



EVANGELICAL MISSION ASSOCIATION

ALSO KNOWN AS GLOBAL CONNECTIONS

(A COMPANY LIMITED BY GUARANTEE)

**ANNUAL REPORT AND
FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED
31 DECEMBER 2023**

EVANGELICAL MISSION ASSOCIATION
Report of the Trustees for the Period Ended 31 December 2023

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1. Report of The Trustees

The trustees have pleasure in presenting their report and accounts for the year ended 31 December 2023.

1.1 Reference and Administrative Details

Legal Registration

The Evangelical Mission Association (EMA) is an incorporated charity limited by guarantee, not having share capital. It is registered in England and Wales with company number 3886596 and as a charity with charity number 1081966. It operates under the trading name of Global Connections (GC). The charity also uses Global Connections Jobs & Mission (GC J&M) as a trading name for its vocational activities (this replaces Christian Vocations) and has a sub-network in Northern Ireland called the Mission Action Partnership (MAP).

Board of Trustees (also Company Directors)

The following individuals have served as trustees during the year and to the date of this report:

Mr Alan Tower	Mrs Louisa Evans
Dr Peter Rowan (resigned May 2023)	Mr Chris Ducker
Mr Fola Oyeleye	Mr Dan Challis (resigned December 2023)
Mrs Anu Ola	Mr James Vaughton (resigned May 2023)
Trustee XX – Trustee with Dispensation	Mrs Caroline Millar (resigned June 2023)
Mrs Cindy Crossley (co-opted Mar 2024)	Mr Mark Pickett (co-opted Mar 2024)
Ms Abi Willetts (co-opted Mar 2024)	Mrs Natasha Rayan (co-opted Mar 2024)
Ms Caroline Maxwell (co-opted Mar 2024)	

Council

The following individuals, together with the trustees, served as Council members during 2023:

Abi Willetts	Evan Winter	Mark Pickett
Brian Wakelin	Gary Sloan	Michael Prest
Cindy Crossley	Girma Bishaw	Natasha Rayan
Claire Franks	Gordon Darragh	Paul Cooke
Connie Yu	Gordon Scoble	Peter Brierley
Dan Yarnell	Henry Lu	Peter Oyugi
David Baldwin	Iván Neira	Ray Porter
David Cook	James Poole	Robert Scott
David King	John McLernon	Roger Purdom
Deborah Agnes	Lesley Cheesman	Siew H Ong
Edward Issitt	Mark Handley	Tony Uddin

Company Secretary during 2023

Mr Andy Law

Officers

Honorary President: Rev Stanley Davies (to 29 March 2024)

Chairman of Board: Mr Alan Tower

Key Management Personnel

Dr Harvey Kwiyani (Chief Executive Officer – in post until 31 October 2023)

Dr Chris Wigram (Interim Chief Executive Officer – in post from 20 November 2023)

Mr Andy Law (Chief Operating Officer)

Registered Office

Caswell Road, Leamington Spa, CV31 1QD

Correspondence Address

Caswell Road, Leamington Spa, CV31 1QD

Independent Examiner

Paul Holland (FCMA), Bumble Cottage, Bailrigg Lane, Lancaster, LA1 4XP

Bankers

1. Santander, Bridle Road, BOOTLE G1R 0AA
2. Barclays Bank plc, 29 Borough High Street, LONDON SE1 1LY
3. Kingdom Bank, Media House, Padge Road, Beeston, NOTTINGHAM, NG9 2RS

1.2 Structure, Governance & Management**1.2.1 Constitution of the Charity and Status**

The Evangelical Mission Association (EMA) is an incorporated charity limited by guarantee, not having share capital. It is registered in England and Wales with company number 3886596 and as a charity with charity number 1081966. The company is governed by revised Articles of Association which were adopted on 30th November 2011. It operates under the trading name of Global Connections (GC). It is referred to by this name throughout the report. The charity also uses Global Connections Jobs & Mission (GC J&M) as a trading name for its vocational activities and the Northern Ireland Office is called Mission Action Partnership (MAP). Following a rebranding exercise that coincided with the launch of the new GC website, GC J&M replaces Christian Vocations. The Directors of the company are the trustees for the purposes of the Charities Act. The charity is registered with HMRC, reference XN77672.

The voting membership of the charity is its Council with elections taking place at company meetings following a nomination process agreed by the Council. The Council is representative of the network with the proportions agreed by the Council. The network has a number of non-voting categories which includes network members, network associates and individual associates. The basis for the different categories of the network is set out in the Articles of Association. The Council which served during 2023 is listed on page 1. The term of office is three years, and each Council member is eligible to serve for three terms. The Council's role is to approve the overall vision, mission and values for the network and debate significant policy and missiological issues. The Council elects the Board of Trustees in accordance with the Articles of Association. The Council met three times during 2023 – two regular meetings, and once for the Annual General Meeting.

It is with sadness that the trustees recognise the death of the charity's honorary president, Reverend Stanley Davies in March 2024. Stanley made a tremendous contribution to the Evangelical Mission Alliance (then Association), and was instrumental in creating a firm foundation for his successors to build on. All of us connected with the Evangelical Mission Association send our condolences to Stanley's family, and pray for God's close presence in their grief.

1.2.2 The Board

The Board of Trustees, who held office during 2023, are listed on page 1. The year started with 10 trustees, which reduced to seven by the end of the year following three resignations. All three resignations came before the end of the individual's third full term, and were recognised by the Council during the AGM in October 2023. All trustees have received the

Charity Commission's publications 'The Essential Trustee', 'Charities and Fund-raising' and 'Risk Framework'. The term of office is three years, and each trustee is eligible to serve for three terms.

None of the trustees had any financial interest in any transaction or arrangement with the Charity (other than as a trustee for the charity or as a donor to the charity or as a staff member of a network member) during the period covered by this report. No trustee receives any form of remuneration, other than the reimbursement of expenses. Any such expenses are listed in the notes to the Financial Statements.

1.2.3 Board meetings and organisation of the charity

The operations of the charity are conducted in accordance with the Articles of Association. All the trustees are active in the running of the charity and there is a clear set of roles and responsibilities for trustees and staff. The trustees met four times during the year, with ad hoc meetings when required, as well as participating in Council meetings and other network events. The Board are supported by an advisory committee on finance and governance; this Finance & Governance Committee (F&GC) supports the trustees and senior management with financial planning and oversight, risk identification and management, pension scheme oversight and policy reviews. In the latter half of the year, the trustees also invested additional time into the recruitment of a new CEO following the resignation of Dr Harvey Kwiyani. The recruitment process was ultimately unsuccessful, and will be recommenced in 2024.

The trustees approve and monitor the charity's strategic objectives and retain oversight on the allocation of funding for activities, which are approved within the limits of its financial resources. Legal advice is sought when necessary.

A register of trustees' interests is held to ensure that there are no conflicts of interest. This is updated annually. Related party issues are fully declared in the financial statements. The trustees abide by a clear conflict of interests policy which states that any trustee with a potential conflict of interest is asked to leave the room and takes no part in the debate or decision. The trustees have reviewed and state that there is no Person of Significant Control.

1.2.4 Risk Management

Risks to the continued operation of the charity are monitored and formally reviewed by the trustees at their meetings. This process seeks to identify all risks to which the charity is exposed, especially seeking to identify all the major risks to ensure that all appropriate mitigations are in place. The most prominent risks currently being managed by the charity relate to the potential impact of changes to the GC Pension Scheme, competition from other Christian jobs advertisers, and the likely consequences resulting from non-compliance with charity law and regulations. The trustees are satisfied that adequate mitigations and contingency plans, appropriate to an organisation of its size, are in place to reduce the consequences of such risks. The charity maintains a register of the principal identified risks and this is maintained as a working document. Internal risks are minimised by the implementation of control procedures. External risks are minimised by regular monitoring of the external environment covering charity regulation and world mission issues.

1.3 Our Aims, Objectives and Activities

Our Purpose

Our charity's purpose is to maintain, advance and promote the Christian faith throughout the world by such means as the trustees shall think fit. As a membership network, Global Connections has always sought to do this through strengthening and improving the practice

of the network members and the UK church in relation to world mission activities, and by the provision of resources that bring benefit and help support their missional activities.

Our Aims and Objectives

Although our aims and objectives will remain generally consistent from one year to the next, the means by which these are achieved (i.e., our activities) are reviewed each year. This review process considers what has been achieved in the last 12 months, what benefits have been realised for our members and what lessons can be learned. The review process also helps us ensure our aim, objectives and activities remained focused on our stated purposes.

The focus of our work and activities

The focus of our work continues to be the growth and development of a network of agencies, churches and individuals dedicated to growing God's Kingdom through mission. Following a review of our strategy during 2022, the charity's strapline and supporting statement remain: Strapline: *Together for the future of mission*

Supporting Statement: '**Connecting and equipping the UK church and mission community in a changing world.**

The charity's key objectives are:

1. **Connect** — help the network build and strengthen relationships and develop collaborative partnerships across organisations, nationalities, and mission fields for the sake of prayer, mutual learning, and sharing of resources.
2. **Inspire** — inspire, encourage, and motivate followers of Christ in the UK to participate in God's mission through relevant Christian ministry and service, both locally and globally.
3. **Explore** — engage with the network in critical, reflective and fruitful conversations about the future of mission, in the context of world Christianity, and the role of the UK mission community in it.
4. **Equip** — prepare and equip members for both local and global mission through the sharing of experience, best practice, and helpful resources.

The trustees believe that these keywords clarify the charity's objectives and do not represent any fundamental change to the purpose or work of Global Connections, Global Connections Jobs & Mission, or MAP.

As in previous years, we remain mindful of the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In accordance with this guidance, the trustees considered how planned activities will contribute to the agreed aims and objectives.

Who are our charity's beneficiaries?

As a network organisation, the trustees consider that the main beneficiaries are organisations and churches involved in mission activities (cross-culturally in the UK and around the world).

The charity aims to deliver events and resources to the network members and more widely, that will assist them in their mission of spreading and demonstrating the Christian message. Non-network members can attend events and use resources where available. The trustees consider that the public is well served by strengthening and improving the practice of its members and the UK church in relation to mission activities in the UK and overseas, and by the provision of high-quality resources that bring wider public benefit.

1.4 Summary of Main Activities and Performance by Strategic Objective in 2023

The following points will look at specific work carried out against each of the organisational objectives in each strategy area, and will highlight their impact on the network of mission organisations that we represent.

1.4.1 CONNECT – *help the network build and strengthen relationships and develop collaborative partnerships across organisations, nationalities, and mission fields for the sake of prayer, mutual learning, and sharing of resources.*

As a network of member organisations, Global Connections strives to facilitate individuals, agencies, churches and network associates to connect with one another, to share experiences and learning, and offer mutual support. Global Connections and MAP have continued to facilitate these connections in the following ways:

- a) **Forums and Events** – Over the course of 2023, Global Connections and MAP delivered a total of 27 events. We continue to recognise the tremendous benefit of bringing people together in a shared physical space, but also see the value in offering a range of online events and gatherings. For many, these online offerings represent greater value given the reduced impact on time and financial resources, while still providing members with the opportunity to connect with others in the network.

The GC staff team greatly value the support of the forum core and steering group members, who provide a greater breadth of input from within the membership. This arrangement continues to ensure that a range of voices can be heard, and perspectives considered in developing plans for learning and engagement throughout the year.

- b) **MAP meetings & connection** – Members are MAP are invited to join our quarterly **Big MAP Meetings** for times of fellowship and prayer, resourcing and training. **The Student Engagement Team** links with CU committees across NI throughout the year to support mission interest and initiatives at home and overseas. **The Intercultural Action Team** focuses on building relationships with Christians of different cultural backgrounds involved in mission in NI as well as reaching out to those arriving on our shores. MAP members get priority access to 75% of the stands in **the Mission Hub at New Horizon**, which is overseen by the MAP Coordinator.
- c) **Kachere Fellowship gatherings** - Under the leadership of Dr Harvey Kwiyani (CEO), between 10 and 20 CEOs, national directors and executive leaders of mission and other parachurch organisations met together in a monthly Kachere Fellowship gathering. The purpose of these virtual gatherings is to create a space for fellowship, mutual support, and group-think among such leaders.
- d) **Forum ‘Coffee Breaks’** - In recognition of the need for people to meet less formally, the CEO, Finance & Governance, and Short-Term Mission forums all offered opportunities throughout the year to meet in less formal virtual settings which we call ‘coffee breaks’. The aim of these sessions was to provide those attending with the opportunity to talk with others working in similar roles, share experience and learning, and offer support for mutual benefit. Feedback from these sessions has been overwhelmingly positive.
- e) **Network Prayer gatherings** – we consider prayer to be a vital part of our collective mission. In an attempt to bring members of the network together for short times of collective prayer, the GC staff team hosted weekly prayer meetings of 30 minutes every Wednesday. Unfortunately, participation rates were very low, and after a review, the format and schedule has been revised for 2024 (i.e. to monthly gatherings that focus on prayer for members of the network).

- f) **Networking Hub** - Virtual connection via the Networking Hub has continued to grow, albeit slowly. We believe that there is still significant potential value to the forum and chat functions on the networking hub, but overall engagement has been lower than hoped. While we remain convinced that there is intrinsic value in the having the ability to facilitate members to connect digitally, consideration will be given in 2024 as to whether this platform continues to serve a valuable purpose.

1.4.2 *INSPIRE – inspire, encourage, and motivate followers of Christ in the UK to participate in God's mission through relevant Christian ministry and service, both locally and globally.*

Global Connections Jobs & Mission (GC J&M) is a ministry of Global Connections.

A few of the key achievements for GC J&M in 2023 were:

- a) **Advertising jobs in the UK** - during 2023, GC J&M advertised 461 UK job vacancies (including UK voluntary opportunities) posted by a variety of Christian organisations (members and non-members) through the GC website. Global Connections remains committed to this service as a valuable channel to help advertisers connect with Christians who are looking for opportunities to serve God in the UK.
- b) **Mission opportunity listings** – over the course of 2023 we supported the Christian church and broader mission community in sharing 110 short and longer-term mission opportunities in the UK and internationally. We see this as an important service to help connect mission ‘senders’ in the UK with Christians looking for opportunities to serve God wherever He may lead them.
- c) **Advertising related income** – the UK jobs market and mission scene has been subject to numerous fluctuations, and a degree of uncertainty since the first Covid lockdown in 2020. Having started the year positively, with higher-than-expected performance in the first two quarters of the year, the market slowed in the second half of quarter three and into quarter four. This also coincided with our rebrand and website launch which initially lowered our figures. Despite this, we achieved a total income of £65.6k in 2023 (relating to all advertisement types). This represents a reduction of £14.7k on 2022 (down from £80.3k). While it was disappointing not to achieve the same level of income, we believe this was largely due to circumstances beyond our control. We are also very pleased to end the year with a much better service delivered by our new website.
- d) **Engagement through our website** - the monthly average for webpage views of the UK jobs section for 2023 was 26.5k (318k views for the year.) This represents an increase of approximately 18% on 2022. It is encouraging to see this increase, but the expectation is for this figure to decrease in 2024 as the new website is more effective at filtering out artificial accounts (and ‘bots’) that have artificially inflated reported figures in the past.
- e) **Social media** - there has been a slight increase in followers on ‘X’, formerly Twitter (from 2098 in 2022 to 2160 in 2023) and Instagram (from 1337 in 2022 to 1533 in 2023), a 41% increase in LinkedIn followers (from 622 to 1047) and an increase in Facebook followers (from 1729 at the end of 2022 to 2035 at the end of 2023). GC J&M has continued to maintain a constant and regular presence on all channels, and we have taken steps to further target our content to the most relevant audience.
- f) **Sign-ups for job alert emails** – creation of the new website provided the opportunity to thoroughly cleanse much of the data held on the old site. As a result, we now have 125

validated sign-ups for job alerts, and we expect this figure to continue increasing in 2024.

- g) **Engagement with Jobseekers and Recruiters** - GC J&M staff continue to support key stakeholders via two quarterly e-newsletters. *Recruitment Matters* provides resources, advice and guidance for those recruiting in the UK Christian church and charity sector, and is sent to those who advertise jobs with us. *Jobseekers Matter* provides resources, advice and guidance for those looking for jobs in the UK Christian and charity sector and is sent to individuals who have signed up for job alert emails. Each aims to bring both practical and spiritual help as well as pointing to events and resources provided by Global Connections.

1.4.3 EQUIP – *prepare and equip members for both local and global mission through the sharing of experience, best practice, and helpful resources.*

The staff team have continued to focus on signposting members to a range of valuable resources at source. This ensures that members get important information from the source, without interpretation or missing context. We are confident that this continues to be the most appropriate model to equip our members.

In addition to this signposting approach, Global connections and MAP continued to equip members with a range of important resources including:

- a) **Discounted and bespoke insurance** - travel and medical insurance schemes from Banner and Talent Trust. We continue to work with these, and other agencies, to support members of the network to comply with the relevant standards and access quality insurance products.
- b) **UK Pension Scheme and International Savings Plan** - The provision of these two schemes for the network continues to be a key resource for members of the network. The auto enrolment (AE) compliant group pension scheme operated by Scottish Widows and an international savings plan for people working outside the UK, operated by Zurich International, continue to provide value and benefit to those engaged. Despite inflationary pressures on the wider UK economy, both schemes continue to perform above the industry benchmarks-
- c) **Specialist updates** – with the support of specialists in their field, we were able to host updates on employment law (March '23), Financial Investments (May '23) engagement with AI (October '23) to ensure that members were equipped with relevant appropriate information and resources to remain compliant and operate effectively.
- d) **Issue specific resources** – in addition to the range of resources already available on the GC website, 2023 saw the addition of:
 - i Member Care Guidelines (a member only resource)
 - ii Guidance on the use of Non-disclosure agreements (NDAs)
 - iii 'Flightmode' – a resource for youth groups developed by members of MAP
 - iv Short-Term Mission Commitment to Best Practice

The staff team are especially grateful to all those who helped develop the resources available on the GC website.

- e) **Forum ‘Coffee Breaks’** – equipping is very often accompanied by the provision of practical resources, skills or knowledge, and this is central to the forum coffee breaks. By bringing together members of the network for area / topic specific discussions, it has been possible to offer opportunities for mutual learning and equipping on topics such as travel visas, making international fund transfers, charity compliance, finance processes and more in five such events throughout the year. It has been encouraging to see and hear about the practical help and development resulting from these sessions.

1.4.4 EXPLORE – *engage with the network in critical, reflective and fruitful conversations about the future of mission, in the context of world Christianity, and the role of the UK mission community in it.*

- a) **Future of Mission events** - Under the guidance of Dr Harvey Kwiyani, CEO, a key focus of Global Connections’ activity in 2023 continued to be the exploration of the racism and colonialism in the context of mission. A central component of this work was a series of four Future of Mission events at which delegates heard from a leading voices within the sector, encouraging and challenging us to address past mistakes, and / or consider how things might be different in the future.
- b) **Passion for Mission** – graciously hosted by London City Mission, this event in May brought together over 70 leaders from the UK mission community to explore the possible future for God’s mission in the 21st century. Keynote speakers, Dr Kirsteen Kim and Dr Sanjee Perera, were joined by representatives by OMF, Wycliffe Bible Translators and the UK diaspora church, to encourage delegates explore where God might be leading us.
- c) **The future of Short-Term Mission** – in May, nearly 40 people gathered at Christian Medical Fellowship in London to consider the question ‘What Next for STM?’. During this full-day event, delegates explored the benefits and challenges to current practice, and considered how things might need to develop in the future given the changing global context of mission. Opinions were varied, and it raised some very important questions that we will need to wrestle with in the months and years ahead.

Through all such conversations, Global Connections looks to facilitate dialogue around the key issues impacting the outworking of mission in, to and from the UK. The intention is not to instruct members on what alternative models should be adopted, but to explore together whether change is required to redress the balance of perceived power and resource.

1.5 Summary of Achievements and Performance against Operational Plans in 2023

The trustees are committed to improving the charity’s practice and ensuring that it delivers public benefit by supporting the activities of the members of the network. The strategy sets out clear indicators for monitoring how activities impact the stated aims, and this is evaluated by management and reported at each Board meeting.

The principal achievements in 2023 centred on the Charity’s focus on the future of mission, tackling the issues of racism and colonialism in mission, and continuing to support members of the network as they started to consider future implications for their own operational models.

In the interest of continuation and consistency, this section of the report will focus on how the charity performed against the plans and future activities set out in the 2022 Annual Trustees Report. These were:

- a. **Continue to develop the “The Future of Mission” programme and develop a “Passion for Mission” podcast to provide thought leadership on issues related to mission in the UK and around the world** – as previously mentioned, we ran four future of mission events during 2023, all of which were considered helpful additions to the programme.
- b. **Continue to lead the network in interrogating the colonial legacy of mission through the Passion for Mission conference and encourage non-Western Christians in the UK to also engage in mission** – through the future of mission events and a range of discussions and engagements outside of these, Dr Harvey Kwiyani continued to encourage the network (and beyond) to consider its response to the colonial history of mission from the UK.
- c. **Develop the role and impact of the Intercultural Engagement Coordinator, to develop and strengthen relationships with diaspora Christian communities around the country** – over the course of 2023, the Intercultural Engagement Coordinator continued to build relationships with those in the network working in the same field. Their primary focus, however, was on connecting with individuals from diaspora Christian communities in the UK; developing a deeper appreciation for the issues they are facing, and considering how the Global Connections network might respond.
- d. **Finalise development of the new website for Global Connections and MAP** – following a slightly longer than expected period of development, the new GC and MAP website launched in September 2023. The site represents a big step forward on the old website in terms of functionality and accessibility, with the processes of applying for membership, posting jobs and locating resources all being significantly improved. Launching the new site also provided the perfect opportunity to update and simplify some of the job posting options. A review of the pricing structure for listing job and mission opportunities now means that advertising through GC Jobs and Mission represents better value for recruiters.
- e. **Review the range and type of events made available to members, to best meet their needs and preferences. This will include the possibility of expanding the number of short, free, virtual catch-up / coffee break style events specific to each of the forums** – forum related events remain central to the Charity’s annual events programme, and thanks to the core group members of each forum, we were able to deliver a range of events throughout the year designed to meet the needs of members. In keeping with our aim, the number of ‘coffee break’ events increased as they were incorporated into the programme of events for the Short-Term Mission and International HR forums. While the precise nature of these events may vary slightly, members have expressed their appreciation for this type of gathering.
- f. **Raising awareness of members to the range of material benefits, such as discounted insurance, group pension scheme, discounted job advertising etc** – the new website has made it easier and clearer for users to understand the benefits of membership. Additionally, the Charity has used regular communications with members to keep them updated on developments in relation to the UK pension scheme and their ability to access bespoke, discounted insurance. In response to feedback from recruiters, the decision was taken to create advertising packages for UK jobs, volunteer positions and mission opportunity listings. These will be fully rolled out in 2024 and will offer members and non-member recruiters some significant savings.

- g. **Continue to develop and expand use of the Networking Hub as a virtual community centre where members of the network can gather to engage one another** – progress in this area has been hampered by issues with the software and a generally low level of engagement (possibly resulting from the user's general experience on the platform). Enabling members of the network to connect and share knowledge and experience remains a core part of what GC and MAP do, but it remains to be seen whether the Networking Hub will be a useful tool in this respect.
- h. **Complete the review of MAP's (Mission Action Partnership) strategy and continue to facilitate improved connection between the MAP and GC networks** – discussions to review and update the MAP strategy have taken place, but unresolved questions regarding the overarching GC strategy, hampered the MAP Executive in being able to progress and complete this particular objective. Work will continue in this regard during 2024. Despite this delay, the MAP staff have done excellent work in providing MAP members with opportunities to engage and collaborate through BigMAP meetings and action groups. Online events continue to provide greater opportunities for GC and MAP members to connect more than in previous years; the 'coffee break' events have proven particularly helpful in this regard.
- i. **Develop and deliver an updated model to replace the Short-Term Mission Code of Best Practice** – following a significant investment of time and energy by the staff team and Short-Term Mission (STM) forum core group, the STM Commitment to Best Practice was launched during 2023. We believe this represents a helpful development on the previous Code of Best Practice, being less time consuming for members to create and submit their applications, and less onerous for core group members to assess.
- j. **Maintain appropriate systems to ensure and record that all Trustees are aware of and compliant with the HMRC guidance on Disqualification Rules for Charity Trustees and HM Revenues guidance on Fit & Proper persons** – the trustees are satisfied that appropriate processes are in place to ensure that all new and existing trustees remain compliant with relevant HMRC guidance and regulations. However, to further enhance the process, a dedicated Fit and Proper Person self-declaration form will be developed and incorporated into the trustee recruitment process.

1.6 Financial Review

1.6.1 Financial Results

While income against the three key income streams was less than in 2022, a specific legacy donation of £147,292 bolstered unrestricted income in 2023, resulting in an end of year surplus across all funds of £138,912. Income from jobs advertising through Global Connections Jobs & Mission (previously known as Christian Vocations) decreased from £80,272 in 2022 to £65,835 in 2023. This was largely due to the volatility in the job market. Events related income decreased from £15,221 in 2022 to £14,121 in 2023, and membership contributions decreased slightly from £162,584 in 2022 to £161,385 in 2023.

Although total income from the charity's key activities decreased in 2023, when compared to 2022, this reduction was less than expected and exceeded the budgeted income by £8,218.

Total expenditure decreased by 3.8% from £287,594 in 2022 to £276,762 in 2023. This decrease was largely due to a reduction of £20,841 in expenditure on Promotions and Resources whilst payroll costs increased by £6,905 despite vacancies within the staff team during the last quarter of the year.

The unexpected income from the legacy donation combined with the reduction in budgeted expenditure resulted in a year end surplus of £138,912. It is acknowledged that the end of year result would have been a deficit of £8,370 without the legacy donation, but this would still have represented an overperformance against a budgeted deficit for 2023 of £32,137.

The Trustees continue to express their dependence on God, and gratitude for His provision of sufficient funding; the legacy donation was a particular blessing. The executive leadership and trustees plan to use this money to engage in projects and programmes of work, to the benefit of the wider network and mission community, that would not have otherwise been possible. This will include a comprehensive survey of the network members.

Restricted funds activity continues to centre on various mission promotion events organised by the cooperation of member agencies in the GC network and facilitated financially by the GC staff team.

1.6.2 Free Reserves Policy

Free reserves are those unrestricted funds not invested in fixed assets nor designated for specific purposes or otherwise committed. This reserve is a means of protecting the organisation against uncertainty over future income or potential emergency expenditure.

The current Board policy is to hold an upper free reserve limit at or above 2.5 months' expenditure, plus an amount to cover the cost of closure, the total of which currently equates to £85,328. This is referred to as the 'Early Warning' Reserve limit. This signifies the point at which the Board must consider the steps to be taken to prevent further depletion of the reserves, and covers the charity's minimum contractual liabilities and standard operating costs, whilst providing a buffer for unexpected expenditure or loss of income. In addition to this, it is the Board's policy to recognise the lower 'Absolute Free Reserve Limit' which signifies the point at which a decision to continue trading must be taken.

The actual free reserves are £362,629 - which is the equivalent of just over 14 months expenditure - have been significantly boosted by this year's legacies. While the intention will be to focus the spending of legacy donations in furtherance of the charitable objectives, it is recognised that they will provide additional financial stability over the next two years of planned budget deficits. The executive leadership and trustees will continue to consider how the legacy fund may be used to maximise its benefit.

1.6.3 Going concern

The Trustees regularly review the medium-term financial projections for the charitable company, and recognise the need to closely monitor and respond to budgetary fluctuations as and when required. Although it is recognised that there continue to be some risks that are beyond the charity's control, it is the Board's view that appropriate mitigations are in place and will be monitored on a quarterly basis, or more frequently if appropriate. Although the Trustees have approved a deficit budget of £48,240 for 2024, it is noted that this is largely the result of a cautious approach to budget setting. There continues to be a degree of uncertainty regarding the financial security within the sector, which could ultimately result in a further reduction in the number of members in the network. When combined with known higher operational costs associated with having a full staff team and other general uplifts impacted by inflation, it remains the view of the trustees that the charity is unlikely to deliver a surplus in the next two years.

Despite this, the charity does not forecast passing below its absolute free reserves limit of £39,865 for at least 12 months from the date of this report. Consequently, the trustees are satisfied that the company is in adequate financial health and the going concern basis is appropriate for their accounting.

1.6.4 Investment Policy

The Board's policy is to retain surplus liquid funds in interest bearing accounts, generally up to £85,000 per banking institution, currently using the Santander Deposit Fund and Kingdom Bank. Having received such a significant legacy donation during the year, the trustees took the decision to deposit this money in a COIF Charities Deposit Fund managed by CCLA, rather than holding it as a cash deposit in the bank.

1.7 Future Plans and Activities

In consultation with the Board of Trustees, the staff and executive management team will focus their energy and time during 2024 on the following objectives:

- a. Complete the recruitment process for the new Chief Executive Officer – this commenced in March 2024
- b. Review and clarify the vision and strategic direction of Global Connections
- c. Complete the review of MAP's (Mission Action Partnership) strategy and continue to facilitate improved connection between the MAP and GC networks.
- d. Continue to deliver a series of events under the "The Future of Mission" banner to facilitate further discussion on issues to be addressed and the practical steps required to implement change.
- e. Establish greater focus on intercultural engagement within the network, and reaching out into Diaspora Christian communities around the country. We aim to take practical steps to build and maintain strong relationships that will help deliver positive change.
- f. Conduct a comprehensive survey of the GC and MAP members to establish the challenges being faced within the network, how the members would like to see GC respond, and to evaluate the existing range of member benefits.
- g. Review the range and type of events run for the network, to best meet its needs and preferences.
- h. Review and revise the type and frequency of communications sent to members and those signed up to receive e-newsletters, to ensure GC and MAP are sharing relevant information in the most appropriate format.
- i. Maintain appropriate systems to ensure and record that all Trustees are aware of and compliant with the HMRC guidance on Disqualification Rules for Charity Trustees and HM Revenues guidance on Fit & Proper persons.

1.8 Responsibilities of The Trustees

The trustees (who are also the directors for the purposes of Company Law) are responsible for preparing the trustees' report and the financial statements in accordance with general applicable law and United Kingdom Accounting Standards (United Kingdom General Accepted Accounting Practice).

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

- a) select suitable accounting policies and then apply them consistently;
- b) observe the methods and principles in the Charities SORP;
- c) make judgments and estimates that are reasonable and prudent;
- d) state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- e) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

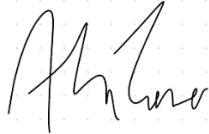
In so far as the trustees are aware:

- there is no relevant information of which the charitable company's independent examiner is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant information and to establish that the independent examiner is aware of that information.

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies. No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006. The directors acknowledge their responsibility for complying with the requirement of the Act with respect to accounting records and for the preparation of accounts. These accounts have been prepared in accordance with the micro-entity provisions.

The Trustees' Report was approved by the Trustees on 22 May 2024 and signed on their behalf by:

Mr Alan Tower (Chair):



Date: 22/05/24

2. Independent Examiner's Report to The Evangelical Mission Association ("Global Connections")

I report on the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2023.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

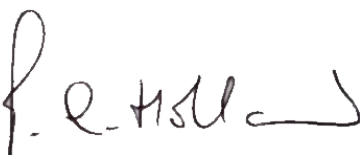
Independent examiner's statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of Chartered Institute of Management Accountants, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed: 

Name: Paul Holland, FCMA
Fellow of Chartered Institute of Management Accountants

Address: Bumble Cottage, Bailrigg Lane, Lancaster, LA1 4XP
Date: 1st June 2024

3. Financial Statements

3.1. Statement of Financial Activities (Including Income & Expenditure Account) – Year Ending 31 December 2023

	<i>Note</i>	<i>Unrestricted Funds £</i>	<i>Restricted Funds £</i>	<i>2023 Total £</i>	<i>2022 Total £</i>
Income from:					
Donations and legacies	3	166,538	135	166,673	30,095
Charitable activities	4	245,393	560	245,953	267,568
Investments	5	3,047	-	3,047	511
Total income		414,978	695	415,673	298,174
Expenditure on:					
Raising funds		6,195	-	6,195	6,030
Charitable activities		264,868	5,698	270,566	281,564
Total expenditure	6	271,063	5,698	276,761	287,594
Net income/(expenditure)	7	143,915	-5,003	138,912	10,580
Transfers between funds		-	-	-	-
Net movement in funds		143,915	-5,003	138,912	10,580
Reconciliation of funds:					
Total funds brought forward		218,714	11,981	230,695	220,115
Total funds carried forward		362,629	6,978	369,607	230,695

The Statement of Financial Activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

Full comparative figures for 2022 are show in Note 2.


The notes on pages 19 to 28 form part of these financial statements.

3.2. Balance Sheet (As At 31 December 2023)

	<i>Note</i>	<i>Unrestricted Funds £</i>	<i>Restricted Funds £</i>	<i>2023 Total £</i>	<i>2022 Total £</i>
FIXED ASSETS					
Tangible assets	10	-	-	-	-
CURRENT ASSETS					
Debtors	11	5,508	-	5,508	12,079
Cash at bank and in hand		364,064	6,978	371,042	229,552
		369,572	6,978	376,550	241,631
Creditors:					
Amounts falling due within one year	12	6,943	-	6,943	-10,936
NET CURRENT ASSETS		362,629	6,978	369,607	230,695
TOTAL ASSETS LESS CURRENT LIABILITIES		362,629	6,978	369,607	230,695
Represented by:					
UNRESTRICTED FUNDS	15				
General funds				215,337	218,714
Designated funds				147,292	-
				362,629	218,714
RESTRICTED FUNDS	16			6,978	11,981
TOTAL FUNDS				369,607	230,695

The notes on pages 19 to 28 form part of these financial statements.

Approved by the Board on 22 May 2024 and signed on their behalf by:

Mr Alan Tower (Chair): 

Company limited by guarantee, Number 3886596

3.3. Notes To The Financial Statements For The Year Ending 31 December 2023

1 ACCOUNTING POLICIES

The financial statements have been prepared under the Companies Act 2006 and in accordance with the Charities Statement of Recommended Practice (Charities SORP (FRS 102)), Financial Reporting standard 102 (FRS102) and the Charities Act 2011. The particular accounting policies adopted are described below.

(a) Accounting convention

The financial statements have been prepared under the historical cost convention. The charity meets the definition of a public benefit entity under FRS 102.

(b) Depreciation

Depreciation is provided on tangible assets to write off their cost over their estimated useful lives at rates of 20% (furniture and equipment) and 33.3% (computers) on the straight line method, on a quarterly basis. Capitalisation threshold is £1,000 per separable item including irrecoverable VAT.

(c) Leasing

Costs in respect of operating leases are charged as lease payments are due.

(d) Stocks

Stock is included at the lower of cost or net realisable value.

(e) Fund accounting

Funds held by the charity are classified as one of:

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

Designated funds – These are funds set aside by the trustees out of unrestricted general funds for specific purposes or projects.

Restricted funds – These are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

(f) Pension costs

Pension costs are charged in the period in which they are payable to the scheme.

(g) Irrecoverable VAT

Irrecoverable VAT is included in the cost of the expense to which it relates.

(h) Income

All income is accounted for on a receivable basis. Income received for an event to take place in a future accounting period, whether fees or donations, is deferred to that accounting period and is held at the yearend as a liability.

(i) Legacies

Legacy income is accounted for when receivable. Legacies are regarded as receivable when the charity is notified of its legal entitlement; the amount due is quantifiable; and its ultimate receipt by the charity is probable.

(j) Donated services and facilities

Donated services and facilities are recognised as income and expenditure of the charity. Seconded staff time is valued at the cost of that time to the seconding agency. Donated

meeting facilities are valued at the normal charge made for those facilities.

(k) **Expenditure**

Liabilities to pay expenses are accounted for when payable. Expenditure is accounted for on an accruals basis. Where categories of expenditure relate to more than one expenditure heading in the SOFA, these are allocated between headings on the basis of an estimate of staff time spent thereon.

(l) **Cost of Generating Funds**

This comprises 2.5% of all expenditure relating to staff, outside contractors, Office, property and Admin and reflects the proportion of these activities devoted to raising funds for the charity.

(m) **Cost of activities in furtherance of the charity's objects**

This comprises all expenditure directly related to the objects of the charity.

(n) **Governance costs**

This comprises expenditure relating to compliance with constitutional and statutory requirements and other costs, which cannot be treated as cost of activities in furtherance of the charity's objects. This comprises 3% of all expenditure relating to staff, outside contractors, Office, property and Admin and reflects the proportion of these activities devoted to governance, plus specific costs of the Independent Examiner and trustee expenses and meetings.

(o) **Taxation**

The company is a registered charity and is exempt from taxation on its charitable activities.

2 **STATEMENT OF FINANCIAL ACTIVITIES - COMPARATIVE FIGURES FOR 2022**

	<i>Note</i>	<i>Unrestricted Funds</i> £	<i>Restricted Funds</i> £	<i>2022 Total</i> £
Income from:				
Donations and legacies	3	29,202	893	30,095
Charitable activities	4	267,368	200	267,568
Investments	5	511	-	511
Total income		297,081	1,093	298,174
Expenditure on:				
Raising funds		6,030	-	6,030
Charitable activities		280,406	1,158	281,564
Total expenditure	6	286,436	1,158	287,594
Net income/(expenditure)	7	10,645	-65	10,580
Transfers between funds		-	-	-
Net movement in funds		10,645	-65	10,580
Reconciliation of funds:				
Total funds brought forward		208,069	12,046	220,115
Total funds carried forward		218,714	11,981	230,695

Balance Sheet comparative figures for 2022:

	<i>Note</i>	<i>Unrestricted Funds £</i>	<i>Restricted Funds £</i>	<i>2022 Total £</i>
FIXED ASSETS				
Tangible assets	10	-	-	-
CURRENT ASSETS				
Debtors	11	12,079		12,079
Cash at bank and in hand		217,571	11,981	229,552
		<u>229,650</u>	<u>11,981</u>	<u>241,631</u>
Creditors:				
Amounts falling due within one year	12	-10,936	-	-10,936
NET CURRENT ASSETS		<u>218,714</u>	<u>11,981</u>	<u>230,695</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u><u>218,714</u></u>	<u><u>11,981</u></u>	<u><u>230,695</u></u>
Represented by:				
UNRESTRICTED FUNDS	15			
General funds				218,714
Designated funds				-
				<u>218,714</u>
RESTRICTED FUNDS	16			<u>11,981</u>
TOTAL FUNDS				<u><u>230,695</u></u>

3 DONATIONS

	<i>Unrestricted</i>	<i>Restricted</i>	<i>2023 Total</i>
	<i>£</i>	<i>£</i>	<i>£</i>
General Donations	8,002	135	8,137
Legacies	147,536	-	147,536
Trusts and Grants	11,000	-	11,000
	166,538	135	166,673

Comparative figures for 2022:

	<i>Unrestricted</i>	<i>Restricted</i>	<i>2022 Total</i>
	<i>£</i>	<i>£</i>	<i>£</i>
General Donations	9,208	893	10,101
Legacies	5,494	-	5,494
Trusts and Grants	14,500	-	14,500
	29,202	893	30,095

4 INCOME FROM CHARITABLE ACTIVITIES

	<i>Unrestricted</i>	<i>Restricted</i>	<i>2023 Total</i>
	<i>£</i>	<i>£</i>	<i>£</i>
Conferences and Events	14,121	-	14,121
Contributions from Members	160,825	560	161,385
Direct Charitable sales	65,835	-	65,835
Affinity schemes & miscellaneous trading	4,613	-	4,613
	245,393	560	245,953

Comparative figures for 2022:

	<i>Unrestricted</i>	<i>Restricted</i>	<i>2022 Total</i>
	<i>£</i>	<i>£</i>	<i>£</i>
Conferences and Events	15,221	-	15,221
Contributions from Members	162,384	200	162,584
Direct Charitable sales	81,096	-	81,096
Affinity schemes & miscellaneous trading	8,667	-	8,667
	267,368	200	267,568

5 INVESTMENT INCOME

	Unrestricted	Restricted	2023
	£	£	Total
			£
Interest received on cash balances	3,047	-	3,047
Comparative figures for 2022			
	Unrestricted	Restricted	2022
	£	£	Total
			£
	511	-	511

6 TOTAL EXPENDITURE

	Cost of generating funds	Cost of activities in furtherance of the charity's objects	Governance Costs	2023 Total
	£	£	£	£
Staff costs	5,050	190,892	6,060	202,002
Outsourced contractors	144	5,447	173	5,764
Office property, administration, staff travel	1,001	37,847	1,201	40,050
Promotions and resources	-	10,940	-	10,940
Conference and events	-	11,806	-	11,806
Examination of accounts	-	-	650	650
Miscellaneous expenses	-	3,469	2,081	5,550
	6,195	260,401	10,165	276,762

	Cost of generating funds	Cost of activities in furtherance of the charity's objects	Governance Costs	2022 Total
	£	£	£	£
Staff costs	4,877	184,367	5,853	195,097
Outsourced contractors	135	5,112	162	5,409
Office property, administration, staff travel	1,018	38,450	1,221	40,689
Promotions and resources	-	31,781	-	31,781
Conference and events	-	7,792	-	7,792
Examination of accounts	-	-	800	800
Miscellaneous expenses	-	2,508	3,518	6,026
	6,030	270,010	11,554	287,594

7 NET MOVEMENT IN FUNDS

	2023	2022
	£	£
This is stated after charging:		
Lease of property	10,233	10,375
Lease of office equipment	1,326	2,691
Examiner's fee	650	800

8 TRUSTEE AND EMPLOYEE INFORMATION

a) Employee information

	2023	2022
The average number of staff employed during the year was:	10	8
The average number of full-time equivalent staff was:	6	6
Staff emoluments	£	£
Salaries	175,309	168,655
Social security	8,839	9,027
Pension and life assurance costs	17,854	17,415
	202,002	195,097

Employee benefits to key management personnel for the year totalled £89,925 (2022: £91,297). There were no employees with emoluments above £60,000 in either the current or previous year.

b) Trustee information

No remuneration was paid to, or waived by, any trustee during the year (£NIL in 2022). Expenses of £498 for travel were reimbursed to four trustees during the year (£530 to five trustees in 2022).

9 PENSION SCHEME ARRANGEMENTS

Defined contribution scheme

The charity's staff belong to one of two defined contribution pension schemes. The schemes' assets are held separately from those of the charity in independently administered funds. The pension cost charge represents contributions payable to the funds, which amounted to £17,854 (2022: £17,415)

10 **TANGIBLE ASSETS**

	Computer	Office	Total	Total
<i>Fixed assets held for use by the charity</i>		<i>equipment</i>	<i>2023</i>	<i>2022</i>
Cost	£	£	£	£
At 1 st January 2023	10,052	1,175	11,227	11,227
Additions	-	-	-	-
Disposals	-	-	-	-
As at 31st December 2023	10,052	1,175	11,227	11,227
Depreciation				
At 1 st January 2023	10,052	1,175	11,227	11,227
Charge for the year	-	-	-	-
Released on disposal	-	-	-	-
As at 31st December 2023	10,052	1,175	11,227	11,227
Net book value				
As at 31st December 2023	-	-	-	-
As at 31st December 2022	-	-	-	-

11 **DEBTORS AND PREPAYMENTS**

	2023	2022
	£	£
Taxation: VAT recoverable		
Debtors	1,427	7,682
Prepayments	4,081	4,396
	5,508	12,078

12 **CREDITORS**

	2023	2022
	£	£
Taxation and social security	1,821	3,204
Trade Creditors	1,033	3,662
Accrued expenses	1,220	807
Accrued holiday pay	76	454
Other Creditors	2,793	2,809
	6,943	10,936

13 COMMITMENTS

The future minimum lease payments to which the organisation is committed under operating leases in the coming years are as follows:

	2023	2022
	Total	Total
	£	£
Lease payments due:		
<i>Within one year:</i>		
Land & buildings (inc. service charges)	7,650	9,350
Other operating leases	-	2,820
<i>Within two to five years:</i>		
Land & buildings	-	-
Other operating leases	-	-

Note: reduction in lease payments due within one year on Land & Buildings relates to a change in the nature of the office lease agreement with the landlord. Effective from 1st December 2023, service charges for electricity used are to be charged retrospectively quarterly basis, based on actual usage.

14 RELATED PARTY TRANSACTIONS

There were no individual related party transactions during the year which require disclosure (£NIL in 2022). Aggregate donations in the year without condition from trustees and key management personnel totalled zero.

15 UNRESTRICTED FUNDS

	Balance at 1st Jan 2023 £	Movement in funds			Balance at 31st Dec 2023 £
		Income £	Expenditure £	Transfers £	
General Fund	218,714	267,686	271,064	-	215,337
Legacy Fund	-	147,292	-	-	147,292
	218,714	414,978	271,064	-	362,629

Comparative figures for 2022:

	Balance at 1st Jan 2022 £	Movement in funds			Balance at 31st Dec 2022 £
		Income £	Expenditure £	Transfers £	
General Fund	208,069	297,081	286,436	-	218,714
	208,069	297,081	286,436	-	218,714

16 **RESTRICTED FUNDS**

	Balance at 1st January 2023	Movement in funds			Balance at 31st Dec 2023
	£	Income £	Expenditure £	Transfers £	£
Lausanne General	4,677	135	-	-	4,812
Network Events	1,326	-	220	-	1,106
Staff Ministry	334	-	334	-	-
H4M (Hope for Muslims)	4,489	-	4,489	-	-
Regional Reps	1,155	560	655	-	1,060
Total Restricted Funds	11,981	695	5,698	-	6,978

The Funds are maintained for the following purposes:

CRIB: CRIB is a network and events for Christians involved in mission to Muslims in Britain. This fund represents the income and expenditure involved in the running of events by the CRIB network. All CRIB funds were transferred to The Sheiling Trust in accordance with an agreed transfer arrangement that finalised in February 2022.

Lausanne General: Donations received for the work of Lausanne Committee for World Evangelisation.

Network Events: Mission promotion events organised cooperatively by member agencies.

Staff ministry: Relates to monies given to support the ministry of Bryan and Marion Knell. Bryan is a former staff member.

H4M (Hope for Muslims): The fund comes from income of the 2015 UK tour event attendance, book sales and donations for ministry to Syrian refugees. The donations were distributed between seven member agencies of Global Connections who cooperated in presenting the tour events.

Regional Reps: This fund covers travel and other operating expenses of representative staff from various mission agencies working together under the banner of GC.

	Balance at 1st January 2022	Movement in funds			Balance at 31st Dec 2022
	£	Income £	Expenditure £	Transfers £	£
CRIB	1,007	-	1,007	-	-
Lausanne General	3,845	833	-	-	4,678
Network Events	1,326	-	-	-	1,326
Staff Ministry	334	-	-	-	334
H4M (Hope for Muslims)	4,489	-	-	-	4,489
Regional Reps	1,045	260	151	-	1,154
Total Restricted Funds	12,046	1,093	1,158	-	11,981