



**Mission Aviation Fellowship UK**  
(MAF UK)

*A company limited by guarantee, not having share capital*

**Annual Report and Financial Statements**  
for the year ended 31 December 2021

England and Wales Registered Charity Number: 1064598

Scottish Charity Number: SC039107

Company Number: 3437446

## Contents

Section	Page
Message from the Chair and the Chief Executive	1
Report of the Trustees	
Public Benefit	3
Operational Impact	3
Serving remote communities in Arnhem Land	3
Bringing Bibles and helping clear landmines in Chad	4
Helping to cure people in Kenya	4
Bringing life to Liberia	4
Carrying COVID-19 vaccines and sharing Christ in Madagascar	4
Medevacs and book deliveries in Papua New Guinea (PNG)	5
Saving lives in South Sudan	5
Taking the Gospel to rural Tanzania	5
Saving lives and making surveys in Timor-Leste	6
Flying VIPs and valuable resources in Uganda	6
Objectives and Activities for 2021	6
The MAF Team in the UK	8
MAF in Scotland, MAF Youth, International Staff	9
Conclusion for 2021	10
Future Plans	10
Strategic Report	11
Financial Review	11
Investment Powers and Policy	12
Reserves Policy	12
Principal Risks and Uncertainties	13
Risk Management	13
Fundraising Methods and Processes	14
Structure, Governance and Management	15
Governing Document, Appointment of Trustees, Trustee Induction and Training	15
Organisational Structure	15
Governance	15
Safeguarding	15
Remuneration Policy	15
Related Parties	16
Internal Controls	16
Trustees' Responsibilities in Relation to the Financial Statements	17
Provision of Information to Auditors	17
Legal and Administrative Information	18
Independent Auditor's Report	19-23
Statement of Financial Activities	24
Balance Sheet	25
Cash Flow Statement	26
Notes to the Financial Statements	27-35

### Message from the Chairman and Chief Executive

As we approached the start of 2021, we wondered what the year would have in store for us. Though many viewed the arrival of a coronavirus vaccine as a light in the darkness, 2021 still contained many of the previous year's challenges. Owing to this, our ability to bring help, hope and healing to some of the planet's most isolated locations was still affected by the restrictions caused by COVID-19.

MAF's challenge as the pandemic continued was to continue trusting in God, praising Him, following His lead and, whenever possible, to continue our life-saving flights.

Despite the limitations caused by the virus, as our 2021 Trustees' Report shows, there was still much to be thankful for. MAF's finances – thanks to our generous supporters our income grew by nearly 9% and the number of flights taking place in 26 of the world's poorest and most vulnerable nations saw a 21% upturn to that of 2020, though we were still making only 80% of the flights we made in 2019.

Despite the number of flying hours having still not returned to pre-COVID levels, our fleet of 120 aircraft nevertheless remained busy.

### Never standing still

As well as our regular shuttle flights, our Trustee Report gives just a few examples of how our pilots, planes and people supported a wide variety of humanitarian and mission activities. For example, they enabled a government census to take place in Arnhem Land, landmine clearance to continue in Chad, medical clinics to take place in Kenya, effective healthcare to be provided in Liberia and lives to be saved through emergency medevac flights in Papua New Guinea. Humanitarian workers were airlifted to safety in western South Sudan when violence broke out and we also flew peacekeeping teams to conflict-ridden areas in that embattled country to help prevent further bloodshed.

We delivered COVID-19 vaccines to isolated areas of Madagascar, helped the UN World Food Programme assess drastic flood damage in Timor-Leste, provided educational materials in Uganda, and assisted the spread of the Gospel in countries including Tanzania by transporting missionaries and evangelists.

2021 was also the year in which plans progressed for our newest African programme. Having been given permission to rent hangar space at Conakry Airport, we will use this as a base from which to serve the people of Guinea. We were further encouraged when consent was given for us to begin rehabilitating an airstrip in south-eastern Guinea.

### Never giving up

At MAF UK we are grateful, too, for our 30 missionary staff and their families serving overseas, who continued to show remarkable resilience throughout the ongoing changes and challenges of coronavirus. Some families became stranded while trying to get home, and programmes were left without crucial staff due to travel restrictions, nevertheless, God kept the MAF family safe, and we praise Him for His protection and provision.

In the Operational Impact section of the Trustee Report, we have the privilege of sharing just a small number of the inspirational stories that show God's love and mercy at work in areas where, due to geography, conflict or natural disaster, people in some of the world's most isolated areas would otherwise struggle to receive the help they need.

Despite the difficulties caused by COVID-19 in 2021, God knew what we needed, and supplied those needs abundantly – enabling us to serve wherever the situation allowed and play an active role in the physical and spiritual transformation of those living in some of the world's remotest regions.

We praise God for His provision during 2021 of:

- Nearly £14 million of income
- Nearly £5 million received in legacy gifts
- 1 new family who went overseas
- Nearly ten thousand new contacts and supporters.

Never letting us down

At the end of another year which has been dominated by the impact of coronavirus, we give thanks for the committed prayers, gifts and help provided by our loyal supporters, prayer partners and volunteers.

It was because of their faithful prayers and their generous financial, and other, support that we were able to continue flying – serving those in desperate need of MAF flights with the enthusiasm, zeal and tenacity of the early pioneers.

Despite life's-challenges and uncertainties, it remains a privilege to be part of MAF's worldwide family as we continued to trust in God who – unlike our circumstances – doesn't change.

Matthew Burton  
Chairman

Ruth Whitaker  
Chief Executive

## Report of the Trustees for the year ended 31 December 2021

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 2021. 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, October 2019).

### 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 do exist, they can become impassable for months at a time due to natural disasters, adverse weather conditions and conflict.

### Operational impact

Our mission is to fly people and organisations swiftly and efficiently to communities that are hard to reach or cut off due to geographical barriers, natural disasters, war and conflict.

In 2021, MAF continued to combat isolation; our 120 light aircraft flying humanitarian relief and spiritual hope to areas that are hard to reach or cut off from the outside world.

Despite a 20% reduction in the number of flights (in comparison with 2019 pre-pandemic levels) caused by coronavirus restrictions, our missionary pilots flew to some 1,000 isolated and remote locations, enabling aid and relief organisations, churches and individuals to care for thousands of vulnerable people in 26 developing countries; our operations adapting to meet both government restrictions and the changing needs of our partners.

The following are examples of some of the activities carried out by MAF programmes in Africa and the Asia-Pacific region. The stories represent just some of the flights that took place in 2021 – showing that, despite COVID-19, MAF continued to bring help, hope and healing to those living in some of the world's poorest and remotest regions.

- Serving remote communities in Arnhem Land

In isolated Arnhem Land, where the roads are generally unusable and the internet connection poor, the Australian Bureau of Statistics asked MAF to help its 18th census reached isolated Aboriginal communities. Having pinpointed some of the indigenous people living there, MAF pilots Phil Techand and Anton Zhang delivered the forms to Howard Island and Milingimbi Island. Then, as soon as they'd been completed, they flew them back to our base. According to a member of the Bureau of Statistics, 'It is particularly important that the census gathers information about small and remote communities around Australia. Sometimes the only way to get the right data is to fly in and ensure their information is captured.'

- Bringing Bibles and helping clear landmines in Chad

In Chad, where decades of civil war have left the country impoverished, our aircraft enabled government officials to witness Mines Advisory Group (MAG) clearing the land of explosives. 'Our partnership with MAF,' said MAG's Operations Director, 'provides a key element of the system we must have in place in case of injury. Transporting an injured person to the nearest hospital takes a day's drive on very bad roads. They would probably die from the sheer shock of being bounced around on the journey. Having an aircraft means we can get the person to a good hospital in N'Djaména, and they've got a high chance of living.'

MAF Chad also flew ten boxes of newly translated Chadian Arabic Bibles to the Dar Sila region so that local pastors and missionaries could teach, preach and share the Good News using God's Word. Thanking MAF, a local missionary commented, 'Bibles don't make it to our remote area without somebody being able to support us, so we're very thankful that MAF can deliver the amount of Bibles needed in our region. It's wonderful that MAF is able to support us in this way.'

- Helping to cure people in Kenya

In Kenya, where overland travel can be particularly dangerous, MAF enabled CURE International to carry out mobile medical clinics – our aircraft taking only two hours to fly orthopaedic specialists from Nairobi to Lamu Island, saving eight hours by road. The following day, the medics then went on to hard-to-reach Bura. Our aircraft enabled a total of 83 patients to be treated for conditions including cerebral palsy and club foot.

- Bringing life to Liberia

In Liberia, a country which, since 1989, has experienced two devastating civil wars and the ravages of Ebola, five-month-old Sangai needed urgent treatment for a nasty flesh-eating condition. She was also suffering from hydrocephalus. A journey from her remote village near the Sierra Leone border to the capital Monrovia would have meant a ten-hour journey by motorbike – one that 'extremely ill' Sangai was unlikely to survive. Thanks to MAF's aircraft, she reached the hospital in only an hour – our staff then drove her to a medical facility run by Christian missionaries. After 1 emergency medevac, 2 operations and 42 days in hospital, the little girl was discharged, having responded well to her treatment.

Another flight saw MAF staff member and volunteer nurse Margot Biggs travel to Harper to teach a week-long Emergency Triage Assessment and Treatment course. Twenty-five clinicians spent four days learning new skills and putting them into practice, enabling nurses and physicians' assistants working in isolated areas to save severely malnourished children's lives. Reflecting on the poor state of Liberia's roads, Margot reflected, 'I'm incredibly grateful that we were able to fly with MAF because that was the only way we could have done it without a two-day trip overland.'

- Carrying COVID-19 vaccines and sharing Christ in Madagascar

In Madagascar, MAF pilots Ryan Unger and Wouter Nagel delivered 500 AstraZeneca vaccines to a health clinic in Marolambo. The 40-minute flight saved a 2-week overland journey on poor quality roads. Two days later, Ryan and Wouter flew 6,500 vaccines for UNICEF to Ambanja, Ambilobe, Antsiranana and Nosy Be – the 6½-hour flight saving 2 days of overland travel. Another MAF plane enabled 14,400 doses to reach 12 isolated areas along Madagascar's north-eastern coast – MAF's cold chain expertise not only saved time but also prevented the vaccines from being spoiled.

During Easter, a team from The Association of Church Sports and Recreation Ministries flew to several areas that are only accessible by sea or air. The evangelists produced a ball and, one of the leaders recalled, 'Straight away, young people came to play. When we started to share, everyone listened carefully. When we visited the Mayor, we preached the Gospel, and she received Jesus as Lord.' Travelling to various towns, they showed the *Jesus* film to hundreds of people, with a number coming forward to follow Christ. MAF Country

Director Patrick Keller gave thanks, saying, 'The team did a wonderful job preaching the Gospel, and we will certainly continue to bring in workers for the harvest to bring hope and healing to the most isolated.'

- Medevacs and book deliveries in Papua New Guinea (PNG)

In PNG, where many communities are difficult to reach because of impenetrable jungles, mountains, swamps and fast flowing rivers, Pilot Mathias Glass flew a young woman from mountainous Pyarulama to Kompiam Hospital to receive treatment for wounds caused by domestic violence. A local villager who witnessed the emergency airlift said, 'MAF is our lifeline, we don't have another means of travel.'

Other medevac patients included a young man who'd been wounded in the groin by a spear in western PNG, another man who'd fallen from a coconut tree and was unconscious for 90 minutes, a woman who'd been in labour for four days and was experiencing pregnancy complications, and a man in his twenties who had a strangulated hernia. According to the man's doctor, 'It would only have been a matter of hours before he would have died an agonising death if MAF hadn't flown him when they did!'

We also enabled an extremely isolated primary school in Bak to receive 1,000 library books in time for the new school year. An MAF flight was the only way to avoid having to carry the 24 boxes through rugged, roadless jungle terrain.

- Saving lives in South Sudan

In South Sudan, where civil war has been raging since 2013, MAF planes transported teams from the Peacebuilding Opportunities Fund to encourage key community leaders from warring tribes to resolve problems without resorting to violence. Despite the groups having been involved in cattle raiding, revenge killing and child abduction, MAF aircraft enabled them to reach Rumbek for a three-day conference where armed youths from the Dinka Bor, Lual Nuer and Murle tribes agreed 'to peacefully co-exist'.

MAF also enabled humanitarian workers to leave western South Sudan in August 2021 when the security situation deteriorated due to fighting between rebel groups. As Pilot Wim Hobo explained, 'NGOs and missions need to know that, if they get into trouble, they have an option to get out. We will always try to make it work if we can.'

In 2021, flights for Christian healthcare provider In Deed and Truth Hospital helped save the lives of fragile babies in Tonj, with MAF Maintenance Manager James Mollenhauer fixing the compressor unit of a broken oxygen concentrator so it could be flown by MAF back to the hospital. 'Road transport to Juba is not an option for us,' one of the doctors explained, 'due to the high risk of a rebel ambush. The weekly MAF shuttle from Juba has massively improved our effectiveness, quality of life and sustainability as missionaries. When vital medicines run out, we can now restock within a week.'

- Taking the Gospel to rural Tanzania

In rural Tanzania, where there's a dangerously inadequate network of dirt-track roads, MAF aircraft helped Elisha, lead evangelist at Malambo Bible College, travel safely, so he could tell other Maasai about Jesus. Our flights reduced overland journeys that would usually take him days on foot to under an hour. Many years ago, before he had even heard about MAF, Elisha was chased by a herd of elephants and a badly injured buffalo. 'I remember another time that I walked barefoot, got sunstroke and couldn't walk. I stopped under a tree and started to cry because of the pain. But MAF was the answer to my cries.' In 2021, thanks to MAF flights, Elisha and his team baptised more than 130 adults, showing them the importance of trusting God in good times and bad.

- Saving lives and making surveys in Timor-Leste

In Timor-Leste, where MAF planes are often used as air ambulances, we were asked to airlift a man who'd broken his leg, hurt his back and suffered a serious head injury during a bike accident. MAF pilots Ping Domtta and Jonathan Lowe flew to Los Palos and brought the patient back to Dili, where he received emergency treatment. They then received a call to airlift a boy who'd swallowed a coin and was having trouble breathing.

MAF pilots also medevacked a woman struggling with pregnancy complications who'd been in labour for more than 24 hours and, on the way back, received a request to airlift a woman who, having giving birth to triplets, needed post-natal help.

In April 2021, following the country's worst flood in 40 years, MAF's aerial surveys enabled government authorities and the UN World Food Programme to obtain data that played a major role in the government's relief strategy. With roads in Dili cut off, medical centres flooded, bridges damaged, electricity supplies disrupted and crops submerged under 15 feet of water, our aerial assessments were, according to Timor-Leste's Secretary of State for Civil Protection, 'critical in helping us understand the true extent of damage, enabling us to distribute life-saving relief to families affected by the floods.'

- Flying VIPs and valuable resources in Uganda

In Uganda, which has the largest number of refugees in Africa, MAF Pilot Matt Eagar delivered resources including felt boards, peg people and clay, enabling Christian NGO Tutapona to provide a mental health programme for 50 young people living in Adjumani, home to one of the world's most conflict-affected communities. The Christ-centred programme helps children recover from traumatic experiences caused by armed conflict. According to the leader of the project, those who respond successfully, end up with 'hope, are courageous, able to forgive, and thankful. They also have faith in a divine Creator.'

MAF also carried out a charter flight for Italian medical mission Doctors with Africa, based in Karamoja – one of the hardest to reach places in north-eastern Uganda – enabling the Minister of Health to attend a ceremony to mark the World TB and Leprosy Day in Moroto.

All these and many other projects were only possible because of the faithful support of our individual supporters, churches and grants from governments and institutions. These included:

- AFD Software (The Postcode People)
- Roger De Haan Charitable Trust
- Souter Charitable Trust
- The Misses Robinson Charitable Trust
- The Guernsey Overseas Aid and Development Commission

## Objectives and activities for 2021

MAF UK's vision is to see isolated people changed by the love of Christ. Our work enables churches, missions, humanitarian, relief and development agencies to reach remote communities with practical help and spiritual hope. The principal 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 areas. Christians who share this aim use their skills in aviation and other fields to partner 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 (MAFI), which is an association of Operational and Resourcing MAF groups around the world, all with the same charitable objects, vision and mission. MAF UK's charitable activities are achieved through the provision of funds and staff. Funds raised in the UK for MAF work are passed to MAFI, which manages the overseas operations. Restricted funds are passed across when they are received, and each year MAF UK makes an unrestricted grant to MAFI, which is given monthly. This grant is based on MAFI's budgeted need and MAF UK's expected income. The overseas staff recruited and employed by MAF UK are seconded to MAFI.

Specifically, our objectives and outcomes in 2021 were:

- Attracting, preparing and training new staff to serve overseas, with a particular focus on the growth of our work in South Sudan and West Africa.

Moving staff into programmes was challenging owing to covid restrictions, travel disruptions and local lockdowns. Despite this, in 2021 we sent one family to serve in a key operational position in Papua New Guinea. We recruited a further candidate into our Engineering Training scheme who commenced instruction at the University of South Wales. We also worked with two families and an individual on their preparations for eventual overseas service. We ran a number of recruitment initiatives, including a series of online inquirers events, and we are hopeful that these will bear fruit in the future.

- Presenting the ministry of MAF to a UK audience with the aim of increasing partnership and increased resourcing of our overseas operations.

Many opportunities were created to raise the profile of MAF in the media, in churches and online. Our MAF in the Community team presented our work at numerous small-group meetings across the country. We continued to grow our media editorial presence in a wide range of outlets including *BBC Breakfast*, *Sky News*, *The Church Times*, UCB and Premier Christian Radio. We increased and enhanced our social media presence to improve the impact of our media coverage and work in churches and to encourage existing and potential new supporters to engage with us online. Our 7&5 community fundraising campaign saw supporters actively partnering with us to raise funds and awareness of our work, increasing our ability to resource our work overseas. In November we partnered with a generous donor who agreed to match-fund donations received on 'Giving Tuesday'.

- In recognition of the shift of attention online by individuals and churches, growing and developing our use of digital technologies to enhance support and engagement.

Ongoing covid restrictions have seen many of the events and products we might normally produce, being delivered digitally. These include a digital version of our supporter acquisition tool, the Discovery Air Pass, and our popular devotional tool Recalibrate. We also produced digital resources for Lent and Advent. We held a series of virtual events with selected supporters which proved to be a highly effective method of engagement and resulted in several large gifts. Similarly, we have held several well-received recruitment events online, attracting some promising potential candidates for overseas service. We continued to meet and motivate our network of volunteers using Zoom, equipping them to present our message at meetings in the community.

- Integrating our systems to ensure we can inform and inspire new and existing supporters with relevant and timely information.

In 2021 we implemented our new supporter database. The functionality of this new system will enable us to understand better our supporters and their needs and so deliver them the most appropriate,

relevant information. We will be able to integrate online and offline communication channels to provide compelling and timely information to both encourage our prayer supporters and stimulate opportunities to fundraise for vital needs.

### The MAF team in the UK

#### MAF In the Community in England and Wales and Northern Ireland

The pandemic restricted our ability to speak to churches and groups and resulted in our attending only one large event in August – a one-day Christian festival in Lincoln. Despite this, the well-attended event resulted in considerable interest in MAF’s work. It also enabled us to use our display aircraft for the first time in 16 months.

Towards the end of 2021, there was an encouraging increase in community events, with 133 meetings taking place. We were further encouraged by the booking of seven large events for 2022, with several more in the pipeline. Requests for MAF speakers in 2022 are similarly encouraging.

We were delighted that all 15 church partnerships continued to support us with prayer and financial giving. All have agreed to continue partnering with us in 2022. In October, we were also thrilled to launch a new partnership with a large parish church in High Wycombe.

Volunteer Numbers	2021	2020
Regional Co-ordinators England and Wales	6	6
Scotland	3	0
Northern Ireland	1	1
Area Reps/Speakers England and Wales	64	68
Scotland	28	26
Northern Ireland	10	11
Church Reps England and Wales	266	242
Scotland	29	34
Northern Ireland	60	55
Prayer Group Leaders England and Wales	16	17
Scotland	10	11
Northern Ireland	6	7

The 7&5 Challenge, a community fundraising campaign launched in October 2020, continued throughout 2021, with various people taking part in activities ranging from a 75-mile bike ride to sponsored walks and swims.

We continued to meet with our volunteer network using Zoom. The meetings provided us with an opportunity to tell them about our new resources and support them pastorally. Towards the end of the year, we were able to visit face-to-face to encourage and motivate them for the coming year.

Although 2021 had its challenges, we were encouraged by the increased activity at the end of the year and are confident that, with several new initiatives planned for further church engagement, 2022 will be a year of great blessing.

#### MAF in Scotland

Although the impact of coronavirus prevented us from holding the normal number of MAF activities and events, the positive engagement of churches and supporters online resulted in about ten new churches agreeing to partner with us in 2022.

The office team participated in MAF UK's 7&5 campaign by taking part in a 75-mile walk to celebrate 75 years of MAF's ministry. Together with other 7&5 initiatives from Scottish supporters, more than £20,000 was raised.

2021 was also the year we developed a new strategy to encourage our volunteers – ensuring that, despite restrictions caused by the pandemic, their experience of MAF remained positive and satisfying. This empowered our existing volunteers to take on more responsibility, with several new volunteers joining a freshly inspired and more effective team.

With a renewed passion for MAF's work and the introduction of a new prayer initiative for 2022, we expect that the number of Prayer Group Leaders will increase.

#### MAF Youth

Due to coronavirus restrictions, our activities remained limited as church youth groups were cautious of engaging outside speakers.

We were, however, delighted to launch 11 school partnerships – the new initiative enabling us to share MAF's life-saving work with UK primary schools. To support the initiative, we developed downloadable resources including films for assemblies and lesson plans. Each school will launch the partnership with an assembly and will then receive regular input from MAF staff and volunteers. This will include a 'Plane in the Playground' day featuring our display aircraft and other MAF resources.

The 2021 Advent Calendar campaign was successful, with over 25,000 calendars being ordered by schools within two weeks of the initiative being announced. More than 100 schools took part, with the possibility of future partnerships being formed.

We were encouraged that, during the final quarter of 2021, the number of youth events, and church youth group activities, increased and we look forward to attending more events and meetings during 2022.

#### International staff

The ongoing pandemic introduced challenges for our international staff, with closed borders, reduced flights, increased costs, and the need for quarantine. This resulted in delayed home assignments, cancelled leave and increased stress. Although our overseas staff responded with great resilience, a small number with older children in the UK felt the separation more keenly and decided to return to this country.

In 2021, MAF UK supported 30 UK international mission staff – accompanied by their families – serving in MAF programmes worldwide. We also continued to assist several more 'linked staff' sent by other MAF groups, but with connections to the UK, helping them with support raising, administrative and pastoral care.

Despite the challenges caused by coronavirus, one couple with children began their first assignment in PNG, following successful support raising and pre-field orientation.

We are also delighted to support a further two couples and an individual who have been accepted for service in PNG and Uganda in 2022. Our Engineer Training Scheme saw two candidates begin their theoretical study, and we were further encouraged by several promising candidates who are at various stages of formal assessment.

Although we successfully developed new ways of interacting with potential candidates online during the pandemic, we look forward to reconnecting with them face-to-face in 2022.

#### Conclusion for 2021

2021 proved to be another challenging year. Our team rose to the challenge, producing a range of innovative communications digitally, in print, and at virtual presentations and events – all of which shared our passion for reaching remote and marginalised people in great need. Many people heard about MAF for the first time, and some of them went on to join our growing team of supporters, enabling us to continue serving remote and isolated people overseas.

In 2021, God blessed us abundantly with donations of nearly £14 million, and we give thanks for every gift, prayer, enquiry and hour of time given by our volunteers and teams throughout the year.

#### Future plans

Many people across the developing world continue to live in need, cut off from the essentials of life due to difficult terrain, formidable geographical barriers, civil war or political unrest. The demand for MAF's services in many countries is acute and, in the aftermath of the pandemic, is likely to be even greater. We will continue to look for opportunities to share God's love in practical ways to serve the most impoverished and isolated communities.

We remain committed to continue growing and developing our communications and raising the profile of MAF so that we are recognised and known throughout the UK for our work overseas. We will do this through the creative use of media and online channels.

Where possible and appropriate, we will share news of our work at Christian events, mobilising our volunteer network now churches are open again and meetings are being held.

Doing so will help grow our fundraising and recruitment activities so that increasing numbers of hard-to-access people can be reached and their lives changed by the love of Christ as MAF brings help, hope and healing.

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

During 2022 we aim to help meet the challenges faced by our programmes across the globe with the following:

- Inspiring and growing our network of praying individuals and churches
- Investing in resources to recruit staff for overseas work and supporting training for candidates to achieve the necessary qualifications and experience for technical roles in the overseas programmes.
- Developing a range of multi-platform resources and communications to inspire a diversity of churches and individuals, enabling us to fundraise for vital operational needs.
- Increasing and enhancing the use of our new CRM database to improve the experience of our supporters and improve internal efficiency.

## Strategic Report

## Financial Review

Five-year history	2017	2018	2019	2020	2021
Income and expenditure £000					
Income					
Unrestricted gifts >=£20,000	388	481	298	212	459
Unrestricted donations	5,824	5,859	5,947	6,767	6,170
Legacies	3,507	5,650	2,823	2,912	4,105
Investment income	52	52	54	17	12
International staff support	860	855	893	891	902
Other restricted income:					
Aircraft	1,434	1,127	-	-	500
Juba hangar	-	-	-	-	142
Flying to benefit children	-	-	-	-	99
South Sudan	239	269	241	186	206
Liberia hangar	-	-	351	-	-
Stuart King Memorial Fund	-	-	-	308	65
Other	1,010	1,096	1,077	1,358	1,127
Total income	13,314	15,389	11,684	12,651	13,787
Expenditure					
Cost of generating voluntary income	2,218	2,320	2,389	2,115	2,124
Charitable activities	10,717	11,336	11,120	10,149	10,474
Total expenditure	12,935	13,656	13,509	12,264	12,598
Net incoming / (outgoing) resources	379	1,733	(1,825)	387	1,189

Despite the uncertainties of Covid-19, our loyal and generous donors helped us to remain in a resilient position.

Page 24 sets out the Statement of Financial Activities for MAF UK for the year. The total income for the year was £13.8m (2020: £12.7m).

The principal source of funding was through voluntary donations providing some 99% (2020: 99%) of total income. Of this, legacy income amounted to 33% (2020: 23%).

As shown in note 2, donation income from the various donor groupings was by and large comparable.

The benefits of tax-efficient giving were again increased through the securing of a further 1,782 Gift Aid Declarations during 2021 (2020: 1,524). Tax claimed on 2021 gifts amounted to £954,049 (2020: £982,514).

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

During the year, the sum of £1,758,000 (note 4) was paid in staff support to 30 staff (note 6) (individuals/families) from the UK serving overseas (2020: £1,587,000 to 30 staff individuals/families).

In addition, unrestricted grants of £5,561,000 (note 4) and restricted income of £2,073,000 (note 13a) totalling £7,634,000 (2020: £7,057,000\*) were passed to sister MAF groups worldwide, primarily to assist in the provision of mission aviation (\*2020: unrestricted grants of £5,498,000 and restricted income of £1,559,000).

The assets and liabilities of MAF UK are set out in the Balance Sheet (page 25). 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 £12k (2020: £17k), with interest rates remaining 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, while 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. Given the exceptional circumstances of the Covid-19 crisis, the 2022 income and expenditure budgets were set and approved based on activities partially limited by lockdown, but also informed by 2021 performance. The Trustees have concluded that, together with the reserves established to help in such circumstances, 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 risk-assessed Base Reserve; during the year the risk elements were reviewed, and the Board decided that the combined fund should have a target level of £3.8m. 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 12a.

At the year-end, all the reserves were at or above the minimum policy-level (see note 12a).

The Base Reserve year-end balance of £7.4m was above the revised target of £3.8m. The Board and SLT will look for ministry opportunities during 2022 to apply the extra funds received in 2021.

The Fixed Asset Cost fund year-end balance was £520k representing the original cost of all fixed assets. When these 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. In 2021, it was merged with the Stuart King Memorial Fund (see below) as both funds were for training.

The Stuart King Memorial Fund is a training fund and represents unspent donations raised in memory of Stuart King who sadly passed in 2020, together with the funds transferred from the designated Training Fund in 2021 as both funds served a similar purpose. The fund will be used to enable training and further training of essential staff over the coming years. At the year-end, the fund amounted to £633k.

The International Staff restricted funds represent unspent donations that support our staff families overseas. It is expected that the funds will be used during the staff service period. At the year-end, such funds amounted to £12k.

The restricted Aircraft fund represents the funds received so far (£500k) for an aircraft. The project is expected to be completed in 2022.

### Principal Risks and Uncertainties

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

- interruption to gift processing through potential catastrophe
- interruption to postal gift income stream through industrial action
- reputation risk
- impact on donors and our continuing ability to process gifts of global pandemic such as Covid-19.

The steps taken to manage these risks are set out in the Risk Management section (below).

The principal uncertainties relating to timing and volatility of various income streams are also addressed by the risk management process the Board has adopted, principally by the holding of sufficient liquid reserves (see Reserves Policy above). The impact of Covid-19 has been considered on the charity's future plans, especially with churches still mostly closed, and large events not yet happening. The majority of staff are back from furlough and working (from their homes), legacy cash receipts are no longer stagnant, and our loyal donors continue to bless us. The Trustees have considered the impact on our various funding streams based on 2021 performance.

### Risk Management

As a part of normal operations, 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 prioritised them in terms of potential impact and likelihood of occurrence and the means of managing them. The risks and 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
  - Safeguarding

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

During 2021 and Covid-19, the Office Management Team (OMT) continued to research all government advice for dissemination, and to put in place controls, measures and special policies to ensure staff safety when visiting the office.

## Fundraising Methods and Processes

### Approach to fundraising

MAF UK supports the work of MAF worldwide and is committed to its charitable aims and fundraises to see the lives of isolated people spiritually and physically transformed. We are a signatory to the Fundraising Regulator's 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 and 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 are a signatory 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 explaining 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. Actions include being registered with the Fundraising Preference Service, having appropriate policies to cover data protection, ethical fundraising and our approach to fundraising and calls to action. We also make sure relevant staff are confident and equipped for speaking to and dealing with vulnerable people. All our communications are clear and transparent, and we always give an option to change what any person receives from us.

The complaints received have been summarised below:

Type	2021	2020
Incorrect salutation	1	3
Too much mail received	2	1
Too many financial "asks"	-	6
Clarity/font size used	15	5
Content presentation	35	5
<b>Total</b>	<b>53</b>	<b>20</b>
<b>Total mailings</b>	<b>436,562</b>	<b>460,472</b>



## 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 a maximum. Trustees are elected for 3-year terms, up to a maximum of nine consecutive years.

Board decisions are made by majority vote.

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

Usually, 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 approves 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 18).

### Governance

During 2021 two Trustees retired, after serving a maximum term of nine consecutive years, we welcomed four new Trustees (which represented half the Board headcount) and a new Chairman was elected. Significant time was spent onboarding and inducting the new Trustees and it was decided to not further review the Board Effectiveness Action Plan until the new Trustees had completely familiarised themselves with the Board processes etc. We therefore intend to have a further external review of Board effectiveness during late 2022 or early 2023. The Board would like to express their warm thanks to Gareth Mitchell (former Chair of Trustees) and Diana White for their years of valuable service.

### Safeguarding

MAF UK is committed to providing a safe and trusted environment for staff, volunteers and beneficiaries. The organisation requires the highest ethical and moral standards from all our staff and takes misconduct seriously. We have a number of policies with which all staff must comply. These include a code of conduct, child safety, bullying and harassment, data protection and privacy and equal opportunities policies.

### Remuneration Policy

MAF UK is a charitable Christian mission organisation and as such aims to balance care of staff with stewardship of the resources entrusted to it. In line with these aims, MAF UK strives to set salaries fairly and comparable to the charity sector while maintaining its ability to attract and retain the right skills, experience and expertise to achieve the mission.

Each UK post is evaluated by a job evaluation panel made up of senior management, HR and staff representation. A salary is then calculated based on a 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 with what others are doing regarding salary rises in the third sector. The MAF UK Board are responsible for approving the budget 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 on 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 (excluding North America). Mission Aviation Fellowship International is the operational arm of MAF International, to which all operational assets were transferred by the resourcing groups. 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 a 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>
Gareth Mitchell MIOD BA (Dual Hons), Chair	(to 16 April 2021)	Fundraising and Communications
Matthew Burton FCCA CTA MRICS (Chair from 16 April 2021)	16 April 2021)	
Andrew Hawkins MA (Hons)	(from 16 April 21)	Fundraising and Communications
Carl Knightly	(from 16 April 21)	Fundraising and Communications
Diana White BA (Hons)	(to 16 April 2021)	Prayer and People
Max Gove MA		Prayer and People
Ann Saunders BA Hons Oxon FCIPD	(from 22 Sept 21)	Prayer and People
Richard Jones FCMA BSc (Hons)		Finance and Risk
Steve Osei-Mensah ACIB FIoD CDir		Finance and Risk
Bill Lowe	(from 16 April 21)	Finance and Risk

### Company Information

Company number: 3437446 Website: [www.maf-uk.org](http://www.maf-uk.org)  
 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) FRAeSoc
Head of Finance	Alex Finlow FCA MSc
Head of HR	David Leek Chartered MCIPD
Head of Marketing and Fundraising	Mike Fagg
Head of Communications	Vivienne Pattison BA (Hons)
Head of Philanthropy and Partnerships	Ali Chambers BA (Hons) GGSM

### Our Advisers

Auditors	Moore 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	Edward Connor Solicitors	10 The Point, Market Harborough, LE16 7QU

The Trustees Report and the Strategic Report were approved by the Board and authorised for issue on 28 April 2022.

Matthew Burton (Chairman)

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 ('the company') for the year ended 31 December 2021 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including 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 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 2021 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), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011.

### 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### 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

contained within the annual report. 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.

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 course of 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 themselves. 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 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 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.

#### Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 17, 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, the Companies Act 2006 and Section 151 of the Charities Act 2011 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.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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; and to the charity's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, and in respect of the financial statements, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

.....

Date: .....

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

Devonshire House  
60 Goswell Road  
London  
EC1M 7AD

Moore 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 2021

		2021			2020		
	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	2a/b	10,734	3,041	13,775	9,892	2,742	12,634
Investments	3	12	-	12	17	-	17
<b>Total</b>		<b>10,746</b>	<b>3,041</b>	<b>13,787</b>	<b>9,909</b>	<b>2,742</b>	<b>12,651</b>
<b>Expenditure on:</b>							
Raising funds		2,124	-	2,124	2,115	-	2,115
Charitable activities		7,999	2,475	10,474	7,699	2,450	10,149
<b>Total</b>	4a/b	<b>10,123</b>	<b>2,475</b>	<b>12,598</b>	<b>9,814</b>	<b>2,450</b>	<b>12,264</b>
Net income / (expenditure)	5	623	566	1,189	95	292	387
Transfers between funds	12a	(260)	260	-	-	-	-
Net movement in funds		363	826	1,189	95	292	387
<b>Reconciliation of Funds</b>							
Total funds brought forward	12a	7,547	319	7,866	7,452	27	7,479
Total funds carried forward	12a	7,910	1,145	9,055	7,547	319	7,866

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 27 to 35 form an integral part of these financial statements.

Balance Sheet  
(Statement of Financial Position)  
as at 31 December 2021

	Note	2021			2020		
		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	83	-	83	50	-	50
<b>Total fixed assets</b>		<b>83</b>	<b>-</b>	<b>83</b>	<b>50</b>	<b>-</b>	<b>50</b>
<b>Current assets</b>							
Debtors	8	1,685	-	1,685	907	-	907
Short term deposits		4,000	-	4,000	4,500	-	4,500
Cash at bank and in hand		2,730	1,145	3,875	2,506	319	2,825
<b>Total current assets</b>		<b>8,415</b>	<b>1,145</b>	<b>9,560</b>	<b>7,913</b>	<b>319</b>	<b>8,232</b>
<b>Liabilities</b>							
Creditors:							
Amounts falling due within one year	9	(588)	-	(588)	(416)	-	(416)
<b>Net current assets</b>		<b>7,827</b>	<b>1,145</b>	<b>8,972</b>	<b>7,497</b>	<b>319</b>	<b>7,816</b>
<b>Total assets less current liabilities</b>		<b>7,910</b>	<b>1,145</b>	<b>9,055</b>	<b>7,547</b>	<b>319</b>	<b>7,866</b>
<b>Total net assets</b>		<b>7,910</b>	<b>1,145</b>	<b>9,055</b>	<b>7,547</b>	<b>319</b>	<b>7,866</b>
<b>The funds of the charity:</b>							
Base reserve	12a	7,390	-	7,390	6,824	-	6,824
Other Designated funds	12a	520	-	520	723	-	723
<b>Total unrestricted income funds</b>		<b>7,910</b>	<b>-</b>	<b>7,910</b>	<b>7,547</b>	<b>-</b>	<b>7,547</b>
Restricted income funds	13a	-	1,145	1,145	-	319	319
<b>Total funds</b>		<b>7,910</b>	<b>1,145</b>	<b>9,055</b>	<b>7,547</b>	<b>319</b>	<b>7,866</b>

Approved by the Board on 28 April 2022 and signed on its behalf by:

Matthew Burton  
Chairman

The notes on pages 27 to 35 form an integral part of these financial statements.

Cash Flow Statement  
for the year ended 31 December 2021

		2021	2020
		£ 000	£ 000
Reconciliation of net income / (expenditure) to net cash flow from operating activities			
	Note		
Net income for the year		1,189	387
Adjustments for:			
Depreciation charges	7	43	70
Interest	3	(12)	(17)
(Increase) / decrease in debtors		(778)	2
Increase in creditors		172	74
Net cash provided by operating activities		614	516
Statement of cash flows			
Cash flows from operating activities:			
Net cash provided by operating activities		614	516
Cash flows from investing activities:			
Interest	3	12	17
Purchase of fixed assets	7	(76)	(29)
Net cash provided by / (used in ) investing activities		(64)	(12)
Change in cash and cash equivalents in the year		550	504
Cash and cash equivalents at the beginning of the year		7,325	6,821
Cash and cash equivalents at the end of the year		7,875	7,325
Analysis of changes in net funds			
	1 January	cash	31 December
	2021	flows	2021
	£ 000	£ 000	£ 000
Short term deposits	4,500	(500)	4,000
Cash at bank and in hand	2,825	1,050	3,875
	7,325	550	7,875

The notes on pages 27 to 35 form an integral part of these financial statements.

Notes to the Financial Statements  
for the year ended 31 December 2021

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. The Trustees and the Senior Leadership Team have reviewed all budgets and expected income and expenditure projections and have concluded that, together with the reserves established to help in such circumstances, there is a reasonable expectation that the charity has adequate resources to continue 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.

Government grants

Income from government or 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 has been met, it is probable that the income will be received, 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.

Notes to the Financial Statements  
for the year ended 31 December 2021

### 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 4a/b.

### 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 - 2021:£5k, (2020:£(1)k).

### 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.

There is generally expected to be no material residual value when the assets are replaced.

### 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 9 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 12a.

Notes to the Financial Statements  
for the year ended 31 December 2021

	Unrestricted		Restricted		2021
	£ 000	£ 000	£ 000	£ 000	£ 000
<b>2a Donations</b>					
Individuals (non legacies)		5,783		1,181	6,964
Churches		376		323	699
Trusts		363		820	1,183
Companies		80		158	238
Governments		16		22	38
Other		11		37	48
Legacies		4,105		500	4,605
		<u>10,734</u>		<u>3,041</u>	<u>13,775</u>

2b	Unrestricted		Restricted		2020
	£ 000	£ 000	£ 000	£ 000	£ 000
Individuals (non legacies)		5,887		1,462	7,349
Churches		395		296	691
Trusts		464		623	1,087
Companies		94		307	401
Governments		125		16	141
Other		15		36	51
Legacies		2,912		2	2,914
		<u>9,892</u>		<u>2,742</u>	<u>12,634</u>

**3 Investment income**

Interest receivable			2021	<u>12</u>
			2020	<u>17</u>

Notes to the Financial Statements  
for the year ended 31 December 2021

	Unrestricted	Restricted	Sub-total	Apportioned	2021
	£ 000	£ 000	£ 000	£ 000	£ 000
4a Expenditure					
Raising funds					
Voluntary income	1,544	-	1,544	182	1,726
Donor acquisition	356	-	356	42	398
	<u>1,900</u>	<u>-</u>	<u>1,900</u>	<u>224</u>	<u>2,124</u>
Charitable activities:					
International Staff	856	902	1,758	208	1,966
grants: regular	4,960	-	4,960	586	5,546
grants: one-off	720	-	720	85	805
restricted funding	-	1,573	1,573	186	1,759
Overseas operations *	5,680	1,573	7,253	857	8,110
Information and education	356	-	356	42	398
	<u>6,892</u>	<u>2,475</u>	<u>9,367</u>	<u>1,107</u>	<u>10,474</u>
Support costs	1,312	-	1,312	(1,312)	-
Trustee travel and meetings	1				
Audit	13				
Audit disbursements and vat	3				
Non-audit fees and vat	2				
Governance	19	-	19	(19)	-
	<u>1,331</u>	<u>-</u>	<u>1,331</u>	<u>(1,331)</u>	<u>-</u>
	<u>10,123</u>	<u>2,475</u>	<u>12,598</u>	<u>-</u>	<u>12,598</u>
Overseas operations * grants	<u>5,561</u>				

\* Institutional grants totalling £5,561,000 (2020: £5,498,000) were made during the year to MAF International Ltd.

Support costs include:	General management	Financial management	Human Resources	Information technology	Premises	Total
General management	142	376	249	168	377	1,312

Basis of allocation: Apportioned proportionately across cost headings reflecting cost effort (as above)

	Unrestricted	Restricted	Sub-total	Apportioned	2020	
	£ 000	£ 000	£ 000	£ 000	£ 000	
4b						
Raising funds						
Voluntary income	1,544	-	1,544	175	1,719	
Donor acquisition	356	-	356	40	396	
	<u>1,900</u>	<u>-</u>	<u>1,900</u>	<u>215</u>	<u>2,115</u>	
Charitable activities:						
International Staff	696	891	1,587	179	1,766	
grants: regular	4,947	-	4,947	559	5,506	
grants: one-off	670	-	670	76	746	
restricted funding	-	1,559	1,559	176	1,735	
Overseas operations	5,617	1,559	7,176	811	7,987	
Information and education	356	-	356	40	396	
	<u>6,669</u>	<u>2,450</u>	<u>9,119</u>	<u>1,030</u>	<u>10,149</u>	
Support costs	1,227	-	1,227	(1,227)	-	
Trustee travel and meetings	1					
Audit	12					
Audit disbursements and vat	3					
Non-audit fees and vat	2					
Governance	18	-	18	(18)	-	
	<u>1,245</u>	<u>-</u>	<u>1,245</u>	<u>(1,245)</u>	<u>-</u>	
	<u>9,814</u>	<u>2,450</u>	<u>12,264</u>	<u>-</u>	<u>12,264</u>	
Overseas operations * grants	<u>5,498</u>					
Support costs include:	General management	Financial management	Human Resources	Information technology	Premises	Total
	178	340	206	166	337	1,227



Notes to the Financial Statements  
for the year ended 31 December 2021

		2021	2020
5	Net income /(Expenditure)		
	This is stated after charging:		
	Depreciation	7	43
	Foreign exchange loss / (gain)	1	5
	Payments under Operating Leases	10	131
	Auditor's remuneration		
	Audit fee	4a	13
	Audit disbursements (and vat)	4a	3
	Other fees paid to auditors (and vat)	4a	2
6	Trustee and staff remuneration, related party and other transactions		
	Staff costs	£ 000	£ 000
	Wages and salaries	3,039	2,945
	Social security costs	209	205
	Other pension costs	335	332
		3,583	3,482
		Number	Number
	Average number of employees - UK	66	68
	Average number of employees - Overseas	30	31
		96	99
	Average number of employees - UK (FTE)	57	59
	Average number of employees - Overseas (FTE)	30	31
		87	90
	Employees with total remuneration and benefits in excess of £60,000:	Number	Number
	£60,000 - £70,000	2	1
	£70,000 - £80,000	-	1
	£80,000 - £90,000	1	-
		£ 000	£ 000
	Pension contributions in respect of these employees were	22	14
		£ 000	£ 000
	Total remuneration/benefits of key management personnel	462,304	420,964
	Trustee reimbursed expenditure		

The number of trustees who received reimbursement for out-of-pocket travel and subsistence expenses was 2 (2020:1) totalling £92 (2020: £312).

The trustees neither received nor waived any emoluments during the year (2020: £NIL)

Related party transactions

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 2021

				2021	2020
		Vehicles	Equipment	Total	Total
		£ 000	£ 000	£ 000	£ 000
7	Tangible fixed assets				
	Cost				
	As at 01.01.2021	46	398	444	415
	Additions	-	76	76	29
	Disposals	-	-	-	-
	As at 31.12.2021	<u>46</u>	<u>474</u>	<u>520</u>	<u>444</u>
	Depreciation				
	As at 01.01.2021	46	348	394	324
	Charge for the year	-	43	43	70
	Eliminated on disposal	-	-	-	-
	As at 31.12.2021	<u>46</u>	<u>391</u>	<u>437</u>	<u>394</u>
	Net Book values				
	As at 31.12.2021	<u>-</u>	<u>83</u>	<u>83</u>	<u>50</u>
	As at 31.12.2020	<u>-</u>	<u>50</u>	<u>50</u>	<u>91</u>
8	Debtors			2021	2020
	Amounts due within one year:			£ 000	£ 000
	Other debtors			1	5
	Gift Aid recoverable			88	107
	Prepayments			106	102
	Accrued income			1,490	693
				<u>1,685</u>	<u>907</u>
	All debtors are considered financial instruments with the exception of prepayments.				
	The carrying value of financial assets (in debtors) is:			<u>1,579</u>	<u>805</u>
9	Creditors: amounts falling due within one year				
	Trade creditors			399	276
	Taxation and social security			50	52
	* Other creditors			99	39
	Accruals and deferred income			40	49
				<u>588</u>	<u>416</u>
	All creditors are considered financial instruments with the exception of deferred income.				
	The carrying value of financial liabilities (in creditors) is:			<u>588</u>	<u>416</u>
	* Other creditors includes: in respect of pension scheme contributions			36	37

Notes to the Financial Statements  
for the year ended 31 December 2021

10 Operating leases	2021	2020
	£ 000	£ 000
Operating lease rental payments during the year:		
Land and buildings	120	124
Vehicles	11	11
	<u>131</u>	<u>135</u>

At 31 December 2021, the total future minimum lease payments under non-cancellable leases was as follows:

Period:	2021		2020	
	Land and buildings £ 000	Other £ 000	Land and buildings £ 000	Other £ 000
Within one year	96	18	102	13
Two to five years	358	15	365	18
Over five years	268	-	358	-
	<u>722</u>	<u>33</u>	<u>825</u>	<u>31</u>

11a Analysis of net assets between funds

Fund balances as at 31 December 2021 were represented by:

	Base Reserve £ 000	Designated funds £ 000	Total Unrestricted £ 000	Restricted funds £ 000	Total funds £ 000
Tangible fixed assets	-	83	83	-	83
Current assets	7,978	437	8,415	1,145	9,560
Current liabilities	(588)	-	(588)	-	(588)
Long term liabilities	-	-	-	-	-
	<u>7,390</u>	<u>520</u>	<u>7,910</u>	<u>1,145</u>	<u>9,055</u>

11b Fund balances as at 31 December 2020 were represented by:

	Base Reserve £ 000	Designated funds £ 000	Total Unrestricted £ 000	Restricted funds £ 000	Total funds £ 000
Tangible fixed assets	-	50	50	-	50
Current assets	7,240	673	7,913	319	8,232
Current liabilities	(416)	-	(416)	-	(416)
Long term liabilities	-	-	-	-	-
	<u>6,824</u>	<u>723</u>	<u>7,547</u>	<u>319</u>	<u>7,866</u>

**Notes to the Financial Statements**  
for the year ended 31 December 2021

12a Funds	As at 01.01.21 £ 000	Income £ 000	Expenditure £ 000	Transfers in £ 000	Transfers out £ 000	As at 31.12.21 £ 000	
Base Reserve	6,824	10,746	(10,104)	-	(76)	7,390	
Designated funds							
Fixed Asset Cost Fund	444	-	-	76	-	520	
Training Fund	279	-	(19)	-	(260)	-	
2019 Projects	-	-	-	-	-	-	
2020 Projects	-	-	-	-	-	-	
<i>sub-total</i>	<u>723</u>	<u>-</u>	<u>(19)</u>	<u>76</u>	<u>(260)</u>	<u>520</u>	
Total unrestricted income funds	<u>7,547</u>	<u>10,746</u>	<u>(10,123)</u>	<u>76</u>	<u>(336)</u>	<u>7,910</u>	
Restricted funds	note 13a	319	3,041	(2,475)	260	-	1,145
Total funds	<u><u>7,866</u></u>	<u><u>13,787</u></u>	<u><u>(12,598)</u></u>	<u><u>336</u></u>	<u><u>(336)</u></u>	<u><u>9,055</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. The fund level was reviewed by the Board in 2021 and a new target level of £3.8m was set. In 2022 the Board and SLT will seek to fund extra projects to reduce the balance to the target level.

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 2019 Projects Fund represented 2019 projects identified by the Board in 2018 requiring funding above the expected 2019 income revenues, now complete.

The 2020 Projects Fund represented 2020 projects identified by the Board in 2018 requiring funding above the expected 2020 income revenues, now complete.

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 and was merged with the Stuart King Memorial Fund which is also for training (note 13).

12b Funds	As at 01.01.20 £ 000	Income £ 000	Expenditure £ 000	Transfers in £ 000	Transfers out £ 000	As at 31.12.20 £ 000	
Base Reserve	6,038	9,909	(9,144)	50	(29)	6,824	
Designated funds							
Fixed Asset Cost Fund	415	-	-	29	-	444	
Training Fund	279	-	-	-	-	279	
2019 Projects	50	-	-	-	(50)	-	
2020 Projects	670	-	(670)	-	-	-	
<i>sub-total</i>	<u>1,414</u>	<u>-</u>	<u>(670)</u>	<u>29</u>	<u>(50)</u>	<u>723</u>	
Total unrestricted income funds	<u>7,452</u>	<u>9,909</u>	<u>(9,814)</u>	<u>79</u>	<u>(79)</u>	<u>7,547</u>	
Restricted funds	note 13b	27	2,742	(2,450)	-	-	319
Total funds	<u><u>7,479</u></u>	<u><u>12,651</u></u>	<u><u>(12,264)</u></u>	<u><u>79</u></u>	<u><u>(79)</u></u>	<u><u>7,866</u></u>	

Notes to the Financial Statements  
for the year ended 31 December 2021

## 13a 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.

Fund restriction:	As at 01.01.21 £ 000	Income £ 000	Expenditure £ 000	Transfers in £ 000	Transfers out £ 000	As at 31.12.21 £ 000
MAF International aircraft projects	-	500	-	-	-	500
MAF International South Sudan	-	168	(168)	-	-	-
MAF International non-aircraft projects	-	1,122	(1,122)	-	-	-
MAF International staff	-	95	(95)	-	-	-
	-	1,885	(1,385)	-	-	500
MAF Australia	-	81	(81)	-	-	-
MAF Canada	-	50	(50)	-	-	-
MAF Germany	-	-	-	-	-	-
MAF Netherlands	-	1	(1)	-	-	-
MAF New Zealand	-	2	(2)	-	-	-
MAF South Africa	-	12	(12)	-	-	-
MAF USA	-	42	(42)	-	-	-
	-	188	(188)	-	-	-
	-	2,073	(1,573)	-	-	500
Stuart King Memorial Fund	308	65	-	260	-	633
MAF UK International Staff	11	903	(902)	-	-	12
	319	3,041	(2,475)	260	-	1,145

## 13b

Fund restriction:	As at 01.01.20 £ 000	Income £ 000	Expenditure £ 000	Transfers in £ 000	Transfers out £ 000	As at 31.12.20 £ 000
MAF International aircraft projects	-	-	-	-	-	-
MAF International South Sudan	-	186	(186)	-	-	-
MAF International non-aircraft projects	-	1,045	(1,045)	-	-	-
MAF International staff	-	131	(131)	-	-	-
	-	1,362	(1,362)	-	-	-
MAF Australia	-	44	(44)	-	-	-
MAF Canada	-	51	(51)	-	-	-
MAF Germany	-	-	-	-	-	-
MAF Netherlands	-	18	(18)	-	-	-
MAF New Zealand	-	-	-	-	-	-
MAF South Africa	-	13	(13)	-	-	-
MAF USA	-	71	(71)	-	-	-
	-	197	(197)	-	-	-
	-	1,559	(1,559)	-	-	-
Stuart King Memorial Fund	-	308	-	-	-	308
MAF UK International Staff	27	875	(891)	-	-	11
	27	2,742	(2,450)	-	-	319