricted funding for specific purposes. Restricted funds are funds subject to specific conditions imposed by donors.

**Income**

All income is recognised when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably.

Legacies are recognised following probate and once there is sufficient evidence that receipt is probable and the amount of the legacy receivable can be measured reliably. Where entitlement to a legacy exists but there is uncertainty as to its receipt or the amount receivable, details are disclosed as a contingent asset until the criteria for income recognition are met.



**Notes to the Financial Statements  
for the year ended 2017**

**Government grants**

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

**Expenditure**

Liabilities are recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all related costs to the category.

The following specific policies apply to categories of expenditure:

**Raising funds**

Raising funds comprises all services supplied centrally identifiable as wholly or mainly in the support of generating income for this and future periods, and includes a proportion of central overhead, support and governance costs.

**Charitable activities**

Charitable activities includes all costs associated with our international staff (based overseas), direct (grants) and indirect costs of our overseas operations, and the costs associated with informing and educating our Supporters here in the UK about our work, and includes a proportion of central overhead, support and governance costs.

**Support Costs**

Support Costs include functions such as general management, information technology and human resources. Together with governance costs they are allocated between the cost of raising funds and charitable activities, as shown in note 4.

**Critical accounting estimates and areas of judgement**

In the view of the Trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

**Foreign currencies**

Foreign currencies have been translated to sterling as follows:

Current assets and liabilities	- rate as at 31 December
Other amounts	- rate at time of transaction

All differences are charged to the SOFA - 2017:£11k, (2016:£26k).

**Notes to the Financial Statements  
for the year ended 2017**

**Tangible fixed assets and depreciation**

Assets with a useful economic life of more than one year and a value in excess of £750 are capitalised.

Depreciation on assets is calculated as follows:

Equipment and vehicles: charged to write off the expenditure over its expected useful life at 33.33% of the cost per annum.

**Cash**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Deposits with maturity greater than three months from the year end are classified within investments.

**Financial Instruments**

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exceptions of prepayments and deferred income all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 8 and 10 for the debtor and creditor notes.

**Operating leases**

Rentals applicable to operating leases are charged to the SOFA over the period in which the cost is incurred.

**Pensions**

MAF UK operates a 10% non-contributory defined contribution scheme for its employees. The contributions are paid monthly as they fall due. The expense to activity allocation matches the wage to activity allocation. Pensions costs are treated as unrestricted unless a specific restricted gift was received for that purpose.

**Transfers between funds**

Transfers between the Base Reserve and other designated funds are in line with the policies as set out in note 14a.

Notes to the Financial Statements  
 for the year ended 31 December 2017

	Unrestricted		Restricted		2017	2016			
	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
<b>2 Donations</b>						unrestricted	restricted	restricted	total
Individuals (non legacies)		5,304		1,818	7,122	5,333		1,235	6,568
Churches		557		360	917	558		298	856
Trusts		227		1,209	1,436	238		1,070	1,308
Companies		71		67	138	87		27	114
<i>DFID</i>	-		-			-	623		
<i>Isle of Man</i>	-		-			-			
<i>Other Governments</i>	-		16			-	222		
Governments		-		16	16			845	845
Other		53		11	64	41		28	69
Legacies		3,507		62	3,569	3,012		156	3,168
		<u>9,719</u>		<u>3,543</u>	<u>13,262</u>	<u>9,269</u>		<u>3,659</u>	<u>12,928</u>
<b>3 Investment income</b>									
Interest receivable					52				74
	Unrestricted	Restricted	Sub-total	Apportioned	2017	2016			
	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
<b>4 Expenditure</b>						unrestricted	restricted	Apportioned	total
<b>Raising funds</b>									
Voluntary income	1,614	-	1,614	189	1,803	1,511	-	179	1,690
Donor acquisition	372	-	372	43	415	349	-	41	390
	<u>1,986</u>	<u>-</u>	<u>1,986</u>	<u>232</u>	<u>2,218</u>	<u>1,860</u>	<u>-</u>	<u>220</u>	<u>2,080</u>
<b>Charitable activities:</b>									
International Staff	795	889	1,684	196	1,880	784	891	197	1,872
grants: regular	4,711	-	4,711	549	5,260	4,488	-	529	5,017
grants: one-off	149	-	149	17	166	923	-	109	1,032
restricted funding	-	2,683	2,683	313	2,996	-	2,768	326	3,094
Overseas operations *	4,860	2,683	7,543	879	8,422	5,411	2,768	964	9,143
Information and education	372	-	372	43	415	349	-	41	390
	<u>6,027</u>	<u>3,572</u>	<u>9,599</u>	<u>1,118</u>	<u>10,717</u>	<u>6,544</u>	<u>3,659</u>	<u>1,202</u>	<u>11,405</u>
<b>Support costs</b>									
Support costs	1,323	-	1,323	(1,323)	-	1,400	-	(1,400)	-
<i>Trustee travel and meetings</i>	12					7			
<i>Audit</i>	11					11			
<i>Audit disbursements and vat</i>	2					2			
<i>Non-audit fees and vat</i>	2					2			
Governance	27	-	27	(27)	-	22	-	(22)	-
	<u>1,350</u>	<u>-</u>	<u>1,350</u>	<u>(1,350)</u>	<u>-</u>	<u>1,422</u>	<u>-</u>	<u>(1,422)</u>	<u>-</u>
	<u>9,363</u>	<u>3,572</u>	<u>12,935</u>	<u>-</u>	<u>12,935</u>	<u>9,826</u>	<u>3,659</u>		<u>13,485</u>
Overseas operations * grants	<u>4,736</u>					<u>5,295</u>			

\* Institutional grants totalling £4,736,000 (2016: £5,295,000) were made during the year to MAF International Ltd.

Support costs include:	2017	Basis of allocation:	2016
General management	136	Apportioned proportionately	139
Financial management	316	across cost headings reflecting	383
Human Resources	160	cost effort (as above)	178
Information technology	256		315
Premises	455		385
	<u>1,323</u>		<u>1,400</u>

**Notes to the Financial Statements  
for the year ended 31 December 2017**

		2017	2016
<b>5 Net income /(Expenditure)</b>	<b>Note</b>		
<b>This is stated after charging:</b>			
Depreciation	7	41	24
Foreign exchange loss	1	11	26
Payments under Operating Leases	12	123	122
Auditor's remuneration			
Audit fee	4	11	11
Audit disbursements (and vat)	4	2	2
Other fees paid to auditors (and vat)	4	2	2
		3,085	3,111
<b>6 Trustee and staff remuneration, related party and other transactions</b>			
<b>Staff costs</b>		£ 000	£ 000
Wages and salaries		2,623	2,613
Social security costs		177	177
Other pension costs		285	308
Redundancy payments		-	13
		3,085	3,111
		Number	Number
Average number of employees - UK		61	61
Average number of employees - Overseas		27	29
		88	90
Average number of employees - UK (FTE)		53	54
Average number of employees - Overseas (FTE)		27	29
		80	83
Employees with total remuneration and benefits in excess of £60,000:		Number	Number
£60,000 - £70,000		-	-
£70,000 - £80,000		1	1
		7	7
Pension contributions in respect of these employees were		£ 000	£ 000
		7	7
		£ 000	£ 000
Total remuneration/benefits of key management personnel		387	428
<b>Trustee reimbursed expenditure</b>			
Trustees are reimbursed for out-of-pocket travel and subsistence expenses.		£ 000	£ 000
The number of trustees who received reimbursement was 4 (2016):3		4	2
		4	2
The trustees neither received nor waived any emoluments during the year (2016: £NIL)			
<b>Related party transactions</b>			
Apart from the trustee expenses identified above, there were no other related party transactions.			

**Notes to the Financial Statements  
for the year ended 31 December 2017**

				2017	2016
		Vehicles	Equipment	Total	Total
		£ 000	£ 000	£ 000	£ 000
<b>7</b>	<b>Tangible fixed assets</b>				
	<b>Cost</b>				
	As at 01.01.2017	-	298	298	256
	Additions	33	87	120	55
	Disposals	-	(25)	(25)	(13)
	As at 31.12.2017	<u>33</u>	<u>360</u>	<u>393</u>	<u>298</u>
	<b>Depreciation</b>				
	As at 01.01.2017	-	247	247	236
	Charge for the year	3	38	41	24
	Eliminated on disposal	-	(25)	(25)	(13)
	As at 31.12.2017	<u>3</u>	<u>260</u>	<u>263</u>	<u>247</u>
	<b>Net Book values</b>				
	As at 31.12.2017	<u>30</u>	<u>100</u>	<u>130</u>	<u>51</u>
	As at 31.12.2016	<u>-</u>	<u>51</u>	<u>51</u>	<u>20</u>
<b>8</b>	<b>Debtors</b>			2017	2016
	Amounts due within one year:			£ 000	£ 000
	Other debtors			-	1
	Gift Aid recoverable			81	98
	Prepayments			183	201
	Accrued income			780	745
				<u>1,044</u>	<u>1,045</u>
	All debtors are considered financial instruments with the exception of prepayments.				
	The carrying value of financial assets (in debtors) is:			<u>861</u>	<u>844</u>
<b>9</b>	<b>Investments</b>			2017	2016
				£ 000	£ 000
	Investments represent short and longer term cash deposits.			<u>3,000</u>	<u>4,000</u>
<b>10</b>	<b>Creditors: amounts falling due within one year</b>				
	Trade creditors			387	372
	Taxation and social security			46	47
	* Other creditors			82	361
	Accruals and deferred income			16	26
				<u>531</u>	<u>806</u>
	All creditors are considered financial instruments with the exception of deferred income.				
	The carrying value of financial liabilities (in creditors) is:			<u>531</u>	<u>806</u>
	<i>Other creditors includes:</i>				
	* <i>in respect of pension scheme contributions</i>			31	33
<b>11</b>	<b>Creditors: amounts falling due after one year</b>				
	Other creditors			<u>33</u>	<u>-</u>

**Notes to the Financial Statements  
for the year ended 31 December 2017**

12 Operating leases	2017	2016
	£ 000	£ 000
Operating lease rental payments during the year:		
Land and buildings	115	114
Vehicles	8	8
	123	122
	123	122

At 31 December 2017, the total future minimum lease payments under non-cancellable leases was as follows:

	2017		2016	
	Land and buildings £ 000	Other £ 000	Land and buildings £ 000	Other £ 000
Period:				
Within one year	97	10	97	17
Two to five years	77	14	166	24
	174	24	263	41
	174	24	263	41

**13 Analysis of net assets between funds**

Fund balances as at 31 December 2017 were represented by:

	Base Reserve £ 000	Designated funds £ 000	Total Unrestricted £ 000	Restricted funds £ 000	Total funds £ 000
Tangible fixed assets	-	130	130	-	130
Current assets	7,393	567	7,960	45	8,005
Current liabilities	(531)	-	(531)	-	(531)
Long term liabilities	(33)	-	(33)	-	(33)
	6,829	697	7,526	45	7,571
	6,829	697	7,526	45	7,571

Fund balances as at 31 December 2016 were represented by:

	Base Reserve £ 000	Designated funds £ 000	Total Unrestricted £ 000	Restricted funds £ 000	Total funds £ 000
Tangible fixed assets	-	51	51	-	51
Current assets	7,067	806	7,873	74	7,947
Current liabilities	(806)	-	(806)	-	(806)
	6,261	857	7,118	74	7,192
	6,261	857	7,118	74	7,192

**Notes to the Financial Statements**  
for the year ended 31 December 2017

14a Funds	As at 01.01.17	Income	Expenditure	Transfers in	Transfers out	As at 31.12.17
	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
Base Reserve	6,261	9,771	(9,228)	145	(120)	6,829
<b>Designated funds</b>						
Fixed Asset Cost Fund	298	-	-	120	(25)	393
Training Fund	350	-	(46)	-	-	304
Database Fund	155	-	(89)	-	(66)	-
MAF Canada Engine Fund	54	-	-	-	(54)	-
<i>sub-total</i>	<u>857</u>	<u>-</u>	<u>(135)</u>	<u>120</u>	<u>(145)</u>	<u>697</u>
<b>Total unrestricted income funds</b>	<u>7,118</u>	<u>9,771</u>	<u>(9,363)</u>	<u>265</u>	<u>(265)</u>	<u>7,526</u>
Restricted funds	note 15a 74	3,543	(3,572)	-	-	45
<b>Total funds</b>	<u><u>7,192</u></u>	<u><u>13,314</u></u>	<u><u>(12,935)</u></u>	<u><u>265</u></u>	<u><u>(265)</u></u>	<u><u>7,571</u></u>

The **Base Reserve** comprises risk-assessed income stream elements to ensure that the charity can continue operations in the event of adverse or unforeseen situations. Four to eight months' working capital expenditure (based on next year's budget) is considered appropriate.

The **Fixed Asset Cost Fund** represents the cost of equipment and vehicles used by MAF UK, purchased from unrestricted funds (the net book value of the charity's existing fixed assets along with the amount designated by the Board, for future spending, to replace these assets.) The transfers reflect purchases and disposals.

The **Database Fund** was established in 2016 to help fund the replacement of the 20+ year-old fundraising database. The project was mostly completed in 2017 and unused funds transferred back to the Base Reserve.

The **MAF Canada Engine Fund** represents the balance of the sum set aside by the Board to help MAF Canada acquire a replacement engine for one of its Angola aircraft. The unused funds were transferred back to the Base Reserve.

The **Training Fund** was established by the Board to help potential MAF pilots and engineers gain their qualifications more quickly and therefore get to the field more quickly.

14b Funds	As at 01.01.16	Income	Expenditure	Transfers in	Transfers out	As at 31.12.16
	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
Base Reserve	6,995	9,343	(9,623)	363	(817)	6,261
<b>Designated funds</b>						
Fixed Asset Cost Fund	256	-	-	55	(13)	298
Training Fund	-	-	-	350	-	350
Database Fund	-	-	(95)	250	-	155
MAF Canada Engine Fund	-	-	(108)	162	-	54
Future Projects Reserve	350	-	-	-	(350)	-
<i>sub-total</i>	<u>606</u>	<u>-</u>	<u>(203)</u>	<u>817</u>	<u>(363)</u>	<u>857</u>
<b>Total unrestricted income funds</b>	<u>7,601</u>	<u>9,343</u>	<u>(9,826)</u>	<u>1,180</u>	<u>(1,180)</u>	<u>7,118</u>
Restricted funds	note 15b 74	3,659	(3,659)	-	-	74
<b>Total funds</b>	<u><u>7,675</u></u>	<u><u>13,002</u></u>	<u><u>(13,485)</u></u>	<u><u>1,180</u></u>	<u><u>(1,180)</u></u>	<u><u>7,192</u></u>

The **Future Projects Reserve** comprises unrestricted income funds that can be drawn upon at the discretion of the Trustees to enable projects to be undertaken either more quickly than otherwise would be possible, or that might not have been supported by the normal revenue income stream. In 2016, the Trustees re-designated this fund as the Training Fund.

**Notes to the Financial Statements  
for the year ended 31 December 2017**

**15a Restricted funds**

Restricted income arises where a donor has imposed a restriction as to the use of the gift.

The table below summarises, by major category of restriction, the opening balance, income, expenditure and closing balance for each restricted fund.

	As at 01.01.17	Income	Expenditure	Transfers in	Transfers out	As at 31.12.17
Fund restriction:	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
MAF International aircraft projects	-	1,434	(1,434)	-	-	-
MAF International South Sudan	-	239	(239)	-	-	-
MAF International non-aircraft projects	-	745	(745)	-	-	-
MAF International staff	-	85	(85)	-	-	-
	-	2,503	(2,503)	-	-	-
MAF Australia	-	72	(72)	-	-	-
MAF Canada	-	47	(47)	-	-	-
MAF Germany	-	1	(1)	-	-	-
MAF Netherlands	-	18	(18)	-	-	-
MAF New Zealand	-	5	(5)	-	-	-
MAF South Africa	-	9	(9)	-	-	-
MAF USA	-	28	(28)	-	-	-
	-	180	(180)	-	-	-
	-	2,683	(2,683)	-	-	-
MAF UK International Staff	74	860	(889)	-	-	45
	74	3,543	(3,572)	-	-	45

	As at 01.01.16	Income	Expenditure	Transfers in	Transfers out	As at 31.12.16
Fund restriction:	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
MAF International aircraft projects	-	229	(229)	-	-	-
MAF International Nepal disaster relief	-	484	(484)	-	-	-
MAF International South Sudan	-	767	(767)	-	-	-
MAF International non-aircraft projects	-	863	(863)	-	-	-
MAF International staff	-	123	(123)	-	-	-
	-	2,466	(2,466)	-	-	-
MAF Australia	-	48	(48)	-	-	-
MAF Canada	-	22	(22)	-	-	-
MAF France	-	1	(1)	-	-	-
MAF Germany	-	1	(1)	-	-	-
MAF Netherlands	-	19	(19)	-	-	-
MAF South Africa	-	6	(6)	-	-	-
MAF USA	-	205	(205)	-	-	-
	-	302	(302)	-	-	-
	-	2,768	(2,768)	-	-	-
MAF UK International Staff	74	891	(891)	-	-	74
	74	3,659	(3,659)	-	-	74