

MISSION DIRECT LIMITED

England & Wales · Charity number 1107824

Details

Other names	MISSION DIRECT
Status	Registered
Legal form	Charitable company
Company number	05289161
Registered	2005-01-26
Register	View on the Charity Commission register

Contact

Address	Mission Direct 27 Bury Mead Road Hitchin SG5 1RT
Phone	01582720056
Email	info@missiondirect.org
Website	www.missiondirect.org

Activities

Objects: A) THE RELIEF OF POVERTY, SICKNESS AND DISTRESS IN ALL CONTINENTS OF THE WORLD.B) THE ADVANCEMENT OF THE CHRISTIAN RELIGION THROUGHOUT THE WORLD IN ACCORDANCE WITH THE ARTICLES OF FAITH LAID OUT IN ANNEX A TO THIS MEMORANDUMC) OTHER SUCH CHARITABLE PURPOSES WORLDWIDE AS THE DIRECTORS MAY DETERMINE

Activities: VisionFreeing young people from physical and spiritual poverty forever and transforming the lives of our volunteers who work to make this happen.MissionTo enable our volunteers to join local people in projects that help them children escape poverty and to challenge and motivate them towards future acts of service.We mobilise self funding volunteers to use their time for good

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Other Charitable Activities
- **What:** Education/training, The Prevention Or Relief Of Poverty, Accommodation/housing
- **Who:** Children/young People, People With Disabilities

Geography

- **Area of benefit:** ALL CONTINENTS OF THE WORLD
- Cambodia
- Dominican Republic
- Kenya
- Malawi
- Uganda
- Zambia
- Zimbabwe
- Hertfordshire

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£728,416	£792,840	£555,757	5
2023-12-31	£880,013	£841,872	£620,181	5
2022-12-31	£790,040	£749,567	£582,040	5
2021-12-31	£606,903	£584,276	£541,567	5
2020-12-31	£702,577	£725,068	£518,940	8

Trustees

Name	Role	Appointed
PAUL HOLBROOK	Chair	
CHRISTOPHER HARRINGTON KNIGHT		2024-12-23
Charlotte Sarah Babbage		2025-09-10
Govinder Kaur French		2022-03-18
Linda Lauermann		2025-09-10
Neil Kirkland		2025-09-10
Obinani Abuchi		2022-12-10
Rev Adam James Roebuck		2025-09-10
Stephanie Parker		2022-06-24

MISSION DIRECT LIMITED

England & Wales - Charity number 1107824

Accounts

Mission Direct Limited
(Known as Mission Direct)

Report and financial statements
For the year ended 31 December 2024

Mission Direct Limited

Report and financial statements

For the year ended 31 December 2024

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Mission Direct Limited

Legal and Administrative Information

Constitution

Mission Direct is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association. Charity number: 1107824. Company number: 5289161. Website: <https://missiondirect.org/>. The maximum contribution required by members of the company is an amount not exceeding £1 in the event of the company being wound up. Under the Memorandum and Articles of Association, any surplus of assets over liabilities on winding-up cannot, under any circumstances, be distributed to the Trustees or the Members, but shall be given or transferred to some other charity or charities with similar objects to those of Mission Direct.

Directors and Trustees

The Directors of the charitable company (hereafter referred to as 'the charity') are its Trustees for the purposes of charity law and throughout this report are collectively referred to as the Trustees. The Trustees serving during the year and since the year end were as follows:

Paul Holbrook (Chair)
Andrew Smart
Govinda French
Stephanie Parker
Obinani Abuchi
Christopher Knight (appointed 23rd December 2024)

New Trustees are appointed by a majority ballot of the existing Trustees. One third of the Trustees retire from office by rotation at each AGM and may seek re-appointment. The induction and training programme for new Trustees comprises a detailed discussion and orientation by the Chief Executive and 2 other board members. Each new Trustee confirms their agreement with the founding charity documents and agrees what contribution they expect to make. Trustees usually join a team or visit one or more of the charity's overseas programmes.

Chief Executive and Company Secretary:

Wilhelm Horwood

Registered office:

Mission Direct, 27 Bury Mead Road, Hitchin, Herts, SG5 1RT

Principal Bankers:

Barclays Bank, George Street, Luton, LU1 2AE

Auditor:

SKS Baker Watkin Audit, Middlesex House, Rutherford Close,
Stevenage, Hertfordshire, SG1 2EF

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

The Trustees are pleased to present their report together with the financial statements of the charity for the year ended 31 December 2024. The financial statements comply with the Statement of Recommended Practice, 'Accounting and Reporting by Charities' (SORP 2019). They also comply with the Financial Reporting Standard 102 (effective 2015) and the charity's Memorandum and Articles of Association. The accounts have been prepared in accordance with the accounting policies on pages 16 to 18.

Objectives and Activities

Vision

To demonstrate Christian faith through service to the materially poor and those in need around the world.

Mission

To take volunteers across the world, working in partnership with local communities, bringing practical help, hope and change.

Values

Mission Direct values were reviewed in 2020 and amended after consultation with trustees, staff and volunteers.

- **Christianity in action** – While keeping our work Christ-centred, we serve others irrespective of their faiths or worldviews.
- **Equality** – As an inclusive and welcoming family, we value human diversity and are committed to treating people equally.
- **Sustainability** – We strive for long-term and sustainable impact through careful stewardship of resources to leave a positive lasting legacy.
- **Compassion** – We treat people with compassion, kindness and respect to promote dignity and well-being.
- **Partnership** – We believe in the power of teamwork, collaboration and cooperation to tackle poverty and injustice.
- **Integrity** – We are committed to being authentic, accountable, reliable and trustworthy.

Ethos

Mission Direct's ethos of operation is the Starfish Principle. Recognising that we cannot solve everything we work to make a difference 'one by one'.

The Starfish Principle is captured by the story of the little boy who saw thousands of dying starfish on a beach. He started to pick them up and throw them back in the sea. "What are you doing?" his mother asked - "How can you hope to make any difference here?" Picking up the starfish and throwing them back into the sea the boy looked in his mother's eyes and said "Well, I made a difference to that one and that one."

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

Charity's Objects

Mission Direct's objects are:

- a) The relief of poverty, sickness and distress throughout the world;
- b) The advancement of the Christian religion throughout the world in accordance with its core values and beliefs; and
- c) Other such charitable purposes worldwide as the Trustees may determine.

The Trustees understand (b) as ensuring Mission Direct is a catalyst enabling volunteers and mobilising resources to help the world's materially poor, in keeping with our Christian ethos and articles of faith.

Public Benefit

The Trustees are aware of the Charity Commission's guidance on public benefit and, in particular, the specific guidance offered to charities with these objects. As explained in the Achievements and Performance section set out below, the charity has addressed a range of such public benefit, and the Trustees confirm that the charity's activities fall within these objects.

Principal Areas of Work

The volunteer model has enabled a few thousand volunteers to work in partnership with the world's materially poor. In going, each person makes a significant personal impact, directly engaging supporters and leaving a legacy of enduring relationships and projects. During 2024, Mission Direct brought help and hope with projects in seven countries: Cambodia, The Dominican Republic, Kenya, Malawi, Uganda, Zambia, and Zimbabwe.

Principal Funding Sources

Mission Direct's achievements are normally built on a foundation of mobilising people in the United Kingdom to raise funds for the building projects on which they have volunteered to work on. The volunteers were supported by their friends, churches, companies, trusts and other networks. 100% of the funds raised by the volunteers for a building project went directly to the project the person was supporting. In 2020, the pandemic meant that normal business needed to be put on hold. This placed significant pressure on Mission Direct's finances, so the charity increased direct fundraising activities for both its own core costs and for projects overseas. Since then, we have focussed on both volunteer engagement and fundraising for projects. Our fundraising still had an emphasis on individual donors, major donors, and trusts. We proactively cared for our donors, provided them with information about the positive impact the work is having and expressed our gratitude. Direct Mail remained an effective means to raise awareness of the work and develop a long-term income stream.

Safeguarding Statement

Mission Direct acknowledges the duty of care to safeguard and promote the welfare of children, young people, and vulnerable adults and to safeguard the welfare of anyone who comes into contact with the Charity's work. The Charity is committed to ensuring safeguarding practice is compliant with statutory responsibilities, the Charities Commission guidance and accords with best practice. Trustees receive training in safeguarding, as do all staff and volunteers. Systems are in place to monitor safeguarding effectiveness and to respond quickly to any concerns.

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

Achievements and Performance

In 2024, we worked in six countries and were able to send 77 volunteers to five of them. Taking a bottom-up approach to working with the poor and seeing the money spent directly by the overseas staff means money raised is leveraged and used in a focused, well controlled and cost-effective manner.

Below are a few highlights from each country in which we were able to continue activities.

Cambodia

Serve Cambodia, our longstanding partner in Cambodia, asked Mission Direct to fix roofs and ceilings at the TLC School in Phnom Penh, ensuring that the related classrooms could be used by 120 children. They also asked us to work with one of their partners, the Fellowship of Hope Churches, who had been invited to build a school at the Pour Khoeun Village, and isolated rural community that did not have access to any school for their children. This school consists of two classrooms and an office and is now used by 60 children.

The Dominican Republic

In 2024, we were unable to send any volunteers to the Dominican Republic. However, due to strong relationships with partners in the country Mission Direct supported the construction of a kitchen and dining area at the Arroyo De Lechez Village School where 28 children receive an education. These projects provided them with shelter in the hot sun for their lunchtime meal and a secure and hygienic building for food preparation.

Kenya

In Kenya our main partner was Mission with A Vision (MWAV) who rescue girls at risk of female genital mutilation (FGM) and child marriage. In 2024, MWAV were recognised in Kenya as one of the best charities in the country, yet despite this they faced significant financial challenges and were at risk of closing. Mission Direct assisted them with fundraising to help them as they developed their own long term sustainability plans. In addition to this we constructed housing for 60 girls and dining facilities for them.

Malawi

In 2024 Mission Direct continued its partnership with Starfish Malawi working at Trinity School in Moyo. Our volunteers built two new classrooms but encountered some delays due to local disagreements about the production of bricks for the construction. These challenges highlighted the sometimes-unpredictable nature in working in a developing world setting.

Uganda: Kumi

Much was achieved in Kumi in 2024. Mission Direct's main partner was Kumi Primary School where our volunteers built two new classrooms. They also achieved much more: built three village houses for needy families; refurbished Kumi Health Centre to extend their maternity care; provided supplies for the Ngora School for the deaf; gave supplies for the Kumi Medical Centre; provided food distribution to isolated elderly being cared for by the Kumi Mother's Union; and provided lunches at Kumi Bazaar Primary School. Due to the success of the Diocese of St Albans Harvest Appeal in 2023, Mission Direct was able to distribute hens and cockerels to almost 500 households and were able to provide training to them in how to look after them and in how to use the eggs and hatchlings to generate an income.

Uganda: Rukungiri

In Rukungiri, Mission Direct's main partner was the Nyakagyeme Secondary School where we built a washroom for the children that will benefit 100 pupils.

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

Zambia

In Zambia, Mission Direct worked with four schools: Crown of Life, Kiine, Good Samaritan and Kumbaya. Across these sites we built one classroom, renovated four classrooms and an office, built a toilet block, painted another toilet block, and repainted the whole of Good Samaritan School. Additionally, Mission Direct supplied school lunches at Kumbaya School. Our Footprints team worked with homeless children who live on the streets by doing outreach visits to where they live and spend their time and also volunteers in a transitional home that prepares street children for reintegration with their families.

Financial Review

The Trustees consider the financial performance to be acceptable, particularly in the context of operating in a post-pandemic environment which affected our main income source. Seeking funding from fundraising from individuals and trusts has sustained the organisation. Although overall income increased, costs increased as a result of inflationary pressures so that overall unrestricted reserves decreased slightly. The Trustees are grateful to all the staff who helped make this possible. The Trustees have key financial policies in place and undertake appropriate risk assessments. Monthly accounts and KPIs ensure appropriate timely management information is available.

Income for 2024 was £728,416 (17.2%) less than in 2023 on all funds mainly as a result of lower project donations. Expenditure decreased by only 5.8% due to careful management of costs in spite of high air travel costs.

Plans for Future Periods

The four strategic initiatives for 2025 are:

1. Increase volunteers
2. Increase fundraising from Trusts and from Churches
3. Promotion of overseas volunteering to schools and youth groups
4. Explore new ways of doing things

Structure Governance and Management

Mission Direct Trustees bring core strategic, governance and tactical competencies to the organisation.

The governance and key policies are considered appropriate for Mission Direct's current size and purpose. The strategy and plans are clear. The organisation's structure is focused on securing the volunteers and maximising the value they add during their time on mission.

Management responsibilities are clearly defined, and the Trustee group operates based on the Carver Model.

Fundraising

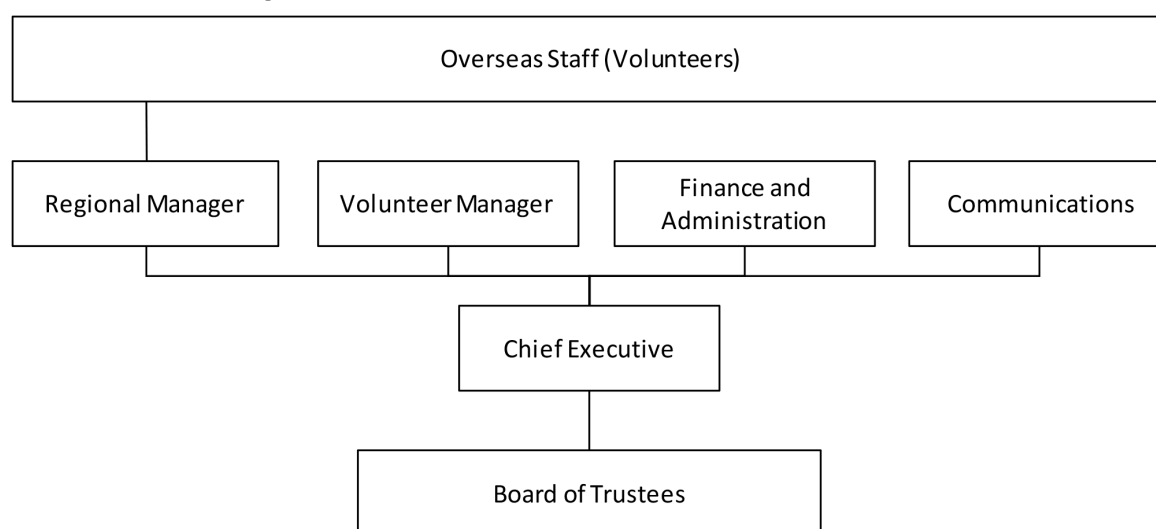
Mission Direct undertakes most fundraising internally but has initiated support from a Professional Fundraising Organisation. The funds are raised from donations from individual donors, church donors, corporate donors, grants and direct mail appeals all based in the United Kingdom. Fundraising is

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

reviewed as part of the monthly business cycle. Mission Direct is a member of The Fundraising Preference Service. In 2024 no fundraising complaints were received. One of the principles that Mission Direct holds close is “do no harm”. This applies to everything we do. In terms of fundraising, we invite people to be part of the work but if they indicate they don't wish to be contacted by us we remove them from the database. If they wish to understand more about the work they will be invited to visit the charity or have a telephone conversation if that is more appropriate.

Mission Direct's organisation chart is:



Remuneration of staff is set with regards to market rates and the relevant experience of the staff member and reviewed on an annual basis to ensure that pay levels are fair.

Principal risks and uncertainties

The Trustees have examined the major strategic, business and operational risks which the charity faces and confirms that systems have been established to enable regular reports to be produced so that the necessary steps can be taken to mitigate these risks. The two risks that would have the highest impact to the model of operation that the charity has are a) the cost of flights suddenly increasing beyond that economically acceptable to volunteers, and b) data loss from charity systems failing or being attacked.

Reserves Policy

It is the policy of the charity to maintain a minimum of unrestricted funds, which are the free reserves of the charity, at a level which equates to its unrestricted closure liabilities at any point in time. This level is currently £98,000 and provides sufficient funds to cover management, administrative and support costs. The Trustees are happy with the current level of unrestricted reserves held at the year-end of £168,532 (2023: £224,109) but will continue to monitor this in the future.

Investment Policy

Mission Direct will maintain its legal responsibility to optimise the return on investments, with regard to appropriate risk factors. This has been encompassed, together with its Reserves Policy, within the

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

charity's Investment Policy which is reviewed on an annual basis. The Policy ensures that there are sufficient funds within short term bank deposits to facilitate Mission Direct's day to day cash requirements and with additional funds placed to gain a return commensurate with the risk.

Going Concern

The Trustees confirm that, after due consideration they have a reasonable expectation that the charity has adequate resources to continue in business for at least 12 months from the date of signing the financial statements. Accordingly, the financial statements for the year ended 31 December 2024 have been prepared on the going concern basis.

Statement of Trustees' Responsibilities

The Trustees (who are also the Directors of Mission Direct Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in that Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

Statement as to Disclosure of Information to Auditor

So far as the Trustees are aware, there is no relevant information (as defined by Section 418 of the Companies Act 2006) of which the charitable company's auditors are unaware, and each Trustee has taken all the steps that they ought to have taken as a Trustee in order to make them aware of any audit information and to establish that the charitable company's auditors are aware of that information.

Auditor

The auditor, SKS Baker Watkin Audit, were reappointed in the year and will be proposed for re-appointment at the forthcoming Annual General Meeting.

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

The Directors have prepared this report in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

In approving the Report of the Trustees, we also approve the Directors' Report included therein, in our capacity as company directors.

Approved by the Board of Trustees on 5 June 2025 and signed on its behalf by:

Paul Holbrook
Chair of Trustees

Mission Direct Limited

Independent auditor's report to members of Mission Direct Limited

Opinion

We have audited the financial statements of Mission Direct Limited (the 'charity') for the year ended 31 December 2024 which comprise Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 charity's affairs as at 31 December 2024 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 charity 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 charity'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 Report of the Trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except

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Independent auditor's report to members of Mission Direct Limited

to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Report of the Trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper 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.
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the Report of the Trustees and from the requirement to prepare a Strategic Report.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 8, 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.

Mission Direct Limited

Independent auditor's report to members of Mission Direct Limited

In preparing the financial statements, the trustees are responsible for assessing the charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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. Based on our understanding of the charity and its activities, we identified that the principal risks of non-compliance with laws and regulations related to the Charities Act 2011, the Charities Statement of Recommended Practice, UK, pensions legislation, employment regulation and health and safety regulation, anti-bribery, corruption and fraud and money laundering. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, such as the Companies Act 2006.

We evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting manual journal entries to manipulate financial results, in particular in relation to the use of restricted funds, and significant one-off or unusual transactions.

Our audit procedures were designed to respond to those identified risks, including non-compliance with laws and regulations (irregularities) and fraud that are material to the financial statements. Our audit procedures included but were not limited to:

- Discussing with the trustees and management their policies and procedures regarding compliance with laws and regulations;
- Enquiries of trustees and management concerning any actual or potential litigation or claims;
- Communicating identified laws and regulations throughout our engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the charity which were contrary to applicable laws and regulations, including fraud.
- Review of trustees' minutes for any indications of non-compliance.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;

Mission Direct Limited

Independent auditor's report to members of Mission Direct Limited

- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of the audit report

This report is made solely to the charity's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body for our audit work, for this report, or for the opinions we have formed.

Moganarden Chelvanaigum (Senior Statutory Auditor)
for and on behalf of SKS Baker Watkin Audit
Chartered Accountants
Middlesex House
Rutherford Close, Stevenage
Hertfordshire, SG1 2EF

Mission Direct Limited

Statement of Financial Activities

For the year ended 31 December 2024

		Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £
	Notes						
Income and endowments							
Donations and legacies							
- Donations		431,048	280,081	711,129	501,549	374,040	875,589
- Legacies		4,630	-	4,630	385	-	385
Investment income		12,657	-	12,657	4,039	-	4,039
Total Income	2	448,335	280,081	728,416	505,973	374,040	880,013
Expenditure							
Costs of Raising Funds		18,913	-	18,913	13,145	-	13,145
Charitable activity							
- Charitable activity costs		419,839	288,928	708,767	456,760	304,142	760,902
- Support activity		65,160	-	65,160	67,825	-	67,825
Total Expenditure	3	503,912	288,928	792,840	537,730	304,142	841,872
Net income/(expenditure)	4	(55,577)	(8,847)	(64,424)	(31,757)	69,898	38,141
Transfers between funds		-	-	-	-	-	-
Net movement in funds		(55,577)	(8,847)	(64,424)	(31,757)	69,898	38,141
Total funds 1 January		224,109	396,072	620,181	255,866	326,174	582,040
Total funds 31 December		168,532	387,225	555,757	224,109	396,072	620,181

The charity's income and expenditure all relate to continuing operations.

The charity has no other recognised gains or losses.

The information presented within the Statement of Financial Activities for the year ended 31 December 2024 is equivalent to that which would have to be disclosed in an income and expenditure account and accordingly a separate income and expenditure account has not been presented, as permitted by Companies Act 2006.

The notes to the financial statements on pages 16 to 24 form part of these financial statements.

Mission Direct Limited
Balance Sheet
As at 31 December 2024

Company number: 5289161

	Notes	2024 £	2024 £	2023 £	2023 £
Tangible fixed assets	7		105		2,952
Current assets					
Debtors	8	93,923		112,101	
Cash and cash equivalents	9	560,105		619,239	
		<u>654,028</u>		<u>731,340</u>	
Creditors: amounts falling due within one year	10	(98,376)		(114,111)	
Net current assets			<u>555,652</u>		<u>617,229</u>
Net assets			<u>555,757</u>		<u>620,181</u>
Funds of the Charity					
Unrestricted funds	12	168,532		224,110	
Restricted funds	12	387,225		396,071	
		<u>555,757</u>		<u>620,181</u>	

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

The financial statements were approved by the Board of Trustees and were signed on its behalf by:

Paul Holbrook
Chair of Trustees

The notes on pages 16 to 24 form part of these financial statements.

Mission Direct Limited
Statement of Cash Flows
For Year ended December 2024

Company number: 5289161

	2024 £	2023 £
Cash flows from operating activities:		
Net (deficit)/income	(64,424)	38,141
Depreciation	2,847	2,972
Interest received	(12,657)	(4,039)
Decrease /(Increase) in debtors	18,178	(51,097)
(Decrease) in creditors	(15,735)	(899)
Net cash (outflow) from operating activities	(71,791)	(14,922)
Cash flows from investing activities		
Purchase of fixed assets	-	(157)
Interest received	12,657	4,039
Net decrease in cash & cash equivalents	(59,134)	(11,040)
Opening cash and cash equivalents	619,239	630,279
Movement in the year	(59,134)	(11,040)
Closing cash and cash equivalents	560,105	619,239

The notes on pages 16 to 24 form part of these financial statements.

Mission Direct Limited

Notes to the financial statements

For the year 31 December 2024

1. Principal accounting policies

a) General information

Mission Direct is a company limited by guarantee, incorporated in England and Wales. The address of its registered office and principal place of business is disclosed in the Legal and Administrative information on page 1.

The principal activity of the charity is to demonstrate the Christian faith through service to the materially poor and those in need around the world.

The financial statements are presented in Sterling and this is the functional currency of the charity. The financial statements are rounded to the nearest whole pound.

b) (i) Basis of preparation

The financial statements have been prepared under the historical cost convention on a going concern basis, and in accordance with applicable accounting standards. In preparing the financial statements the charity follows best practice as set out in the Statement of Recommended Practice: 'Accounting and Reporting by Charities' (SORP), the Financial Reporting Standard applicable in the United Kingdom and Ireland (FRS102) and the Charities and Companies Acts.

(ii) Going Concern

The trustees have reviewed detailed cash flow projections and have agreed detailed budgets for the year ended 31 December 2025. All are being regularly revisited as situations change and actions taken as necessary to ensure that the charity can continue in these uncertain times. As a result, the use of the going concern basis of accounting is appropriate.

c) Income

Income from donations and grants is included in income when receivable, except as follows:

- When donors specify that donations and grants given to the charity must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions, which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the pre-conditions for use have been met.
- When sponsorship or donations are given in respect of a trip arising in a future accounting period.

When donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

Income from legacies is recognised when the three criteria of entitlement, measurability and probability are met.

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2024

d) Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT, which cannot be recovered as the charity is not VAT-registered.

Certain expenditure is directly attributable to specific activities and is included in those cost categories. Certain other costs, which are attributable to more than one activity, are apportioned across cost categories according to the nature of the cost.

Termination payments of statutory redundancy payments are included when payable.

e) Classification of expenditure

Costs of generating voluntary income are costs incurred with third parties in the UK who promote fundraising, including events.

Charitable activity costs are costs in furtherance of the charity's objects all of which is expenditure directly relating to the objects of the charity.

f) Support activity

Support activity represents those costs incurred by UK and overseas based staff, directly providing support for the international programme, including management, policy and advocacy work, programme supervision and technical support. They also include costs incurred in managing the charity, its organisational administration and compliance with constitutional and statutory requirements.

g) Tangible fixed assets

Assets intended for continuing use by the charity are capitalised at cost. Depreciation is provided at the following rates in order to write off each asset over its estimated useful life:

Leasehold Improvements	- Lease Duration
Computers	- 3 years
Office Equipment	- 5 years
Furniture	- 10 years
Program Assets	- 3 years

h) Fund accounting

Funds held by the charity are either;

- Unrestricted funds: These are funds which can be used in accordance with the charitable objects at the discretion of the Trustees.
- Restricted funds: These are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions can arise when specified by the donor or when funds are raised for particular restricted purposes.

i) Foreign currencies

Transactions in foreign currencies are translated at rates prevailing at the date of transaction. Balances denominated in foreign currencies are translated at the rate prevailing at the year end.

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2024

j) Operating leases

Rentals applicable to operating leases where substantially all the benefits of ownership and risk remain with the lessor are charged to the SOFA as stated.

k) Investments

The company has limited funds to invest and as such, makes an appropriate use of resources by placing them on medium- and short-term deposits with banks.

l) Cash and Cash equivalents

Cash and cash equivalents are cash and short term highly liquid investments with a short maturity of 100 days or less from the date of acquisition or opening of the deposit or similar account.

m) Financial instruments

The charity only has financial asset and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction values and subsequently measured at their settlement value.

n) Judgements in applying accounting policies and key sources of estimation uncertainty

In applying the charitable company's accounting policies, the directors may be required to make judgements, estimates and assumptions in determining the carrying amounts of assets and liabilities. The directors' judgements, estimates and assumptions should be based on the best and most reliable evidence available at the time when the decisions are made, and are based on historical experience and other factors that are considered to be applicable. Due to inherent subjectivity involved in making such judgements, estimates and assumptions, the actual results and outcomes may differ.

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

Due to the nature of the charitable company's activities and financial statements, the Directors do not consider there to be any significant judgements or sources of estimation uncertainty which could influence the reader's understanding of the financial statements.

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2024

2. Income

Income is attributable to the principal activities set out in the Charity's vision, mission and values. See the Report of the Trustees for more details.

3. Expenditure

	Staff costs £	Other Costs £	Total 2024 £	Total 2023 £
Cost of generating voluntary income	5,885	13,028	18,913	13,145
Direct Programme Delivery	171,554	537,213	708,767	760,902
Support cost	35,312	24,529	59,841	61,825
Governance cost	-	5,319	5,319	6,000
	<u>212,751</u>	<u>580,089</u>	<u>792,840</u>	<u>841,872</u>

4. Net income/(expenditure)

The net income/ (expenditure) is stated after charging/(crediting):

	2024 £	2023 £
Auditor's remuneration: Statutory audit fees	6,200	6,000
Non-audit accounting fees	504	504
Depreciation - owned assets	2,847	2,972
Operating lease charge	<u>4,728</u>	<u>5,672</u>

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2024

5. Staff costs

The average number of employees working for the charity during the period was as follows:

	2024 No.	2023 No.
Management and administration	2	2
Direct charitable activities	3	3
	<u>5</u>	<u>5</u>

	2024 £	2023 £
Gross wages and salaries	191,322	191,630
Statutory redundancy payments	-	-
Employer's National Insurance	15,126	15,169
Pension contributions	6,303	5,598
	<u>212,751</u>	<u>212,397</u>

No employee earned over £60,000 in 2024 (2023 – None).

Trustees' remuneration for the year ended 31 December 2024 was £nil (2023– £nil).

Remuneration of key management personnel for the year ended 31 December 2024 totalled £56,165 (2023 - £62,005).

Trustee/Directors Liability insurance premium for the year ended 31 December 2024 was £1,178 (2023 - £1,074)

Pension commitments

The charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £6,303 (2023: £5,598).

Contributions totalling £1,141 (2023: £1,044) were payable to the fund at the balance sheet date and are included in creditors.

6. Taxation

The company is exempt from Corporation Tax as a registered charity.

Mission Direct Limited
Notes to the financial statements (continued)
For the year 31 December 2024

7. Tangible fixed assets

	Leasehold Improvements	Computers	Office Equipment	Furniture	Program Assets	Total
	£	£	£	£	£	£
Cost						
At 1 January						
2024	28,246	49,882	5,531	5,796	7,773	97,228
Additions	-	-	-	-	-	-
Disposals	-	-	-	-	-	-
At 31 December						
2024	28,246	49,882	5,531	5,796	7,773	97,228
Depreciation						
At 1 January						
2023	25,451	49,725	5,531	5,796	7,773	94,276
Charge for year	2,795	52	-	-	-	2,847
Disposals	-	-	-	-	-	-
At 31 December						
2023	28,246	49,777	5,531	5,796	7,773	97,123
Net book values						
At 31 December						
2024	-	105	-	-	-	105
At 31 December						
2023	2,795	157	-	-	-	2,952

8. Debtors

	2024 £	2023 £
Other debtors	77,273	74,769
Prepayments	16,650	37,332
	93,923	112,101

Note -: Other Debtors includes Gift Aid Debtors

Mission Direct Limited
Notes to the financial statements (continued)
For the year 31 December 2024

9. Cash and cash equivalents

	2024	2023
	£	£
Medium-term deposits (greater than 100 days less than 2 years)	177,371	-
Short-term deposits (100 days or less)	133,025	143,490
Cash at bank	245,871	468,789
Petty cash	3,838	6,960
	<u>560,105</u>	<u>619,239</u>

10. Creditors: amounts falling due within one year

	2024	2023
	£	£
Deferred income	52,126	73,685
Payments in Advance	10,060	10,010
Staff Contributions	7,483	7,483
Taxation and social security	4,159	5,691
Accruals	24,548	17,242
	<u>98,376</u>	<u>114,111</u>

Deferred Income

	2024	2023
	£	£
Opening balance	73,685	70,938
Released during the year	(72,335)	(61,287)
Income deferred in the year	50,776	64,034
Closing Balance	<u>52,126</u>	<u>73,685</u>

Deferred income relates to donations received from team members in relation to trips taking place in the following year.

11. Financial Instrument

	2024	2023
	£	£
Carrying amount of financial assets		
Debt instruments measured at amortised cost	<u>71,707</u>	<u>49,166</u>
Carrying amount of financial liabilities		
Measured at amortised cost	<u>94,217</u>	<u>108,420</u>

Mission Direct Limited
Notes to the financial statements (continued)
For the year 31 December 2024

12. Funds

The income funds of the charity, where all income is received from United Kingdom sources, include restricted and unrestricted funds comprising the following unexpended balances of donations, grants and other incoming resources to be applied for these purposes:

	Brought forward £	Income £	Expenditure £	Transfers £	Carried forward £
Unrestricted Funds					
United Kingdom	203,609	203,734	(229,656)	(29,655)	148,032
Cambodia	1,500	47,394	(32,701)	(14,693)	1,500
The Dominican Republic	1,500	-	-	-	1,500
Kenya	1,500	19,469	(18,039)	(1,430)	1,500
Malawi	500	24,065	(20,363)	(3,702)	500
Moldova	1,500	-	-	-	1,500
Uganda	4,500	44,604	(25,932)	(18,672)	4,500
Zambia	2,000	109,069	(77,315)	(31,754)	2,000
Zimbabwe	1,500	-	-	-	1,500
Additional Campaign Cost	6,000	-	(99,906)	99,906	6,000
Total Unrestricted	224,109	448,335	(503,912)	-	168,532
Restricted Funds					
Brazil	3,825	600	-	-	4,425
Cambodia	16,157	41,608	(39,726)	-	18,039
The Dominican Republic	24,209	1,144	(10,380)	-	14,973
India	10,018	-	-	-	10,018
Kenya	21,493	40,020	(37,469)	-	24,044
Malawi	8,236	19,244	(17,612)	-	9,868
Moldova	15,704	960	-	-	16,664
Sierra Leone	4,392	-	-	-	4,392
Uganda	87,807	61,213	(72,274)	-	76,746
United Kingdom	15,287	-	(400)	-	14,887
Zambia	165,708	111,392	(106,801)	-	170,299
Zimbabwe	4,366	3,000	(4,266)	-	3,100
General project fund	18,870	900	-	-	19,770
Total Restricted	396,072	280,081	(288,928)	-	387,225
Total Funds	620,181	728,416	(792,840)	-	555,757

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2024

Note 12 (continued)

Transfers between the unrestricted funds reflect the cost of direct administrative support given to each country campaign or the subsidy given from the additional campaign cost fund to enable specific country campaigns to operate.

Restricted funds are held for income and expenditure arising from Mission Direct's Overseas Projects and Partners. Transfers between the restricted funds reflect the closing of country project funds for the countries where Mission Direct have ceased to support projects and the balances will go towards subsidising new or existing projects where necessary.

13. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
Tangible fixed assets	105	-	105	2,952
Debtors	93,923	-	93,923	112,101
Cash	172,880	387,225	560,105	619,239
Current Liabilities	(98,376)	-	(98,376)	(114,111)
Total net assets	168,532	387,225	555,757	620,181

14. Operating lease commitments

Financial commitments under non-cancellable operating leases will result in the following payments falling due as follows:

	2024 £	2023 £
Office equipment expiring in less than 1 year	4,680	4,680
Office equipment expiring between 1 year and 5 years	8,190	12,870
	12,870	17,550

15. Trustee Donations, expenses and related party disclosures

- Unrestricted donations received from trustees and key management personnel during the year totalled £12,407 (2023 - £14,609)
- Mission Direct's policy is that Trustee's do not claim expenses
- There were no related party transactions, except for those disclosed in (i) above and the remuneration of key management personnel as stated in Note 5, during 2024 (2023 – None)

MISSION DIRECT LIMITED

England & Wales - Charity number 1107824

Accounts

Mission Direct Limited
(Known as Mission Direct)

Report and financial statements
For the year ended 31 December 2023

Mission Direct Limited

Report and financial statements

For the year ended 31 December 2023

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Mission Direct Limited

Legal and Administrative Information

Constitution

Mission Direct is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association. Charity number: 1107824. Company number: 5289161. Website: <https://missiondirect.org/>. The maximum contribution required by members of the company is an amount not exceeding £1 in the event of the company being wound up. Under the Memorandum and Articles of Association, any surplus of assets over liabilities on winding-up cannot, under any circumstances, be distributed to the Trustees or the Members, but shall be given or transferred to some other charity or charities with similar objects to those of Mission Direct.

Directors and Trustees

The Directors of the charitable company (hereafter referred to as 'the charity') are its Trustees for the purposes of charity law and throughout this report are collectively referred to as the Trustees. The Trustees serving during the year and since the year end were as follows:

Paul Holbrook (Chair)
Andrew Smart
Govinda French
Stephanie Parker-Devall
Obinani Abuchi

New Trustees are appointed by a majority ballot of the existing Trustees. One third of the Trustees retire from office by rotation at each AGM and may seek re-appointment. The induction and training programme for new Trustees comprises a detailed discussion and orientation by the Chief Executive and 2 other board members. Each new Trustee confirms their agreement with the founding charity documents and agrees what contribution they expect to make. Trustees usually join a team or visit one or more of the charity's overseas programmes.

Chief Executive and Company Secretary:

Wilhelm Horwood

Registered office:

Mission Direct, 27 Bury Mead Road, Hitchin, Herts, SG5 1RT

Principal Bankers:

Barclays Bank, George Street, Luton, LU1 2AE

Auditor:

SKS Baker Watkin Audit, Middlesex House, Rutherford Close,
Stevenage, Hertfordshire, SG1 2EF

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

The Trustees are pleased to present their report together with the financial statements of the charity for the year ended 31 December 2023. The financial statements comply with the Statement of Recommended Practice, 'Accounting and Reporting by Charities' (SORP 2019). They also comply with the Financial Reporting Standard 102 (effective 2015) and the charity's Memorandum and Articles of Association. The accounts have been prepared in accordance with the accounting policies on pages 16 to 18.

Objectives and Activities

Vision

To demonstrate Christian faith through service to the materially poor and those in need around the world.

Mission

To take volunteers across the world, working in partnership with local communities, bringing practical help, hope and change.

Values

Mission Direct values were reviewed in 2020 and amended after consultation with trustees, staff and volunteers.

Christianity in action – While keeping our work Christ-centred, we serve others irrespective of their faiths or worldviews.

Equality – As an inclusive and welcoming family, we value human diversity and are committed to treating people equally.

Sustainability – We strive for long-term and sustainable impact through careful stewardship of resources to leave a positive lasting legacy.

Compassion – We treat people with compassion, kindness and respect to promote dignity and well-being.

Partnership – We believe in the power of teamwork, collaboration and cooperation to tackle poverty and injustice.

Integrity – We are committed to being authentic, accountable, reliable and trustworthy.

Ethos

Mission Direct's ethos of operation is the Starfish Principle. Recognising that we cannot solve everything we work to make a difference 'one by one'.

The Starfish Principle is captured by the story of the little boy who saw thousands of dying starfish on a beach. He started to pick them up and throw them back in the sea. "What are you doing?" his mother asked - "How can you hope to make any difference here?" Picking up the starfish and throwing them back into the sea the boy looked in his mother's eyes and said "Well, I made a difference to that one and that one."

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

Charity's Objects

Mission Direct's objects are:

- a) The relief of poverty, sickness and distress throughout the world;
- b) The advancement of the Christian religion throughout the world in accordance with its core values and beliefs; and
- c) Other such charitable purposes worldwide as the Trustees may determine.

The Trustees understand (b) as ensuring Mission Direct is a catalyst enabling volunteers and mobilising resources to help the world's materially poor, in keeping with our Christian ethos and articles of faith.

Public Benefit

The Trustees are aware of the Charity Commission's guidance on public benefit and, in particular, the specific guidance offered to charities with these objects. As explained in the Achievements and Performance section set out below, the charity has addressed a range of such public benefit and the Trustees confirm that the charity's activities fall within these objects.

Principal Areas of Work

The volunteer model has enabled a few thousand volunteers to work in partnership with the world's materially poor. In going, each person makes a significant personal impact, directly engaging supporters and leaving a legacy of enduring relationships and projects. The Covid-19 pandemic curtailed our ability to send volunteers overseas, so our focus switched to supporting projects. During 2023, Mission Direct brought help and hope with projects in seven countries: Cambodia, The Dominican Republic, Kenya, Malawi, Uganda, Zambia, Zimbabwe as well as financial support in Romania to our partner helping Ukrainian refugees.

Principal Funding Sources

Mission Direct's achievements are normally built on a foundation of mobilising people in the United Kingdom to raise funds for the building projects on which they have volunteered to work on. Their fundraising efforts continued to be the prime source by which the charity was funded initially before the pandemic took hold. The volunteers were supported by their friends, churches, companies, trusts and other networks. 100% of the funds raised by the volunteers for a building project went directly to the project the person was supporting. In 2020, the pandemic meant that normal business needed to be put on hold. This placed significant pressure on Mission Direct's finances so the charity increased direct fundraising activities for both its own core costs and for projects overseas. Since then we have focussed on both volunteer engagement and fundraising for projects. Our fundraising still had an emphasis on individual donors, major donors, and trusts. We proactively cared for our donors, provided them with information about the positive impact the work is having and expressed our gratitude. Direct Mail remained an effective means to raise awareness of the work and develop a long-term income stream.

Safeguarding Statement

Mission Direct acknowledges the duty of care to safeguard and promote the welfare of children, young people, and vulnerable adults and to safeguard the welfare of anyone who comes into contact with the Charity's work. The Charity is committed to ensuring safeguarding practice is compliant with statutory responsibilities, the Charities Commission guidance and accords with best practice.

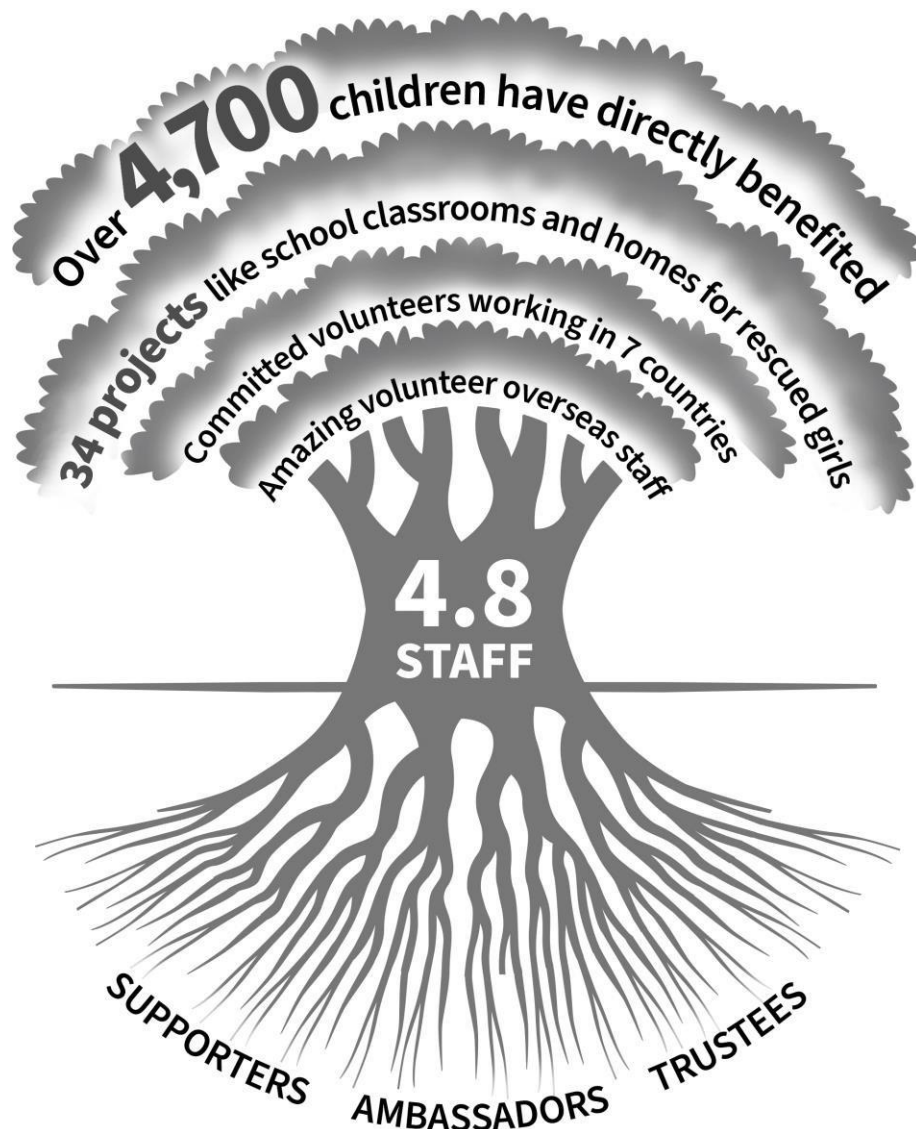
Mission Direct Limited

Report of the Trustees (Including Directors' Report)

Trustees receive training in safeguarding, as do all staff and volunteers. Systems are in place to monitor safeguarding effectiveness and to respond quickly to any concerns.

Achievements and Performance

In 2023 – we were able to send 80 volunteers to seven countries. Taking a bottom-up approach to working with the poor and seeing the money spent directly by the overseas staff means money raised is leveraged and used in a focused, well controlled and cost-effective manner. Our approach and outcomes can be visually summarised as follows:



Mission Direct Limited

Report of the Trustees (Including Directors' Report)

Below are a few highlights from each country in which we were able to continue activities.

Cambodia

Serve Cambodia, our longstanding partner in Cambodia, asked Mission Direct to build a toilet block and a perimeter wall at the Light of Hope School which is relatively near to Phnom Penh. The school only had a couple of drop toilets for all the children and staff, which was insufficient for the growing school. Also, the school grounds were only surrounded by a wire fence that did not stop wildlife or farm animals from entering the school grounds, posing a risk to the school population. There were also local people selling things to the children from outside the school property, so it a high brick wall was seen as the solution to both problems. The team successfully completed these projects which will benefit 130 children.

The Dominican Republic

In 2023, our volunteers worked on some important projects in the Dominican Republic (DR). With our main partner, Go Make A Difference (GoMAD), we primarily worked in the community of Severet where we constructed a playground and also build a concrete moulded village sign. Severet is a poor community where Mission Direct have helped to build their primary school and installed running water by connecting it to the mains several miles away. It did not have any recreational play area, so children were typically playing on the roads or on land strewn with years of discarded refuse including broken glass. The community had asked Mission Direct to build a village sign, which was made of 3-D moulded concrete letters. Most of the local communities had their own sign, so it was an issue of local pride to have their own. While working in the DR the team helped GoMAD to finish pre-school classrooms in the neighbouring communities of Esperanza and Caraballo. Mission Direct's work in the DR will benefit about 110 children.

Kenya

In Kenya our volunteers helped to construct and complete accommodation for girls who have been rescued from child marriage and/or female genital mutilation (FGM). The houses are operated by Mission with a Vision who rescue these girls and provide them with a safe home and continued access to education and training. The accommodation started in 2022 was completed and a new block of accommodation was also built in 2023.

Malawi

In 2023 Mission Direct continued its partnership with Starfish Malawi working at Trinity School in Moyo. Our volunteers worked on getting two classrooms ready for use and then worked in the wider community by painting the Glad Tidings Nursery School. It is estimated that 230 children will directly benefit from their work there.

Romania

As a continuing response to the humanitarian challenges caused by the war in Ukraine, Mission Direct continued to support Foundation Ancora, our longstanding partners, with their work helping Ukrainian families who are living as refugees in Moldova and Romania, and families who have returned to Ukraine who live close enough to the border. This support has included fuel, food and medication for these families, most of whom have children with physical or mental disabilities.

Uganda: Kumi

A great deal was achieved in Kumi in 2023. Mission Direct's main partner was Kumi Primary School where our volunteers built two new classrooms, renovated and refurbished four classrooms, provided tailored teacher training to 15 adults and provided regular porridge for the children, which has been shown to increase exam result grades and educational attainment. Mission Direct also worked with Kumi Bazaar School, Atatur PAG, Kumi Prison, Kumi Mother's Union, St Stephen's Vocational Centre,

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

Kumi Ambulance, PAG Pastors and others. In total, ten classrooms were built or made available, and several food security projects were supported, including a chicken distribution project and a community orchard. The chicken project was chosen by the Diocese of St Albans for their harvest appeal project in 2023. Over 1,000 children and almost 500 adults directly benefitted from our work in Kumi.

Uganda: Rukungiri

In Rukungiri, Mission Direct's main partner was the Nyakagyeme Secondary School where we built a bathing and changing facility for teenage girls to be able to attend school with dignity during their periods. Most of the girls do not have access to disposable period pads so accessing school during that time of the month can be embarrassing without a safe place to change and wash.

Zambia

In Zambia, Mission Direct worked with four schools: Crown of Life, Kiine, Good Samaritan and Kumbaya. Across these sites we built five classrooms and two toilet blocks, while also delivering school meals to two of these schools. In addition to our education work, we also continued to support the street outreach and rehousing work of the Footprints who work with homeless children. Over 2,800 children directly benefitted from our work in Zambia.

Zimbabwe

Our work in Zimbabwe saw our last team working at the Joshua Dhube School, ending a remarkable effort to build this large primary school which serves over 1,000 children. Two classrooms were built, which will be used by about 100 pupils a year. This project ended our work in Zimbabwe.

Financial Review

The Trustees consider the financial performance to be acceptable, particularly in the context of operating in a post-pandemic environment which affected our main income source. Seeking funding from fundraising from individuals and trusts has sustained the organisation. Although overall income increased, costs increased as a result of inflationary pressures so that overall unrestricted reserves decreased slightly. The Trustees are grateful to all the staff who helped make this possible. The Trustees have key financial policies in place and undertake appropriate risk assessments. Monthly accounts and KPIs ensure appropriate timely management information is available.

Income for 2023 was £880,013, an increase of 11.4% on 2022 on all funds mainly as a result of the ability to send more volunteers on mission. Expenditure increased as a result of sending volunteers by only 12.3% due to careful management of costs in spite of high air travel costs.

Plans for Future Periods

The four strategic initiatives for 2024 are:

1. Increase volunteers
2. Grow the ambassador programme
3. Increase funding
4. Celebrate our 20th anniversary.

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

Structure Governance and Management

Mission Direct Trustees bring core strategic, governance and tactical competencies to the organisation.

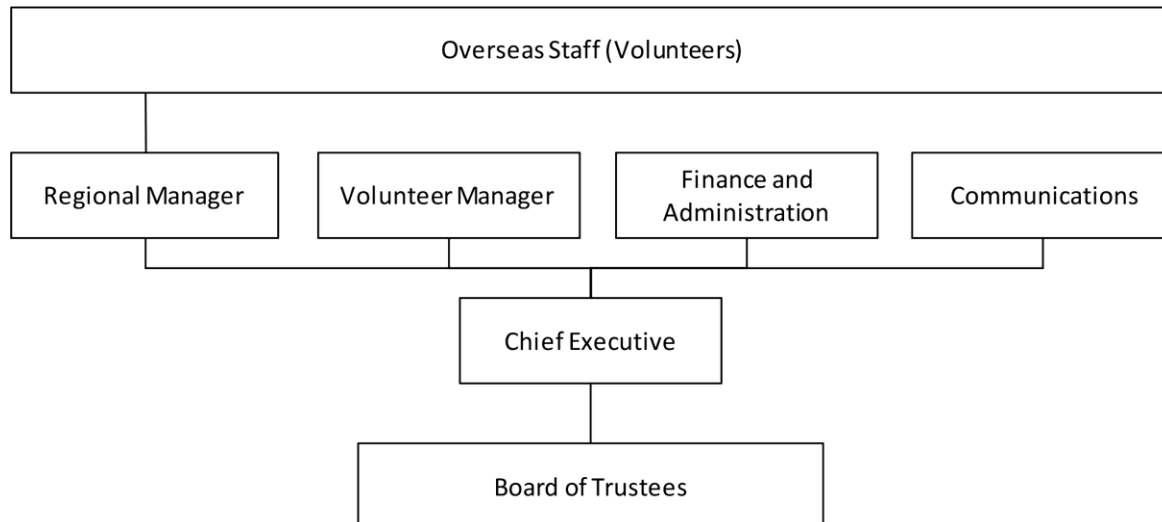
The governance and key policies are considered appropriate for Mission Direct's current size and purpose. The strategy and plans are clear. The organisation's structure is focused on securing the volunteers and maximising the value they add during their time on mission.

Management responsibilities are clearly defined and the Trustee group operates based on the Carver Model.

Fundraising

Mission Direct undertake fundraising internally and does not use a third party to assist with this. The funds are raised from donations from individual donors, church donors, corporate donors, grants and direct mail appeals all based in the United Kingdom. Fundraising is reviewed as part of the monthly business cycle. Mission Direct is a member of The Fundraising Preference Service. In 2023 no fundraising complaints were received. One of the principles that Mission Direct holds close is "do no harm". This applies to everything we do. In terms of fundraising we invite people to be part of the work but if they indicate they don't wish to be contacted by us we remove them from the database. If they wish to understand more about the work they will be invited to visit the charity or have a telephone conversation if that is more appropriate.

Mission Direct's organisation chart is:



Remuneration of staff is set with regards to market rates and the relevant experience of the staff member and reviewed on an annual basis to ensure that pay levels are fair.

Principal risks and uncertainties

The Trustees have examined the major strategic, business and operational risks which the charity faces and confirm that systems have been established to enable regular reports to be produced so that the necessary steps can be taken to mitigate these risks. The two risks that would have the highest impact to the model of operation that the charity has are a) the cost of flights suddenly

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

increasing beyond that economically acceptable to volunteers, and b) data loss from charity systems failing or being attacked.

Reserves Policy

It is the policy of the charity to maintain a minimum of unrestricted funds, which are the free reserves of the charity, at a level which equates to its unrestricted closure liabilities at any point in time. This level is currently £98,000 and provides sufficient funds to cover management, administrative and support costs. The Trustees are happy with the current level of unrestricted reserves held at the year-end of £224,109 (202: £255,866) but will continue to monitor this in the future.

Investment Policy

Mission Direct will maintain its legal responsibility to optimise the return on investments, with regard to appropriate risk factors. This has been encompassed, together with its Reserves Policy, within the charity's Investment Policy which is reviewed on an annual basis. The Policy ensures that there are sufficient funds within short term bank deposits to facilitate Mission Direct's day to day cash requirements and with additional funds placed to gain a return commensurate with the risk.

Going Concern

The Trustees confirm that, after due consideration they have a reasonable expectation that the charity has adequate resources to continue in business for at least 12 months from the date of signing the financial statements. Accordingly, the financial statements for the year ended 31 December 2023 have been prepared on the going concern basis.

Statement of Trustees' Responsibilities

The Trustees (who are also the Directors of Mission Direct Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in that Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

Statement as to Disclosure of Information to Auditor

So far as the Trustees are aware, there is no relevant information (as defined by Section 418 of the Companies Act 2006) of which the charitable company's auditors are unaware, and each Trustee has taken all the steps that they ought to have taken as a Trustee in order to make them aware of any audit information and to establish that the charitable company's auditors are aware of that information.

Auditor

The auditor, SKS Baker Watkin Audit, were appointed in the year and will be proposed for re-appointment at the forthcoming Annual General Meeting.

The Directors have prepared this report in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

In approving the Report of the Trustees, we also approve the Directors' Report included therein, in our capacity as company directors.

Approved by the Board of Trustees on ^{27/06/2024} and signed on its behalf by:

Paul Holbrook

Paul Holbrook
Chair of Trustees

Mission Direct Limited

Independent auditor's report to members of Mission Direct Limited

Opinion

We have audited the financial statements of Mission Direct Limited (the 'charity') for the year ended 31 December 2023 which comprise Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 charity's affairs as at 31 December 2023 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 charity 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 charity'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 Report of the Trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except

Mission Direct Limited

Independent auditor's report to members of Mission Direct Limited

to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Report of the Trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper 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.
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the Report of the Trustees and from the requirement to prepare a Strategic Report.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 8, 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.

Mission Direct Limited

Independent auditor's report to members of Mission Direct Limited

In preparing the financial statements, the trustees are responsible for assessing the charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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. Based on our understanding of the charity and its activities, we identified that the principal risks of non-compliance with laws and regulations related to the Charities Act 2011, the Charities Statement of Recommended Practice, UK, pensions legislation, employment regulation and health and safety regulation, anti-bribery, corruption and fraud and money laundering. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, such as the Companies Act 2006.

We evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting manual journal entries to manipulate financial results, in particular in relation to the use of restricted funds, and significant one-off or unusual transactions.

Our audit procedures were designed to respond to those identified risks, including non-compliance with laws and regulations (irregularities) and fraud that are material to the financial statements. Our audit procedures included but were not limited to:

- Discussing with the trustees and management their policies and procedures regarding compliance with laws and regulations;
- Enquiries of trustees and management concerning any actual or potential litigation or claims;
- Communicating identified laws and regulations throughout our engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the charity which were contrary to applicable laws and regulations, including fraud.
- Review of trustees' minutes for any indications of non-compliance.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;

Mission Direct Limited

Independent auditor's report to members of Mission Direct Limited

- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of the audit report

This report is made solely to the charity's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body for our audit work, for this report, or for the opinions we have formed.



Paul Craggs (Senior Statutory Auditor)
for and on behalf of SKS Baker Watkin Audit
Chartered Accountants
Middlesex House
Rutherford Close, Stevenage
Hertfordshire, SG1 2EF

27/06/2024

...Date:.....

Mission Direct Limited

Statement of Financial Activities

For the year ended 31 December 2023

		Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £
	Notes						
Income and endowments							
Donations and legacies							
- Donations		501,549	374,040	875,589	434,125	307,523	741,648
- Legacies		385	-	385	46,890	-	46,890
Investment income		4,039	-	4,039	1,502	-	1,502
Total Income	2	505,973	374,040	880,013	482,517	307,523	790,040
Expenditure							
Costs of Raising Funds		13,145	-	13,145	13,280	-	13,280
Charitable activity							
- Charitable activity costs		456,760	304,142	760,902	396,220	272,924	669,144
- Support activity		67,825	-	67,825	13,280	-	13,280
Total Expenditure	3	537,730	304,142	841,872	476,643	272,924	749,567
Net income/(expenditure)	4	(31,757)	69,897	38,141	5,874	34,599	40,473
Transfers between funds		-	-	-	-	-	-
Net movement in funds		(31,757)	69,897	38,141	5,874	34,599	40,473
Total funds 1 January		255,866	326,174	582,040	249,992	291,575	541,567
Total funds 31 December		224,109	396,071	620,181	255,866	326,174	582,040

The charity's income and expenditure all relate to continuing operations.

The charity has no other recognised gains or losses.

The information presented within the Statement of Financial Activities for the year ended 31 December 2023 is equivalent to that which would have to be disclosed in an income and expenditure account and accordingly a separate income and expenditure account has not been presented, as permitted by Companies Act 2006.

The notes to the financial statements on pages 17 to 25 form part of these financial statements.

Mission Direct Limited
Balance Sheet
As at 31 December 2023

Company number: 5289161

	Notes	2023 £	2023 £	2022 £	2022 £
Tangible fixed assets	7		2,953		5,767
Current assets					
Debtors	8	112,100		61,004	
Cash and cash equivalents	9	<u>619,239</u>		<u>630,279</u>	
		731,339		691,283	
Creditors: amounts falling due within one year	10	(114,111)		(115,010)	
Net current assets			<u>617,228</u>		<u>576,273</u>
Net assets			<u>620,181</u>		<u>582,040</u>
Funds of the Charity					
Unrestricted funds	12		224,109		255,866
Restricted funds	12		<u>396,071</u>		<u>326,174</u>
			<u>620,181</u>		<u>582,040</u>

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

The financial statements were approved by the Board of Trustees on ^{27/06/2024}..... and were signed on its behalf by:

Paul Holbrook

Paul Holbrook
Chair of Trustees

The notes on pages 17 to 25 form part of these financial statements.

Mission Direct Limited
Statement of Cash Flows
For Year ended December 2023

Company number: 5289161

	2023 £	2022 £
Cash flows from operating activities:		
Net income	38,141	40,473
Depreciation	2,972	3,128
Interest received	(4,039)	(1,502)
(Increase)/Decrease in debtors	(51,096)	2,375
Increase/(Decrease) in creditors	(899)	(41,542)
Net cash inflow/(outflow) from operating activities	(14,291)	2,932
Cash flows from investing activities		
Purchase of fixed assets	(158)	-
Interest received	4,039	1,502
Net decrease in cash & cash equivalents	(11,040)	4,434
Opening cash and cash equivalents	630,279	625,845
Movement in the year	(11,040)	4,434
Closing cash and cash equivalents	619,239	630,279

The notes on pages 17 to 25 form part of these financial statements.

Mission Direct Limited

Notes to the financial statements

For the year 31 December 2023

1. Principal accounting policies

a) General information

Mission Direct is a company limited by guarantee, incorporated in England and Wales. The address of its registered office and principal place of business is disclosed in the Legal and Administrative information on page 1.

The principal activity of the charity is to demonstrate the Christian faith through service to the materially poor and those in need around the world.

The financial statements are presented in Sterling and this is the functional currency of the charity. The financial statements are rounded to the nearest whole pound.

b) (i) Basis of preparation

The financial statements have been prepared under the historical cost convention on a going concern basis, and in accordance with applicable accounting standards. In preparing the financial statements the charity follows best practice as set out in the Statement of Recommended Practice: 'Accounting and Reporting by Charities' (SORP), the Financial Reporting Standard applicable in the United Kingdom and Ireland (FRS102) and the Charities and Companies Acts.

(ii) Going Concern

The trustees have reviewed detailed cash flow projections and have agreed detailed budgets for the year ended 31 December 2024. All are being regularly revisited as situations change and actions taken as necessary to ensure that the charity can continue in these uncertain times. As a result, the use of the going concern basis of accounting is appropriate.

c) Income

Income from donations and grants is included in income when receivable, except as follows:

- When donors specify that donations and grants given to the charity must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions, which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the pre-conditions for use have been met.
- When sponsorship or donations are given in respect of a trip arising in a future accounting period.

When donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

Income from legacies is recognised when the three criteria of entitlement, measurability and probability are met.

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2023

d) Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT, which cannot be recovered as the charity is not VAT-registered.

Certain expenditure is directly attributable to specific activities and is included in those cost categories. Certain other costs, which are attributable to more than one activity, are apportioned across cost categories according to the nature of the cost.

Termination payments of statutory redundancy payments are included when payable.

e) Classification of expenditure

Costs of generating voluntary income are costs incurred with third parties in the UK who promote fundraising, including events.

Charitable activity costs are costs in furtherance of the charity's objects all of which is expenditure directly relating to the objects of the charity.

f) Support activity

Support activity represents those costs incurred by UK and overseas based staff, directly providing support for the international programme, including management, policy and advocacy work, programme supervision and technical support. They also include costs incurred in managing the charity, its organisational administration and compliance with constitutional and statutory requirements.

g) Tangible fixed assets

Assets intended for continuing use by the charity are capitalised at cost. Depreciation is provided at the following rates in order to write off each asset over its estimated useful life:

Leasehold Improvements	- Lease Duration
Computers	- 3 years
Office Equipment	- 5 years
Furniture	- 10 years
Program Assets	- 3 years

h) Fund accounting

Funds held by the charity are either;

- Unrestricted funds: These are funds which can be used in accordance with the charitable objects at the discretion of the Trustees.
- Restricted funds: These are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions can arise when specified by the donor or when funds are raised for particular restricted purposes.

i) Foreign currencies

Transactions in foreign currencies are translated at rates prevailing at the date of transaction. Balances denominated in foreign currencies are translated at the rate prevailing at the year end.

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2023

- j) **Operating leases**
Rentals applicable to operating leases where substantially all the benefits of ownership and risk remain with the lessor are charged to the SOFA as stated.
- k) **Investments**
The company has limited funds to invest and as such, makes an appropriate use of resources by placing them on medium- and short-term deposits with banks.
- l) **Cash and Cash equivalents**
Cash and cash equivalents are cash and short term highly liquid investments with a short maturity of 100 days or less from the date of acquisition or opening of the deposit or similar account.
- m) **Financial instruments**
The charity only has financial asset and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction values and subsequently measured at their settlement value.
- n) **Judgements in applying accounting policies and key sources of estimation uncertainty**
In applying the charitable company's accounting policies, the directors may be required to make judgements, estimates and assumptions in determining the carrying amounts of assets and liabilities. The directors' judgements, estimates and assumptions should be based on the best and most reliable evidence available at the time when the decisions are made, and are based on historical experience and other factors that are considered to be applicable. Due to inherent subjectivity involved in making such judgements, estimates and assumptions, the actual results and outcomes may differ.

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

Due to the nature of the charitable company's activities and financial statements, the Directors do not consider there to be any significant judgements or sources of estimation uncertainty which could influence the reader's understanding of the financial statements.

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2023

2. Income

Income is attributable to the principal activities set out in the Charity's vision, mission and values. See the Report of the Trustees for more details.

3. Expenditure

	Staff costs £	Other Costs £	Total 2023 £	Total 2022 £
Cost of generating voluntary income	6,058	7,087	13,145	13,280
Direct Programme Delivery	169,989	590,913	760,902	669,144
Support cost	36,350	25,475	61,825	61,143
Governance cost	<u>-</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>
	<u>212,397</u>	<u>629,475</u>	<u>841,872</u>	<u>749,567</u>

4. Net income/(expenditure)

The net income/ (expenditure) is stated after charging/(crediting):

	2023 £	2022 £
Auditor's remuneration: Statutory audit fees	6,000	6,000
Non-audit accounting fees	504	480
Depreciation - owned assets	2,972	3,128
Operating lease charge	5,672	6,879

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2023

5. Staff costs

The average number of employees working for the charity during the period was as follows:

	2023 No.	2022 No.
Management and administration	2	2
Direct charitable activities	3	3
	<u>5</u>	<u>5</u>

	2023 £	2022 £
Gross wages and salaries	191,630	187,813
Statutory redundancy payments	-	-
Employer's National Insurance	15,169	15,718
Pension contributions	<u>5,598</u>	<u>5,579</u>
	<u>212,397</u>	<u>209,110</u>

No employee earned over £60,000 in 2023 (2022 – None).

Trustees' remuneration for the year ended 31 December 2023 was £nil (2022– £nil).

Remuneration of key management personnel for the year ended 31 December 2023 totalled £62,005 (2022 - £60,707).

Trustee/Directors Liability insurance premium for the year ended 31 December 2023 was £1,074 (2022 - £1,090)

Pension commitments

The charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £5,598 (2022: £5,579).

Contributions totalling £1,044 (2022: £984) were payable to the fund at the balance sheet date and are included in creditors.

6. Taxation

The company is exempt from Corporation Tax as a registered charity.

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2023

7. Tangible fixed assets

	Leasehold Improvements	Computers	Office Equipment	Furniture	Program Assets	Total
	£	£	£	£	£	£
Cost						
At 1 January						
2023	28,246	49,725	5,531	5,796	7,773	97,071
Additions	-	157	-	-	-	157
Disposals	-	-	-	-	-	-
At 31 December						
2023	28,246	49,882	5,531	5,796	7,773	97,228
Depreciation						
At 1 January						
2023	22,656	49,725	5,354	5,796	7,773	91,304
Charge for year	2,795	-	177	-	-	2,972
Disposals	-	-	-	-	-	-
At 31 December						
2023	25,451	49,725	5,531	5,796	7,773	94,276
Net book values						
At 31 December						
2023	2,795	157	-	-	-	2,952
At 31 December						
2022	5,590	-	177	-	-	5,767

8. Debtors

	2023	2022
	£	£
Other debtors	74,769	37,333
Prepayments	<u>37,332</u>	<u>23,671</u>
	<u>112,100</u>	<u>61,004</u>

Note -: Other Debtors includes Gift Aid Debtors

Mission Direct Limited
Notes to the financial statements (continued)
For the year 31 December 2023

9. Cash and cash equivalents

	2023	2022
	£	£
Short-term deposits (100 days or less)	143,490	112,265
Cash at bank	468,789	510,721
Petty cash	<u>6,960</u>	<u>7,293</u>
	<u>619,239</u>	<u>630,279</u>

10. Creditors: amounts falling due within one year

	2023	2022
	£	£
Deferred income	73,685	70,938
Payments in Advance	10,010	13,412
Staff Contributions	7,483	13,491
Taxation and social security	5,691	5,998
Accruals	<u>17,242</u>	<u>11,171</u>
	<u>114,111</u>	<u>115,010</u>

Deferred Income

	2023	2022
	£	£
Opening balance	70,938	136,485
Released during the year	(61,286)	(80,521)
Income deferred in the year	<u>64,034</u>	<u>14,974</u>
Closing Balance	<u>73,686</u>	<u>70,938</u>

Deferred income relates to donations received from team members in relation to trips taking place in the following year.

11. Financial Instrument

	2023	2022
	£	£
Carrying amount of financial assets		
Debt instruments measured at amortised cost	<u>49,166</u>	<u>34,553</u>
Carrying amount of financial liabilities		
Measured at amortised cost	<u>108,420</u>	<u>109,012</u>

Mission Direct Limited
Notes to the financial statements (continued)
For the year 31 December 2023

12. Funds

The income funds of the charity, where all income is received from United Kingdom sources, include restricted and unrestricted funds comprising the following unexpended balances of donations, grants and other incoming resources to be applied for these purposes:

	Brought forward £	Income £	Expenditure £	Transfers £	Carried forward £
Unrestricted Funds					
United Kingdom	235,366	238,975	(242,998)	(27,734)	203,609
Brazil	1,500	-	-	(1,500)	-
Cambodia	1,500	25,663	(19,460)	(6,203)	1,500
The Dominican Republic	1,500	24,770	(19,957)	(4,813)	1,500
Gambia	1,500	-	-	(1,500)	-
India	1,500	-	-	(1,500)	-
Kenya	1,500	28,508	(24,759)	(3,749)	1,500
Malawi	500	25,561	(21,965)	(3,596)	500
Moldova	1,500	-	-	-	1,500
Sierra Leone	1,500	-	-	(1,500)	-
Uganda	4,500	82,549	(59,932)	(22,617)	4,500
Zambia	2,000	52,069	(32,604)	(19,465)	2,000
Zimbabwe	1,500	27,878	(20,610)	(7,268)	1,500
Additional Campaign Cost	-	-	(95,445)	95,445	-
Total Unrestricted	255,866	505,973	(537,730)	-	224,109
Restricted Funds					
Brazil	6,943	500	-	(3,618)	3,825
Cambodia	23,163	19,120	(26,126)	-	16,157
The Dominican Republic	31,530	7,224	(14,545)	-	24,209
Gambia	75	-	-	(75)	-
India	11,767	-	-	(1,749)	10,018
Kenya	49,568	26,012	(54,087)	-	21,493
Malawi	1,788	7,594	(1,146)	-	8,236
Moldova	25,749	960	(11,005)	-	15,704
Sierra Leone	25,120	-	(8,280)	(12,448)	4,392
Uganda	48,310	101,790	(62,293)	-	87,807
United Kingdom	15,287	-	-	-	15,287
Zambia	36,996	197,211	(68,499)	-	165,708
Zimbabwe	49,878	12,649	(58,161)	-	4,366
General project fund	-	980	-	17,890	18,870
Total Restricted	326,174	374,040	(304,142)	-	396,072
Total Funds	582,040	880,013	(841,872)	-	620,181

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2023

Note 12 (continued)

Transfers between the unrestricted funds reflect the cost of direct administrative support given to each country campaign or the subsidy given from the additional campaign cost fund to enable specific country campaigns to operate.

Restricted funds are held for income and expenditure arising from Mission Direct's Overseas Projects and Partners. Transfers between the restricted funds reflect the closing of country project funds for the countries where Mission Direct have ceased to support projects and the balances will go towards subsidising new or existing projects where necessary.

13. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Tangible fixed assets	2,953	-	2,953	5,767
Debtors	112,100	-	112,100	61,004
Cash	223,168	396,071	619,239	630,279
Current Liabilities	(114,111)	-	(114,111)	(115,010)
Total net assets	224,110	396,071	620,181	582,040

14. Operating lease commitments

Financial commitments under non-cancellable operating leases will result in the following payments falling due as follows:

	2023 £	2022 £
Office equipment expiring in less than 1 year	4,680	4,680
Office equipment expiring between 1 year and 5 years	12,870	17,550
	<u>17,550</u>	<u>22,230</u>

15. Trustee Donations, expenses and related party disclosures

- Unrestricted donations received from trustees and key management personnel during the year totalled £14,609 (2022 - £16,785)
- Mission Direct's policy is that Trustee's do not claim expenses
- There were no related party transactions during 2023 (2022 – None)

MISSION DIRECT LIMITED

England & Wales - Charity number 1107824

Accounts

Registered Charity Number: 1107824
Registered Company Number: 5289161

Mission Direct Limited
(Known as Mission Direct)

Report and financial statements
For the year ended 31 December 2022

Mission Direct Limited
Report and financial statements
For the year ended 31 December 2022

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Mission Direct Limited

Legal and Administrative Information

Constitution

Mission Direct is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association. Charity number: 1107824. Company number: 5289161. Website: <https://missiondirect.org/>. The maximum contribution required by members of the company is an amount not exceeding £1 in the event of the company being wound up. Under the Memorandum and Articles of Association, any surplus of assets over liabilities on winding-up cannot, under any circumstances, be distributed to the Trustees or the Members, but shall be given or transferred to some other charity or charities with similar objects to those of Mission Direct.

Directors and Trustees

The Directors of the charitable company (hereafter referred to as 'the charity') are its Trustees for the purposes of charity law and throughout this report are collectively referred to as the Trustees. The Trustees serving during the year and since the year end were as follows:

Paul Holbrook (Chair from 18 March 2022)
Christopher Knight - Retired 14 October 2022
Tim Martindale (Chair) – Retired 18 March 2022
Andrew Smart
Mark Vickers – Retired 18 March 2022
Govinda French – Appointed 18 March 2022
Stephanie Parker-Devall – Appointed 24 June 2022
Obinani Abuchi – Appointed 10 December 2022

New Trustees are appointed by a majority ballot of the existing Trustees. One third of the Trustees retire from office by rotation at each AGM and may seek re-appointment. The induction and training programme for new Trustees comprises a detailed discussion and orientation by the Chief Executive and 2 other board members. Each new Trustee confirms their agreement with the founding charity documents and agrees what contribution they expect to make. Trustees usually join a team or visit one or more of the charity's overseas programmes.

Chief Executive and

Company Secretary:

Wilhelm Horwood

Registered office:

Mission Direct, 27 Bury Mead Road, Hitchin, Herts, SG5 1RT

Principal Bankers:

Barclays Bank, George Street, Luton, LU1 2AE

Auditor:

Baker Watkin Audit LLP, Middlesex House, Rutherford Close, Stevenage, Hertfordshire, SG1 2EF

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

The Trustees are pleased to present their report together with the financial statements of the charity for the year ended 31 December 2022. The financial statements comply with the Statement of Recommended Practice, 'Accounting and Reporting by Charities' (SORP 2019). They also comply with the Financial Reporting Standard 102 (effective 2015) and the charity's Memorandum and Articles of Association. The accounts have been prepared in accordance with the accounting policies on pages 17 to 19.

Objectives and Activities

Vision

To demonstrate Christian faith through service to the materially poor and those in need around the world.

Mission

To take volunteers across the world, working in partnership with local communities, bringing practical help, hope and change.

Values

Mission Direct values were reviewed in 2020 and amended after consultation with trustees, staff and volunteers.

Christianity in action – While keeping our work Christ-centred, we serve others irrespective of their faiths or worldviews.

Equality – As an inclusive and welcoming family, we value human diversity and are committed to treating people equally.

Sustainability – We strive for long-term and sustainable impact through careful stewardship of resources to leave a positive lasting legacy.

Compassion – We treat people with compassion, kindness and respect to promote dignity and well-being.

Partnership – We believe in the power of teamwork, collaboration and cooperation to tackle poverty and injustice.

Integrity – We are committed to being authentic, accountable, reliable and trustworthy.

Ethos

Mission Direct's ethos of operation is the Starfish Principle. Recognising that we cannot solve everything we work to make a difference 'one by one'.

The Starfish Principle is captured by the story of the little boy who saw thousands of dying starfish on a beach. He started to pick them up and throw them back in the sea. "What are you doing?" his mother asked - "How can you hope to make any difference here?" Picking up the starfish and throwing them back into the sea the boy looked in his mother's eyes and said "Well, I made a difference to that one and that one."

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

Charity's Objects

Mission Direct's objects are:

- a) The relief of poverty, sickness and distress throughout the world;
- b) The advancement of the Christian religion throughout the world in accordance with its core values and beliefs; and
- c) Other such charitable purposes worldwide as the Trustees may determine.

The Trustees understand (b) as ensuring Mission Direct is a catalyst enabling volunteers and mobilising resources to help the world's materially poor, in keeping with our Christian ethos and articles of faith.

Public Benefit

The Trustees are aware of the Charity Commission's guidance on public benefit and, in particular, the specific guidance offered to charities with these objects. As explained in the Achievements and Performance section set out below, the charity has addressed a range of such public benefit and the Trustees confirm that the charity's activities fall within these objects.

Principal Areas of Work

The volunteer model has enabled a few thousand volunteers to work in partnership with the world's materially poor. In going, each person makes a significant personal impact, directly engaging supporters and leaving a legacy of enduring relationships and projects. The Covid-19 pandemic curtailed our ability to send volunteers overseas, so our focus switched to supporting projects. During 2022, Mission Direct brought help and hope in 9 countries: Cambodia, The Dominican Republic, Kenya, Malawi, Moldova, Romania, Ukraine, Uganda, and Zambia.

Principal Funding Sources

Mission Direct's achievements are normally built on a foundation of mobilising people to raise funds for the building projects on which they have volunteered to work on. Their fundraising efforts continued to be the prime source by which the charity was funded initially before the pandemic took hold. The volunteers were supported by their friends, churches, companies, trusts and other networks. 100% of the funds raised by the volunteers for a building project went directly to the project the person was supporting. In 2020, the pandemic meant that normal business needed to be put on hold. This placed significant pressure on Mission Direct's finances so the charity increased direct fundraising activities for both its own core costs and for projects overseas. Since then we have focussed on both volunteer engagement and fundraising for projects. Our fundraising still had an emphasis on individual donors, major donors, and trusts. We proactively cared for our donors, provided them with information about the positive impact the work is having and expressed our gratitude. Direct Mail remained an effective means to raise awareness of the work and develop a long-term income stream.

Safeguarding Statement

Mission Direct acknowledges the duty of care to safeguard and promote the welfare of children, young people, and vulnerable adults and to safeguard the welfare of anyone who comes into contact with the Charity's work. The Charity is committed to ensuring safeguarding practice is compliant with statutory responsibilities, the Charities Commission guidance and accords with best practice. Trustees receive training in safeguarding, as do all staff and volunteers. Systems are in place to monitor safeguarding effectiveness and to respond quickly to any concerns.

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

Achievements and Performance

In 2022 – we were able to send 68 volunteers to five countries. This was less than before the pandemic, but the decision was only taken in April that it was safe enough for volunteers to travel again after the pandemic restrictions.

Taking a bottom-up approach to working with the poor and seeing the money spent directly by the overseas staff means money raised is leveraged and used in a focused, well controlled and cost-effective manner.

Below are a few highlights from each country in which we were able to continue activities.

Cambodia

Our longstanding partner in Cambodia, Serve Cambodia, asked Mission Direct to provide a teacher training team to help the teachers in their schools to teach English language more effectively. A team travelled to Phnom Penh in November and successfully delivered Phonics training to the Cambodian teachers and got involved in other work around the schools. Our representatives, including our country manager for Cambodia and the chief executive of Mission Direct, were honoured to take part in the grand opening of the Harvest of Hope School, which Mission Direct rebuilt for Serve Cambodia in 2021 to protect it from future flooding.

The Dominican Republic

Our volunteers achieved a lot in the Dominican Republic in 2022. With our main partner, Samaritan Foundation, we helped with the construction of three houses at their Rio De Vida community, which is seeking to house about 150 materially poor families. In addition to this, our volunteers also helped Samaritan Foundation to put the finishing touches to other houses in the same community by painting the external walls of 13 additional houses. Our volunteers also helped to complete the renovation work at Nazareth House, which houses disabled orphans. In the previous year, funds raised by Mission Direct had supported extensive renovation and extension works, so the volunteers finished this by painting the outside of the building.

Kenya

In Kenya our volunteers helped to construct five rooms for our partner, Mission with a Vision, who support girls who have been rescued from FGM and forced marriages. These rooms will become accommodation for these girls and is part of a three-year project to expand the facilities.

Malawi

It was not possible to send any volunteers to Malawi in 2022, however we were able to continue to support the Trinity School in Moyo, in partnership with Starfish Malawi. Through fundraising, we were able to support the completion of two classrooms and the construction of a toilet block for the school. These were completed in time for the start of school after the extended school closure due to the pandemic restrictions in Malawi.

Moldova, Romania and Ukraine

As a response to the refugee crisis caused by the war in Ukraine, Mission Direct contacted Foundation Ancora in Moldova, our longstanding partners, to explore how we could support their work as they pivoted from their normal charitable work to responding to the refugee crisis there. As a result of working with them, we were able to organise two large van loads and one very full car load of emergency aid, consisting of clothing, bedding, packaged foods, appropriate medicines, and toys for children. We also fundraised to support their work providing food and accommodation to refugees in Moldova and Romania, and later funded food and generators to be sent into Ukraine itself.

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

Uganda: Kumi

We were able to send two teams to Kumi in Uganda in 2022. They built a four-unit block of teacher's homes with kitchen facilities and latrines and bathing shelters at Kumi Primary School. These facilities are essential to enable rural schools to attract and retain qualified teachers.

Uganda: Rukungiri

We also built a kitchen block at Rushararazi Primary School because the previous cooking facilities at the school were exposed to the weather and to local wildlife, so these new facilities will improve food security and food hygiene at the school.

Zambia

Our work in Zambia was focussed on two different needs, the first related to education and the second related to child homelessness. Our volunteers helped to build a toilet block at Kiine School in Lusaka. This facility was necessary due to the growth in pupil numbers and the poor toilet facilities that had existed previously. We also sent a special team to work with street children with our local partner called Footprints. This team did street outreach with the homeless children and supported Footprints with their work to rescue the children from the streets. Children who accept the help are placed in safe accommodation and where possible they are reunited with their families.

Financial Review

The Trustees consider the financial performance to be acceptable, particularly in the context of operating in a post-pandemic environment which affected our main income source. Seeking funding from fundraising from individuals and trusts, as well as utilising the government's Job Retention Scheme, has sustained the organisation. Although overall income increased, costs were aggressively managed also so that overall unrestricted reserves increased slightly. The Trustees are grateful to all the staff who helped make this possible. The Trustees have key financial policies in place and undertake appropriate risk assessments. Monthly accounts and KPIs ensure appropriate timely management information is available.

Income for 2022 was £790,040 (30.2%) more than in 2021 on all funds mainly as a result of the ability to send volunteers on mission trips again in the second half of the year a decision which was only to be taken in late April 2022. Expenditure increased as a result of sending volunteers by only 28% due to careful management of costs in spite of high air travel costs.

Plans for Future Periods

The three strategic initiatives for 2023 are:

1. Make a difference to 1,000 direct beneficiaries
2. Manage finances sustainably
3. Tell our story better

Effects of BREXIT

The Trustees having considered the impact of BREXIT on the charity believe that, as Mission Direct operate internationally outside of Europe, it won't be affected to any substantial degree.

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

Structure Governance and Management

Mission Direct Trustees bring core strategic, governance and tactical competencies to the organisation.

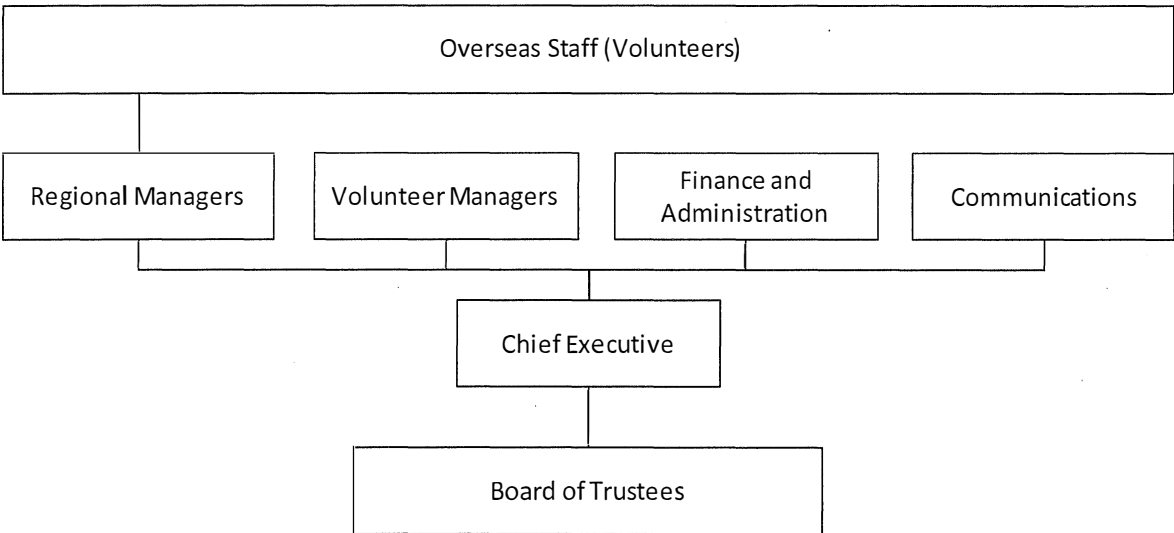
The governance and key policies are considered appropriate for Mission Direct's current size and purpose. The strategy and plans are clear. The organisation's structure is focused on securing the volunteers and maximising the value they add during their time on mission.

Management responsibilities are clearly defined and the Trustee group operates based on the Carver Model.

Fundraising

Mission Direct undertake fundraising internally and does not use a third party to assist with this. The funds are raised from donations from individual donors, church donors, corporate donors, grants and direct mail appeals. Fundraising is reviewed as part of the monthly business cycle. Mission Direct is a member of The Fundraising Preference Service. In 2022 no fundraising complaints were received. One of the principles that Mission Direct holds close is "do no harm". This applies to everything we do. In terms of fundraising we invite people to be part of the work but if they indicate they don't wish to be contacted by us we remove them from the database. If they wish to understand more about the work they will be invited to visit the charity or have a telephone conversation if that is more appropriate.

Mission Direct's organisation chart is:



Remuneration of staff is set with regards to market rates and the relevant experience of the staff member and reviewed on an annual basis to ensure that pay levels are fair.

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

Principal risks and uncertainties

The Trustees have examined the major strategic, business and operational risks which the charity faces and confirm that systems have been established to enable regular reports to be produced so that the necessary steps can be taken to mitigate these risks. The two risks that would have the highest impact to the model of operation that the charity has are a) the cost of flights suddenly increasing beyond that economically acceptable to volunteers, and b) data loss from charity systems failing or being attacked.

Covid-19

Mission Direct continued to be affected by the pandemic in the early part of 2022 because it was difficult to plan when volunteers would start travelling again. It was decided in April that Mission Direct could safely run volunteer teams again, which limited the number of teams and volunteers that travelled in 2022. Despite this limitation, the teams that did travel were able to make a significant difference as we worked towards increasing volunteer numbers in 2023.

Reserves Policy

It is the policy of the charity to maintain a minimum of unrestricted funds, which are the free reserves of the charity, at a level which equates to its unrestricted closure liabilities at any point in time. This level is currently £79,000 and provides sufficient funds to cover management, administrative and support costs. The Trustees are happy with the current level of unrestricted reserves held at the year-end of £255,866 (2021: £249,992) but will continue to monitor this in the future.

Investment Policy

Mission Direct will maintain its legal responsibility to optimise the return on investments, with regard to appropriate risk factors. This has been encompassed, together with its Reserves Policy, within the charity's Investment Policy which is reviewed on an annual basis. The Policy ensures that there are sufficient funds within short term bank deposits to facilitate Mission Direct's day to day cash requirements and with additional funds placed to gain a return commensurate with the risk.

Going Concern

The trustees have reviewed detailed cash flow projections and have agreed detailed budgets for the year ending 31 December 2023. All are being regularly revisited as situations change and actions taken as necessary to ensure that the charity can continue in these uncertain times. As a result of this the trustees are satisfied that it is appropriate to prepare the accounts as a going concern.

Statement of Trustees' Responsibilities

The Trustees (who are also the Directors of Mission Direct Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in that Charity SORP;
- make judgements and estimates that are reasonable and prudent;

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

Statement as to Disclosure of Information to Auditor

So far as the Trustees are aware, there is no relevant information (as defined by Section 418 of the Companies Act 2006) of which the charitable company's auditors are unaware, and each Trustee has taken all the steps that they ought to have taken as a Trustee in order to make them aware of any audit information and to establish that the charitable company's auditors are aware of that information.

Auditor

The auditor, Baker Watkin Audit LLP, were appointed in the year and will be proposed for re-appointment at the forthcoming Annual General Meeting.

The Directors have prepared this report in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

In approving the Report of the Trustees, we also approve the Directors' Report included therein, in our capacity as company directors.

Approved by the Board of Trustees on 27 June 2023 and signed on its behalf by:

Paul Holbrook

Paul Holbrook
Chair of Trustees

Mission Direct Limited

Independent auditor's report to the members of Mission Direct Limited

Opinion

We have audited the financial statements of Mission Direct Limited (the 'charity') for the year ended 31 December 2022 which comprise Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 charity's affairs as at 31 December 2022 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 charity 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 charity'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 Report of the Trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Mission Direct Limited

Independent auditor's report to the members of Mission Direct Limited

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Report of the Trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper 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.
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the Report of the Trustees and from the requirement to prepare a Strategic Report.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on pages 7 and 8, 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Mission Direct Limited

Independent auditor's report to the members of Mission Direct Limited

Auditor's responsibilities for the audit of the financial statements

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

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. Based on our understanding of the charity and its activities, we identified that the principal risks of non-compliance with laws and regulations related to the Charities Act 2011, the Charities Statement of Recommended Practice, UK, pensions legislation, employment regulation and health and safety regulation, anti-bribery, corruption and fraud and money laundering. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, such as the Companies Act 2006.

We evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting manual journal entries to manipulate financial results, in particular in relation to the use of restricted funds, and significant one-off or unusual transactions.

Our audit procedures were designed to respond to those identified risks, including non-compliance with laws and regulations (irregularities) and fraud that are material to the financial statements. Our audit procedures included but were not limited to:

- Discussing with the trustees and management their policies and procedures regarding compliance with laws and regulations;
- Enquiries of trustees and management concerning any actual or potential litigation or claims;
- Communicating identified laws and regulations throughout our engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the charity which were contrary to applicable laws and regulations, including fraud.
- Review of trustees' minutes for any indications of non-compliance.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and

Mission Direct Limited

Independent auditor's report to the members of Mission Direct Limited

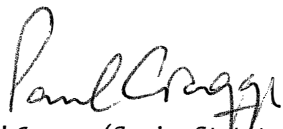
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of the audit report

This report is made solely to the charity's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body for our audit work, for this report, or for the opinions we have formed.



Paul Craggs (Senior Statutory Auditor)
for and on behalf of Baker Watkin Audit LLP
Chartered Accountants
Middlesex House
Rutherford Close, Stevenage
Hertfordshire, SG1 2EF

Date: 27 June 2023

Mission Direct Limited

Statement of Financial Activities

For the year ended 31 December 2022

		Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £
	Notes						
Income and endowments							
Donations and legacies							
- Donations		434,125	307,523	741,648	284,299	212,376	496,675
- Legacies		46,890	-	46,890	57,573	-	57,573
Investment income		1,502	-	1,502	1,964	-	1,964
Government Grant Income from Job Retention Scheme		-	-	-	50,691	-	50,691
Total Income	2	482,517	307,523	790,040	394,527	212,376	606,903
Expenditure							
Costs of Raising Funds		13,280	-	13,280	14,558	-	14,558
Charitable activity							
- Charitable activity costs		396,220	272,924	669,144	262,444	246,033	508,477
- Support activity		67,143	-	67,143	61,241	-	61,241
Total Expenditure	3	476,643	272,924	749,567	338,243	246,033	584,276
Net income/(expenditure)	4	5,874	34,599	40,473	56,284	(33,657)	22,627
Transfers between funds		-	-	-	-	-	-
Net movement in funds		5,874	34,599	40,473	56,284	(33,657)	22,627
Total funds 1 January		249,992	291,575	541,567	193,708	325,232	518,940
Total funds 31 December		255,866	326,174	582,040	249,992	291,575	541,567

The charity's income and expenditure all relate to continuing operations.

The charity has no recognised gains or losses.

The information presented within the Statement of Financial Activities for the year ended 31 December 2022 is equivalent to that which would have to be disclosed in an income and expenditure account and accordingly a separate income and expenditure account has not been presented, as permitted by Companies Act 2006.

The notes to the financial statements on pages 16 to 24 form part of these financial statements.

Mission Direct Limited
Balance Sheet
As at 31 December 2022

Company number: 5289161

	Notes	2022 £	2022 £	2021 £	2021 £
Tangible fixed assets	7		5,767		8,895
Current assets					
Debtors	8	58,224		63,379	
Cash and cash equivalents	9	<u>633,059</u>		<u>625,845</u>	
		691,283		689,224	
Creditors: amounts falling due within one year	10	(115,010)		(156,552)	
Net current assets			<u>576,273</u>		<u>532,672</u>
Net assets			<u>582,040</u>		<u>541,567</u>
Funds of the Charity					
Unrestricted funds	12	255,866		249,992	
Restricted funds	12	<u>326,174</u>		<u>291,575</u>	
		<u>582,040</u>		<u>541,567</u>	

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

The financial statements were approved by the Board of Trustees on 27 June 2023 and were signed on its behalf by:

Paul Holbrook

Paul Holbrook
Chair of Trustees

The notes on pages 16 to 24 form part of these financial statements.

Mission Direct Limited
Statement of Cash Flows
For Year ended December 2022

Company number: 5289161

	2022 £	2021 £
Cash flows from operating activities:		
Net income	40,473	22,627
Depreciation	3,128	6,088
Interest received	(1,502)	(1,964)
(Increase)/Decrease in debtors	5,155	28,575
Increase/(Decrease) in creditors	(41,542)	(1,421)
Net cash inflow/(outflow) from operating activities	5,712	53,905
Cash flows from investing activities		
Purchase of fixed assets	-	-
Interest received	1,502	1,964
Net increase in cash & cash equivalents	7,214	55,869
Opening cash and cash equivalents	625,845	569,976
Movement in the year	7,214	55,869
Closing cash and cash equivalents	633,059	625,845

The notes on pages 16 to 24 form part of these financial statements.

Mission Direct Limited

Notes to the financial statements

For the year 31 December 2022

1. Principal accounting policies

a) General information

Mission Direct is a company limited by guarantee, incorporated in England and Wales. The address of its registered office and principal place of business is disclosed in the Legal and Administrative information on page 1.

The principal activity of the charity is to demonstrate the Christian faith through service to the materially poor and those in need around the world.

The financial statements are presented in Sterling and this is the functional currency of the charity. The financial statements are rounded to the nearest whole pound.

b) (i) Basis of preparation

The financial statements have been prepared under the historical cost convention on a going concern basis, and in accordance with applicable accounting standards. In preparing the financial statements the charity follows best practice as set out in the Statement of Recommended Practice: 'Accounting and Reporting by Charities' (SORP), the Financial Reporting Standard applicable in the United Kingdom and Ireland (FRS102) and the Charities and Companies Acts.

(ii) Going Concern

The trustees have reviewed detailed cash flow projections and have agreed detailed budgets for the year ended 31 December 2023. All are being regularly revisited as situations change and actions taken as necessary to ensure that the charity can continue in these uncertain times. As a result, the use of the going concern basis of accounting is appropriate.

c) Income

Income from donations and grants is included in income when receivable, except as follows:

- When donors specify that donations and grants given to the charity must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions, which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the pre-conditions for use have been met.
- When sponsorship or donations are given in respect of a trip arising in a future accounting period.

When donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

Income from legacies is recognised when the three criteria of entitlement, measurability and probability are met.

Income from the Government Job Retention Scheme is included in income when receivable.

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2022

d) Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT, which cannot be recovered as the charity is not VAT-registered.

Certain expenditure is directly attributable to specific activities and is included in those cost categories. Certain other costs, which are attributable to more than one activity, are apportioned across cost categories according to the nature of the cost.

Termination payments of statutory redundancy payments are included when payable.

e) Classification of expenditure

Costs of generating voluntary income are costs incurred with third parties in the UK who promote fundraising, including events.

Charitable activity costs are costs in furtherance of the charity's objects all of which is expenditure directly relating to the objects of the charity.

f) Support activity

Support activity represents those costs incurred by UK and overseas based staff, directly providing support for the international programme, including management, policy and advocacy work, programme supervision and technical support. They also include costs incurred in managing the charity, its organisational administration and compliance with constitutional and statutory requirements.

g) Tangible fixed assets

Assets intended for continuing use by the charity are capitalised at cost. Depreciation is provided at the following rates in order to write off each asset over its estimated useful life:

Leasehold Improvements	- Lease Duration
Computers	- 3 years
Office Equipment	- 5 years
Furniture	- 10 years
Program Assets	- 3 years

h) Fund accounting

Funds held by the charity are either;

- Unrestricted funds: These are funds which can be used in accordance with the charitable objects at the discretion of the Trustees.
- Restricted funds: These are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions can arise when specified by the donor or when funds are raised for particular restricted purposes.

i) Foreign currencies

Transactions in foreign currencies are translated at rates prevailing at the date of transaction. Balances denominated in foreign currencies are translated at the rate prevailing at the year end.

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2022

j) Operating leases

Rentals applicable to operating leases where substantially all the benefits of ownership and risk remain with the lessor are charged to the SOFA as stated.

k) Investments

The company has limited funds to invest and as such, makes an appropriate use of resources by placing them on medium- and short-term deposits with banks.

l) Cash and Cash equivalents

Cash and cash equivalents are cash and short term highly liquid investments with a short maturity of 100 days or less from the date of acquisition or opening of the deposit or similar account.

m) Financial instruments

The charity only has financial asset and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction values and subsequently measured at their settlement value.

n) Judgements in applying accounting policies and key sources of estimation uncertainty

In applying the charitable company's accounting policies, the directors may be required to make judgements, estimates and assumptions in determining the carrying amounts of assets and liabilities. The directors' judgements, estimates and assumptions should be based on the best and most reliable evidence available at the time when the decisions are made, and are based on historical experience and other factors that are considered to be applicable. Due to inherent subjectivity involved in making such judgements, estimates and assumptions, the actual results and outcomes may differ.

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

Due to the nature of the charitable company's activities and financial statements, the Directors do not consider there to be any significant judgements or sources of estimation uncertainty which could influence the reader's understanding of the financial statements.

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2022

2. Income

Income is attributable to the principal activities set out in the Charity's vision, mission and values. See the Report of the Trustees for more details.

3. Expenditure

	Staff costs £	Other Costs £	Total 2022 £	Total 2021 £
Cost of generating voluntary income	5,943	7,337	13,280	14,558
Direct Programme Delivery	167,511	501,633	669,144	508,477
Support cost	35,656	25,487	61,143	55,241
Governance cost	-	6,000	6,000	6,000
	<u>209,110</u>	<u>540,457</u>	<u>749,567</u>	<u>584,276</u>

4. Net income/(expenditure)

The net income/ (expenditure) is stated after charging/(crediting):

	2022 £	2021 £
Auditor's remuneration: Statutory audit fees	6,000	6,000
Non-audit accounting fees	480	600
Depreciation - owned assets	3,128	6,088
Operating lease charge	6,879	6,656

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2022

5. Staff costs

The average number of employees working for the charity during the period was as follows:

	2022 No.	2021 No.
Management and administration	2	2
Direct charitable activities	3	3
	<u>5</u>	<u>5</u>

	2022 £	2021 £
Gross wages and salaries	187,813	178,415
Statutory redundancy payments	-	-
Employer's National Insurance	15,718	14,533
Pension contributions	5,579	5,889
	<u>209,110</u>	<u>198,837</u>

No employee earned over £60,000 in 2022 (2021 – None).

Trustees' remuneration for the year ended 31 December 2022 was £nil (2021– £nil).

Remuneration of key management personnel for the year ended 31 December 2022 totalled £60,707 (2021 - £57,950).

Trustee/Directors Liability insurance premium for the year ended 31 December 2022 was £1,090 (2021 - £1,026)

Pension commitments

The charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £5,579 (2021: £5,889).

Contributions totalling £984 (2021: £1,272) were payable to the fund at the balance sheet date and are included in creditors.

6. Taxation

The company is exempt from Corporation Tax as a registered charity.

Mission Direct Limited
Notes to the financial statements (continued)
For the year 31 December 2022

7. Tangible fixed assets

	Leasehold Improvements	Computers	Office Equipment	Furniture	Program Assets	Total
	£	£	£	£	£	£
Cost						
At 1 January 2022	28,246	49,725	5,531	5,796	7,773	97,071
Additions	-	-	-	-	-	-
Disposals	-	-	-	-	-	-
At 31 December 2022	28,246	49,725	5,531	5,796	7,773	97,071
Depreciation						
At 1 January 2022	19,862	49,569	5,176	5,796	7,773	88,176
Charge for year	2,794	156	178	-	-	3,128
Disposals	-	-	-	-	-	-
At 31 December 2022	22,656	49,725	5,354	5,796	7,773	91,304
Net book values						
At 31 December 2022	5,590		177	-	-	5,767
At 31 December 2021	8,384	156	355	-	-	8,895

8. Debtors

	2022 £	2021 £
Other debtors	34,553	50,965
Prepayments	23,671	12,413
	58,224	63,378

Note -: Other Debtors includes Gift Aid Debtors

Mission Direct Limited
Notes to the financial statements (continued)
For the year 31 December 2022

9. Cash and cash equivalents

	2022	2021
	£	£
Short-term deposits (100 days or less)	112,265	192,361
Cash at bank	510,721	412,744
Cash overseas	2,780	12,301
Petty cash	7,293	8,439
	<u>633,059</u>	<u>625,845</u>

10. Creditors: amounts falling due within one year

	2022	2021
	£	£
Deferred income	70,938	136,485
Payments in Advance	13,412	---
Staff Contributions	13,491	---
Taxation and social security	5,998	9,713
Accruals	11,171	10,354
	<u>115,010</u>	<u>156,552</u>

Deferred Income

	2022	2021
	£	£
Opening balance	136,485	141,098
Released during the year	(80,521)	(9,656)
Income deferred in the year	14,974	5,043
Closing Balance	<u>70,938</u>	<u>136,485</u>

Deferred income relates to donations received from team members in relation to trips taking place in the following year.

11. Financial Instrument

	2022	2021
	£	£
Carrying amount of financial assets		
Debt instruments measured at amortised cost	<u>34,553</u>	<u>50,965</u>
Carrying amount of financial liabilities		
Measured at amortised cost	<u>109,012</u>	<u>146,839</u>

Mission Direct Limited
Notes to the financial statements (continued)
For the year 31 December 2022

12. Funds

The income funds of the charity include restricted and unrestricted funds comprising the following unexpended balances of donations, grants and other incoming resources to be applied for these purposes:

	Brought forward £	Income £	Expenditure £	Transfers £	Carried forward £
Unrestricted Funds					
United Kingdom	229,492	294,287	(240,314)	(48,099)	235,366
Brazil	1,500	-	-	-	1,500
Cambodia	1,500	11,460	(9,353)	(2,107)	1,500
The Dominican Republic	1,500	19,993	(16,775)	(3,218)	1,500
Gambia	1,500	-	-	-	1,500
India	1,500	-	-	-	1,500
Kenya	1,500	34,627	(25,665)	(8,962)	1,500
Malawi	500	-	-	-	500
Moldova	1,500	-	-	-	1,500
Sierra Leone	1,500	-	-	-	1,500
Uganda	4,500	67,403	(46,159)	(21,244)	4,500
Zambia	2,000	54,747	(46,162)	(8,585)	2,000
Zimbabwe	1,500	-	-	-	1,500
Additional Campaign Cost	-	-	(92,215)	92,215	-
Total Unrestricted	249,992	482,517	(476,643)	-	255,866
Restricted Funds					
Brazil	5,453	1,490	-	-	6,943
Cambodia	30,269	12,608	(19,614)	-	23,263
The Dominican Republic	51,488	6,463	(26,421)	-	31,530
Gambia	75	-	-	-	75
India	11,667	100	-	-	11,767
Kenya	28,324	51,175	(29,931)	-	49,568
Malawi	7,791	2,997	(9,000)	-	1,788
Moldova	7,451	39,320	(21,022)	-	25,749
Sierra Leone	24,936	184	-	-	25,120
Uganda	41,574	89,489	(82,680)	-	48,383
United Kingdom	12,894	-	-	-	12,894
Zambia	40,378	67,583	(70,965)	-	36,996
Zimbabwe	29,275	36,114	(13,291)	-	52,098
Total Restricted	291,575	307,523	(272,924)	-	326,174
Total Funds	541,567	790,040	(749,567)	-	582,040

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2022

Note 12 (continued)

Transfers between the unrestricted funds reflect the cost of direct administrative support given to each country campaign or the subsidy given from the additional campaign cost fund to enable specific country campaigns to operate.

Restricted funds are held for income and expenditure arising from Mission Direct's Overseas Projects and Partners.

13. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Tangible fixed assets	5,767	-	5,767	8,895
Debtors	58,224	-	58,224	63,379
Cash	306,885	326,174	633,059	625,845
Current Liabilities	(115,010)	-	(115,010)	(156,552)
Total net assets	255,866	326,174	582,040	541,567

14. Operating lease commitments

Financial commitments under non-cancellable operating leases will result in the following payments falling due as follows:

	2022 £	2021 £
Office equipment expiring in less than 1 year	4,680	6,322
Office equipment expiring between 1 year and 5 years	17,550	6,407
	22,230	12,729

15. Trustee Donations, expenses and related party disclosures

- Unrestricted donations received from trustees and key management personnel during the year totalled £16,785 (2021 - £16,300)
- Mission Direct's policy is that Trustees do not claim expenses
- There were no related party transactions during 2022 (2021 – None)

MISSION DIRECT LIMITED

England & Wales - Charity number 1107824

Accounts

Registered Charity Number: 1107824
Registered Company Number: 5289161

Mission Direct Limited
(Known as Mission Direct)

Report and financial statements
For the year ended 31 December 2021

Mission Direct Limited
Report and financial statements
For the year ended 31 December 2021

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Mission Direct Limited

Legal and Administrative Information

Constitution

Mission Direct is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association. Charity number: 1107824. Company number: 5289161. Website: <https://missiondirect.org/>. The maximum contribution required by members of the company is an amount not exceeding £1 in the event of the company being wound up. Under the Memorandum and Articles of Association, any surplus of assets over liabilities on winding-up cannot, under any circumstances, be distributed to the Trustees or the Members, but shall be given or transferred to some other charity or charities with similar objects to those of Mission Direct.

Directors and Trustees

The Directors of the charitable company (hereafter referred to as 'the charity') are its Trustees for the purposes of charity law and throughout this report are collectively referred to as the Trustees. The Trustees serving during the year and since the year end were as follows:

Paul Holbrook (Chair from 18 March 2022)
Christopher Knight
Tim Martindale (Chair) – Retired 18 March 2022
Andrew Smart
Mark Vickers – Retired 18 March 2022
Govinda French – Appointed 18 March 2022

New Trustees are appointed by a majority ballot of the existing Trustees. One third of the Trustees retire from office by rotation at each AGM and may seek re-appointment. The induction and training programme for new Trustees comprises a detailed discussion and orientation by the Chief Executive and 2 other board members. Each new Trustee confirms their agreement with the founding charity documents and agrees what contribution they expect to make. Trustees usually join a team or visit one or more of the charity's overseas programmes.

Chief Executive and Company Secretary:

Wilhelm Horwood

Registered office:

Mission Direct, 27 Bury Mead Road, Hitchin, Herts, SG5 1RT

Principal Bankers:

Barclays Bank, George Street, Luton, LU1 2AE

Auditor:

Baker Watkin Audit LLP, Middlesex House, Rutherford Close, Stevenage, Hertfordshire, SG1 2EF

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

The Trustees are pleased to present their report together with the financial statements of the charity for the year ended 31 December 2021. The financial statements comply with the Statement of Recommended Practice, 'Accounting and Reporting by Charities' (SORP 2019). They also comply with the Financial Reporting Standard 102 (effective 2015) and the charity's Memorandum and Articles of Association. The accounts have been prepared in accordance with the accounting policies on pages 16 to 18.

Objectives and Activities

Vision

To demonstrate Christian faith through service to the materially poor and those in need around the world.

Mission

To take volunteers across the world, working in partnership with local communities, bringing practical help, hope and change.

Values

Mission Direct values were reviewed in 2020 and amended after consultation with trustees, staff and volunteers.

Christianity in action – While keeping our work Christ-centred, we serve others irrespective of their faiths or worldviews.

Equality – As an inclusive and welcoming family, we value human diversity and are committed to treating people equally.

Sustainability – We strive for long-term and sustainable impact through careful stewardship of resources to leave a positive lasting legacy.

Compassion – We treat people with compassion, kindness and respect to promote dignity and well-being.

Partnership – We believe in the power of teamwork, collaboration and cooperation to tackle poverty and injustice.

Integrity – We are committed to being authentic, accountable, reliable and trustworthy.

Ethos

Mission Direct's ethos of operation is the Starfish Principle. Recognising that we cannot solve everything we work to make a difference 'one by one'.

The Starfish Principle is captured by the story of the little boy who saw thousands of dying starfish on a beach. He started to pick them up and throw them back in the sea. "What are you doing?" his mother asked - "How can you hope to make any difference here?" Picking up the starfish and throwing them back into the sea the boy looked in his mother's eyes and said "Well, I made a difference to that one and that one."

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

Charity's Objects

Mission Direct's objects are:

- a) The relief of poverty, sickness and distress throughout the world;
- b) The advancement of the Christian religion throughout the world in accordance with its core values and beliefs; and
- c) Other such charitable purposes worldwide as the Trustees may determine.

The Trustees understand (b) as ensuring Mission Direct is a catalyst enabling volunteers and mobilising resources to help the world's materially poor, in keeping with our Christian ethos and articles of faith.

Public Benefit

The Trustees are aware of the Charity Commission's guidance on public benefit and, in particular, the specific guidance offered to charities with these objects. As explained in the Achievements and Performance section set out below, the charity has addressed a range of such public benefit and the Trustees confirm that the charity's activities fall within these objects.

Principal Areas of Work

The volunteer model has enabled a few thousand volunteers to work in partnership with the world's materially poor. In going, each person makes a significant personal impact, directly engaging supporters and leaving a legacy of enduring relationships and projects. The Covid-19 pandemic curtailed our ability to send volunteers overseas, so our focus switched to supporting projects. During 2020, Mission Direct brought help and hope in 7 countries: Brazil, Cambodia, The Dominican Republic, Gambia, Uganda, Zambia, and Zimbabwe.

Principal Funding Sources

Mission Direct's achievements are normally built on a foundation of mobilising people to raise funds for the building projects on which they have volunteered to work on. Their fundraising efforts continued to be the prime source by which the charity was funded initially before the pandemic took hold. The volunteers were supported by their friends, churches, companies, trusts and other networks. 100% of the funds raised by the volunteers for a building project went directly to the project the person was supporting. In 2020, the pandemic meant that normal business needed to be put on hold. This placed significant pressure on Mission Direct's finances so the charity increased direct fundraising activities for both its own core costs and for projects overseas. It also reduced costs and took advantage of the government's Job Retention Scheme. Our fundraising still had an emphasis on individual donors, major donors, and trusts. We proactively cared for our donors, provided them with information about the positive impact the work is having and expressed our gratitude. Direct Mail remained an effective means to raise awareness of the work and develop a long-term income stream.

Safeguarding Statement

Mission Direct acknowledges the duty of care to safeguard and promote the welfare of children, young people, and vulnerable adults and to safeguard the welfare of anyone who comes into contact with the Charity's work. The Charity is committed to ensuring safeguarding practice is compliant with statutory responsibilities, the Charities Commission guidance and accords with best practice.

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

Trustees receive training in safeguarding, as do all staff and volunteers. Systems are in place to monitor safeguarding effectiveness and to respond quickly to any concerns.

Achievements and Performance

In 2021 – no volunteers were able to travel to any of our locations overseas, however we have now been able to start to send volunteers again in 2022.

Volunteers, Trustees and staff historically represented our work at exhibitions and conferences and played a key part in letting people know about the opportunities to serve with Mission Direct and the impact achieved. However, the impact of the pandemic meant these events were curtailed in 2021 so we focussed our attention on regular communications with existing supporters and on increasing our social media presence.

Taking a bottom-up approach to working with the poor and seeing the money spent directly by the overseas staff means money raised is leveraged and used in a focused, well controlled and cost-effective manner.

Below are a few highlights from each country in which we were able to continue activities.

Brazil

We helped the CADI Centre in Rio complete their community centre redevelopment and provided them with funds to support some of their staff, so that it can continue to serve the local community living in the desperately poor favelas, and in particular to teach children from the favelas a trade as an alternative to a life of crime.

Cambodia

After supporting Serve Cambodia to help their Harvest of Hope recover from flooding in 2020, we decided to reduce the chances of the school being affected by flooding again because it was becoming a regular event. To do this we supported their work to knock the school down, then to raise the ground level, and then rebuild the school at the higher level above the regular flood levels. This had become necessary because major development work in the city of Phnom Penh had raised the surrounding land which was causing rainwater to run-off into the poorer community where the school is situated. Mission Direct had already helped poor families to rebuild their homes on higher ground, so doing the same for the school was a natural next step. This project was a great success and was made possible because the Cambodian government closed schools for a prolonged period due to the pandemic. The rebuilt school was ready just in time for when schools reopened.

The Dominican Republic

Much was achieved by Mission Direct in 2021. In the past, funds had been raised to help to secure the future of the Nazareth House home for disabled children, run by the inspiring Sister Mercedes. After having purchased the property, and thereby safeguarding the home from uncertainty, Mission Direct was able to fund the first stage of the redevelopment of the property to make more living and recreational space for the children.

Mission Direct also worked with the Samaritan Foundation to fund the building of five houses for families that have been rescued from living in shanty town dwellings. These houses are part of a purpose built village called Rio De Vida. Three of the houses were completed in 2021 with families moving in, while the other two are scheduled to be built in 2022.

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

India

In the past, Mission Direct helped to refurbish parts of the Emmanuel Hospital in Lalitpur, south of Delhi. During a period when the pandemic was ravaging India and there were shortages of oxygen in the country, we assisted this hospital to increase its oxygen supply so that it could continue to serve the needy with Covid-19.

Kenya

In Kenya we channelled funds to two of our partners there, Mission with a Vision, and Fountain of Life, so that they could continue their work with the needy in their communities.

Sierra Leone

Mission Direct were able to support the completion of new facilities at the Kings Royal Academy School in Freetown. We were also able to finish a project at the SDA Waterloo Hospital.

Uganda: Kumi

We continued to support food security projects in the Kumi area, working with our local partners, including the Mother's Union, so that food could be distributed to the most vulnerable.

Mission Direct also built four units of accommodation for teachers and their families at the Kumi Bazar School. This was necessary to ensure the school could retain good teachers to work in a poor location where local housing was not of a good standard.

Uganda: Rukungiri

Near Rukungiri, at the Rushararazi School, we also built teachers' accommodation. Again, this was due to the incredibly poor quality of local housing available to the teachers, but also due to the fact that the Rushararazi village was in a very isolated rural location. We build five units of accommodation here for the teachers and their families. In addition to this, we continued to provide financial support to our partners here.

Zambia

Mission Direct built a science block for the Crown of Life School in Lusaka. Science blocks are a requirement for schools to have government registered status and also enable the school to teach a broader curriculum. They differ from normal classrooms because they must have running water and washing facilities as well as gas taps and plumbing for gas, and also secure storage for chemicals and hazardous substances. The science block must also have much more robust and fire proof desks. We also completed small works at two of our other partners, Kumbaya School and Kiine School. In addition to these building projects, we provided support to a range of partners, including Footprints, who work with street children to support them and to reconnect some with their families when it is appropriate to do so.

Zimbabwe

In Zimbabwe we continued to support several of our partners in Mutare.

Financial Review

The Trustees consider the financial performance to be acceptable, particularly in the context of operating in a pandemic which affected our main income source. Seeking funding from fundraising from individuals and trusts, as well as utilising the government's Job Retention Scheme, has sustained the organisation. Although overall income dropped, costs were aggressively managed also so that overall unrestricted reserves increased slightly. The Trustees are grateful to all the staff who helped make this possible. The Trustees have key financial policies in place and undertake appropriate risk

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

assessments. Monthly accounts and KPIs ensure appropriate timely management information is available.

Income for 2021 was £606,903 (13.6%) less than in 2020 on all funds mainly as a result of the continuing pandemic, but unrestricted legacy donations increased by £54,989 (21 times) more than 2020. Expenditure was significantly down due to careful management of costs and a reduction in staff numbers.

Plans for Future Periods

The four strategic initiatives for 2022 are:

1. Continue to live up to our ethos and values
2. Complete at least ten overseas projects
3. Increase our financial resources
4. Develop a Net Zero Carbon Plan

Effects of BREXIT

The Trustees having considered the impact of BREXIT on the charity believe that, as Mission Direct operate internationally outside of Europe, it won't be affected to any substantial degree.

Structure Governance and Management

Mission Direct Trustees bring core strategic, governance and tactical competencies to the organisation.

The governance and key policies are considered appropriate for Mission Direct's current size and purpose. The strategy and plans are clear. The organisation's structure is focused on securing the volunteers and maximising the value they add during their time on mission.

Management responsibilities are clearly defined and the Trustee group operates based on the Carver Model.

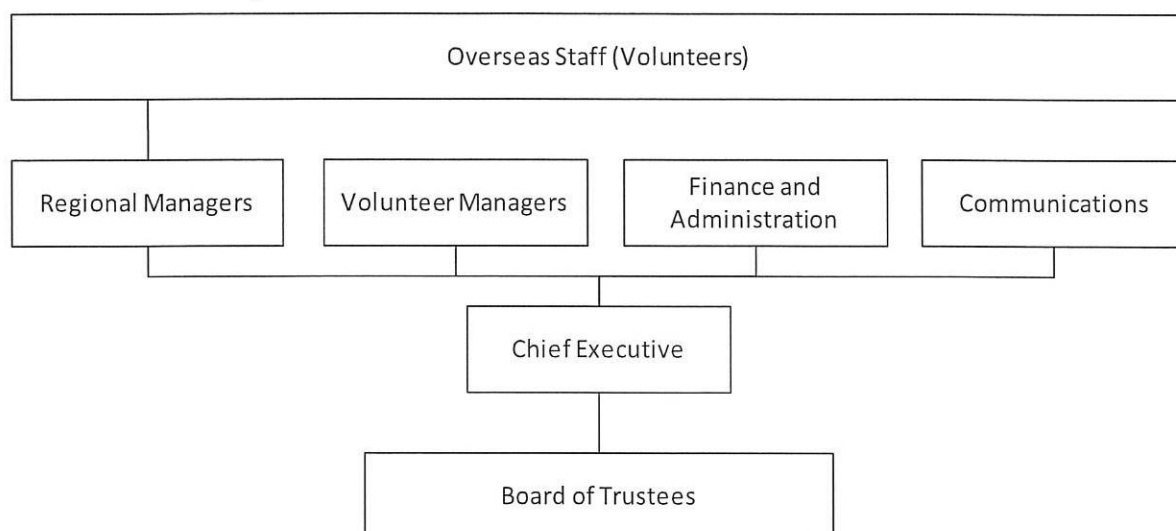
Fundraising

Mission Direct undertake fundraising internally and does not use a third party to assist with this. The funds are raised from donations from individual donors, church donors, corporate donors, grants and direct mail appeals. Fundraising is reviewed as part of the monthly business cycle. Mission Direct is a member of The Fundraising Preference Service. In 2021 no fundraising complaints were received. One of the principles that Mission Direct holds close is "do no harm". This applies to everything we do. In terms of fundraising we invite people to be part of the work but if they indicate they don't wish to be contacted by us we remove them from the database. If they wish to understand more about the work they will be invited to visit the charity or have a telephone conversation if that is more appropriate.

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

Mission Direct's organisation chart is:



Remuneration of staff is set with regards to market rates and the relevant experience of the staff member and reviewed on an annual basis to ensure that pay levels are fair.

Principal risks and uncertainties

The Trustees have examined the major strategic, business and operational risks which the charity faces and confirm that systems have been established to enable regular reports to be produced so that the necessary steps can be taken to mitigate these risks. The two risks that would have the highest impact to the model of operation that the charity has are a) the cost of flights suddenly increasing beyond that economically acceptable to volunteers, and b) data loss from charity systems failing or being attacked.

Covid-19

At this point the charity has weathered eighteen months of Covid-19 restrictions that have severely affected aspects of what the charity does, however the charity has put in place measures to maintain income during the period of uncertainty through targeted fundraising and maintaining contact with existing supporters. Furthermore, constraints have been placed upon general expenditure and the trustees have taken advantage of the government's job retention financial support package and are constantly reviewing other measures to manage cash flow during this period. Trustees are keeping the position under constant review and will take necessary steps to ensure the charity continues as a going concern.

Reserves Policy

It is the policy of the charity to maintain a minimum of unrestricted funds, which are the free reserves of the charity, at a level which equates to its unrestricted closure liabilities at any point in time. This level is currently £79,000 and provides sufficient funds to cover management, administrative and support costs. The Trustees are happy with the current level of unrestricted reserves held at the year-end of £249,992 (2020: £193,708) but will continue to monitor this in the future.

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

Investment Policy

Mission Direct will maintain its legal responsibility to optimise the return on investments, with regard to appropriate risk factors. This has been encompassed, together with its Reserves Policy, within the charity's Investment Policy which is reviewed on an annual basis. The Policy ensures that there are sufficient funds within short term bank deposits to facilitate Mission Direct's day to day cash requirements and with additional funds placed to gain a return commensurate with the risk.

Post Balance Sheet Event

As a result of the travel restrictions implemented due to the Covid-19 pandemic the charity has, unfortunately, had to cancel or postpone some scheduled trips for 2022. The trustees have taken significant steps to ensure that other sources of income are being maintained.

The charity is already taking applications and enquiries for 2023 and are reviewing the business model to ensure it is well placed to move forward as restrictions are lifted.

Going Concern

The trustees have reviewed detailed cash flow projections and have agreed detailed budgets for the year ending 31 December 2022. All are being regularly revisited as situations change and actions taken as necessary to ensure that the charity can continue in these uncertain times. As a result of this the trustees are satisfied that it is appropriate to prepare the accounts as a going concern.

Statement of Trustees' Responsibilities

The Trustees (who are also the Directors of Mission Direct Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in that Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

Mission Direct Limited

Report of the Trustees (Including Directors' Report)

Statement as to Disclosure of Information to Auditor

So far as the Trustees are aware, there is no relevant information (as defined by Section 418 of the Companies Act 2006) of which the charitable company's auditors are unaware, and each Trustee has taken all the steps that they ought to have taken as a Trustee in order to make them aware of any audit information and to establish that the charitable company's auditors are aware of that information.

Auditor

The auditor, Baker Watkin Audit LLP, were appointed in the year and will be proposed for re-appointment at the forthcoming Annual General Meeting.

The Directors have prepared this report in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

In approving the Report of the Trustees, we also approve the Directors' Report included therein, in our capacity as company directors.

Approved by the Board of Trustees on 24 June 2022 and signed on its behalf by:



Paul Holbrook (Jun 24, 2022 17:30 GMT+1)

Paul Holbrook
Chair of Trustees

Mission Direct Limited

Independent auditor's report to the members of Mission Direct Limited

Opinion

We have audited the financial statements of Mission Direct Limited (the 'charity') for the year ended 31 December 2021 which comprise Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 charity's affairs as at 31 December 2021 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 charity 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 charity'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 Report of the Trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except

Mission Direct Limited

Independent auditor's report to the members of Mission Direct Limited

to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Report of the Trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper 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.
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the Report of the Trustees and from the requirement to prepare a Strategic Report.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 8, 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,

Mission Direct Limited

Independent auditor's report to the members of Mission Direct Limited

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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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. Based on our understanding of the charity and its activities, we identified that the principal risks of non-compliance with laws and regulations related to the Charities Act 2011, the Charities Statement of Recommended Practice, UK, pensions legislation, employment regulation and health and safety regulation, anti-bribery, corruption and fraud, money laundering, non-compliance with implementation of government support schemes relating to COVID-19, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, such as the Companies Act 2006.

We evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting manual journal entries to manipulate financial results, in particular in relation to the use of restricted funds, and significant one-off or unusual transactions.

Our audit procedures were designed to respond to those identified risks, including non-compliance with laws and regulations (irregularities) and fraud that are material to the financial statements. Our audit procedures included but were not limited to:

- Discussing with the trustees and management their policies and procedures regarding compliance with laws and regulations;
- Enquiries of trustees and management concerning any actual or potential litigation or claims;
- Communicating identified laws and regulations throughout our engagement team and remaining alert to any indications of non-compliance throughout our audit; and

Mission Direct Limited

Independent auditor's report to the members of Mission Direct Limited

- Considering the risk of acts by the charity which were contrary to applicable laws and regulations, including fraud.
- Review of trustees' minutes for any indications of non-compliance.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of the audit report

This report is made solely to the charity's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body for our audit work, for this report, or for the opinions we have formed.



Paul Craggs (Senior Statutory Auditor)
for and on behalf of Baker Watkin Audit LLP
Chartered Accountants
Middlesex House
Rutherford Close, Stevenage
Hertfordshire, SG1 2EF

Date: 24/06/2022

Mission Direct Limited
Statement of Financial Activities
For the year ended 31 December 2021

		Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds 2020 £
	Notes						
Income and endowments							
Donations and legacies							
- Donations		284,299	212,376	496,675	400,051	202,071	602,122
- Legacies		57,573	-	57,573	2,584	-	2,584
Investment income		1,964	-	1,964	2,671	-	2,671
Government Grant Income from Job Retention Scheme		50,691	-	50,691	95,200	-	95,200
Total Income	2	394,527	212,376	606,903	500,506	202,071	702,577
Expenditure							
Costs of Raising Funds		14,558	-	14,558	16,489	-	16,489
Charitable activity							
- Charitable activity costs		262,444	246,033	508,477	398,262	240,053	638,315
- Support activity		61,241	-	61,241	70,264	-	70,264
Total Expenditure	3	338,243	246,033	584,276	485,015	240,053	725,068
Net income/(expenditure)	4	56,284	(33,657)	22,627	15,491	(37,982)	(22,491)
Transfers between funds		-	-	-	-	-	-
Net movement in funds		56,284	(33,657)	22,627	15,491	(37,982)	(22,491)
Total funds 1 January		193,708	325,232	518,940	178,217	363,214	541,431
Total funds 31 December		249,992	291,575	541,567	193,708	325,232	518,940

The charity's income and expenditure all relate to continuing operations.

The charity has no recognised gains or losses.

The information presented within the Statement of Financial Activities for the year ended 31 December 2021 is equivalent to that which would have to be disclosed in an income and expenditure account and accordingly a separate income and expenditure account has not been presented, as permitted by Companies Act 2006.

The notes to the financial statements on pages 17 to 25 form part of these financial statements.

Mission Direct Limited
Balance Sheet
As at 31 December 2021

Company number: 5289161

	Notes	2021 £	2021 £	2020 £	2020 £
Tangible fixed assets	7		8,895		14,983
Current assets					
Debtors	8	63,379		91,954	
Cash and cash equivalents	9	625,845		569,976	
		689,224		661,930	
Creditors: amounts falling due within one year	10	(156,552)		(157,973)	
Net current assets			532,672		503,957
Net assets			541,567		518,940
Funds of the Charity					
Unrestricted funds	12	249,992		193,708	
Restricted funds	12	291,575		325,232	
		541,567		518,940	

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

The financial statements were approved by the Board of Trustees on 24 June 2022 and were signed on its behalf by:

Paul Holbrook

Paul Holbrook (Jun 24, 2022 17:30 GMT+1)

Paul Holbrook
Chair of Trustees

The notes on pages 17 to 25 form part of these financial statements.

Mission Direct Limited
Statement of Cash Flows
For Year ended December 2021

Company number: 5289161

	2021 £	2020 £
Cash flows from operating activities:		
Net income	22,627	(22,491)
Depreciation	6,088	8,844
Interest received	(1,964)	(2,671)
(Increase)/Decrease in debtors	28,575	(3,826)
Increase/(Decrease) in creditors	(1,421)	18,964
Net cash inflow/(outflow) from operating activities	53,905	(1,180)
Cash flows from investing activities		
Purchase of fixed assets	-	(288)
Interest received	1,964	2,671
Net increase in cash & cash equivalents	55,869	1,203
Opening cash and cash equivalents	569,976	568,773
Movement in the year	55,869	1,203
Closing cash and cash equivalents	625,845	569,976

The notes on pages 17 to 25 form part of these financial statements.

Mission Direct Limited

Notes to the financial statements

For the year 31 December 2021

1. Principal accounting policies

a) General information

Mission Direct is a company limited by guarantee, incorporated in England and Wales. The address of its registered office and principal place of business is disclosed in the Legal and Administrative information on page 1.

The principal activity of the charity is to demonstrate the Christian faith through service to the materially poor and those in need around the world.

The financial statements are presented in Sterling and this is the functional currency of the charity. The financial statements are rounded to the nearest whole pound.

b) (i) Basis of preparation

The financial statements have been prepared under the historical cost convention on a going concern basis, and in accordance with applicable accounting standards. In preparing the financial statements the charity follows best practice as set out in the Statement of Recommended Practice: 'Accounting and Reporting by Charities' (SORP), the Financial Reporting Standard applicable in the United Kingdom and Ireland (FRS102) and the Charities and Companies Acts.

(ii) Going Concern

The trustees have reviewed detailed cash flow projections and have agreed detailed budgets for the year ended 31 December 2022. All are being regularly revisited as situations change and actions taken as necessary to ensure that the charity can continue in these uncertain times. As a result the use of the going concern basis of accounting is appropriate.

c) Income

Income from donations and grants is included in income when receivable, except as follows:

- When donors specify that donations and grants given to the charity must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the pre-conditions for use have been met.
- When sponsorship or donations are given in respect of a trip arising in a future accounting period.

When donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

Income from legacies is recognised when the three criteria of entitlement, measurability and probability are met.

Income from the Government Job Retention Scheme is included in income when receivable.

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2021

d) Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT, which cannot be recovered as the charity is not VAT-registered.

Certain expenditure is directly attributable to specific activities and is included in those cost categories. Certain other costs, which are attributable to more than one activity, are apportioned across cost categories according to the nature of the cost.

Termination payments of statutory redundancy payments are included when payable.

e) Classification of expenditure

Costs of generating voluntary income are costs incurred with third parties in the UK who promote fundraising, including events.

Charitable activity costs are costs in furtherance of the charity's objects all of which is expenditure directly relating to the objects of the charity.

f) Support activity

Support activity represents those costs incurred by UK and overseas based staff, directly providing support for the international programme, including management, policy and advocacy work, programme supervision and technical support. They also include costs incurred in managing the charity, its organisational administration and compliance with constitutional and statutory requirements.

g) Tangible fixed assets

Assets intended for continuing use by the charity are capitalised at cost. Depreciation is provided at the following rates in order to write off each asset over its estimated useful life:

Leasehold Improvements	- Lease Duration
Computers	- 3 years
Office Equipment	- 5 years
Furniture	- 10 years
Program Assets	- 3 years

h) Fund accounting

Funds held by the charity are either;

- Unrestricted funds: These are funds which can be used in accordance with the charitable objects at the discretion of the Trustees.
- Restricted funds: These are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions can arise when specified by the donor or when funds are raised for particular restricted purposes.

i) Foreign currencies

Transactions in foreign currencies are translated at rates prevailing at the date of transaction. Balances denominated in foreign currencies are translated at the rate prevailing at the year end.

Mission Direct Limited
Notes to the financial statements (continued)
For the year 31 December 2021

j) **Operating leases**

Rentals applicable to operating leases where substantially all the benefits of ownership and risk remain with the lessor are charged to the SOFA as stated.

k) **Investments**

The company has limited funds to invest and as such, makes an appropriate use of resources by placing them on medium and short term deposits with banks.

l) **Cash and Cash equivalents**

Cash and cash equivalents are cash and short term highly liquid investments with a short maturity of 100 days or less from the date of acquisition or opening of the deposit or similar account.

m) **Financial instruments**

The charity only has financial asset and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction values and subsequently measured at their settlement value.

n) **Judgements in applying accounting policies and key sources of estimation uncertainty**

In applying the charitable company's accounting policies, the directors may be required to make judgements, estimates and assumptions in determining the carrying amounts of assets and liabilities. The directors' judgements, estimates and assumptions should be based on the best and most reliable evidence available at the time when the decisions are made, and are based on historical experience and other factors that are considered to be applicable. Due to inherent subjectivity involved in making such judgements, estimates and assumptions, the actual results and outcomes may differ.

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

Due to the nature of the charitable company's activities and financial statements, the Directors do not consider there to be any significant judgements or sources of estimation uncertainty which could influence the reader's understanding of the financial statements.

Mission Direct Limited
Notes to the financial statements (continued)
For the year 31 December 2021

2. Income

Income is attributable to the principal activities set out in the Charity's vision, mission and values. See the Report of the Trustees for more details.

3. Expenditure

	Staff costs £	Other Costs £	Total 2021 £	Total 2020 £
Cost of generating voluntary income	5,670	8,888	14,558	16,489
Direct Programme Delivery	159,150	349,327	508,477	637,955
Support cost	34,017	21,224	55,241	62,824
Governance cost	-	6,000	6,000	7,800
	<u>198,837</u>	<u>385,439</u>	<u>584,276</u>	<u>725,068</u>

4. Net income/(expenditure)

The net income/ (expenditure) is stated after charging/(crediting):

	2021 £	2020 £
Auditor's remuneration: Statutory audit fees	6,000	7,800
Non-audit accounting fees	600	600
Depreciation - owned assets	6,087	8,844
Operating lease charge	6,656	6,672

Mission Direct Limited
Notes to the financial statements (continued)
For the year 31 December 2021

5. Staff costs

The average number of employees working for the charity during the period was as follows:

	2021 No.	2020 No.
Management and administration	2	2
Direct charitable activities	3	6
	<u>5</u>	<u>8</u>

	2021 £	2020 £
Gross wages and salaries	178,415	217,125
Statutory redundancy payments	-	1,771
Employer's National Insurance	14,533	15,993
Pension contributions	5,889	6,595
	<u>198,837</u>	<u>241,484</u>

No employee earned over £60,000 in 2021 (2020 – None).

Trustees' remuneration for the year ended 31 December 2021 was £nil (2020– £nil).

Remuneration of key management personnel for the year ended 31 December 2021 totalled £57,950 (2020 - £54,384).

Trustee/Directors Liability insurance premium for the year ended 31 December 2021 was £1,026 (2020 - £786)

Pension commitments

The charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £5,889 (2020: £6,595).

Contributions totalling £1,272 (2020: £1,142) were payable to the fund at the balance sheet date and are included in creditors.

6. Taxation

The company is exempt from Corporation Tax as a registered charity.

Mission Direct Limited
Notes to the financial statements (continued)
For the year 31 December 2021

7. Tangible fixed assets

	Leasehold Improvements	Computers	Office Equipment	Furniture	Program Assets	Total
	£	£	£	£	£	£
Cost						
At 1 January 2021	28,246	49,725	5,531	5,796	7,773	97,071
Additions	-	-	-	-	-	-
Disposals	-	-	-	-	-	-
At 31 December 2021	28,246	49,725	5,531	5,796	7,773	97,071
Depreciation						
At 1 January 2021	17,068	49,412	4,999	5,428	5,182	82,089
Charge for year	2,794	157	177	368	2,591	6,087
Disposals	-	-	-	-	-	-
At 31 December 2021	19,862	49,569	5,176	5,796	7,773	88,176
Net book values						
At 31 December 2021	8,384	156	355	-	-	8,895
At 31 December 2020	11,178	313	532	368	2,591	14,982

8. Debtors

	2021 £	2020 £
Other debtors	50,965	79,615
Prepayments	12,413	12,339
	63,378	91,954

Mission Direct Limited
Notes to the financial statements (continued)
For the year 31 December 2021

9. Cash and cash equivalents

	2021	2020
	£	£
Short-term deposits (100 days or less)	192,361	190,757
Cash at bank	412,744	357,817
Cash overseas	12,301	9,670
Petty cash	8,439	11,732
	<u>625,845</u>	<u>569,976</u>

10. Creditors: amounts falling due within one year

	2021	2020
	£	£
Deferred income	136,485	141,098
Taxation and social security	9,713	5,378
Accruals	10,354	11,497
	<u>156,552</u>	<u>157,973</u>

Deferred Income

	2021	2020
	£	£
Opening balance	141,098	117,604
Released during the year	(9,656)	(73,618)
Income deferred in the year	5,043	97,112
Closing Balance	<u>136,485</u>	<u>141,098</u>

Deferred income relates to donations received from team members in relation to trips taking place in the following year.

11. Financial Instrument

	2021	2020
	£	£
Carrying amount of financial assets		
Debt instruments measured at amortised cost	<u>50,965</u>	<u>79,615</u>
Carrying amount of financial liabilities		
Measured at amortised cost	<u>146,839</u>	<u>152,595</u>

Mission Direct Limited
Notes to the financial statements (continued)
For the year 31 December 2021

12. Funds

The income funds of the charity include restricted and unrestricted funds comprising the following unexpended balances of donations, grants and other incoming resources to be applied for these purposes:

	Brought forward £	Income £	Expenditure £	Transfers £	Carried forward £
Unrestricted Funds					
United Kingdom	156,260	367,827	(246,165)	(48,430)	229,492
Brazil	1,500	-	-	-	1,500
Cambodia	1,500	-	-	-	1,500
The Dominican Republic	1,500	-	-	-	1,500
Gambia	1,500	-	-	-	1,500
India	1,500	-	-	-	1,500
Kenya	1,500	-	-	-	1,500
Malawi	500	-	-	-	500
Moldova	1,500	-	-	-	1,500
Sierra Leone	1,500	-	-	-	1,500
Uganda	4,500	1,500	(2,804)	1,304	4,500
Zambia	2,000	-	(2,405)	2,405	2,000
Zimbabwe	1,500	-	-	-	1,500
Additional Campaign Cost	16,948	25,200	(86,869)	44,721	-
Total Unrestricted	193,708	394,527	(338,243)	-	249,992
Restricted Funds					
Brazil	8,187	3,364	(6,098)	-	5,453
Cambodia	14,757	35,671	(20,159)	-	30,269
The Dominican Republic	58,945	19,558	(27,015)	-	51,488
Gambia	75	-	-	-	75
India	6,667	10,500	(5,500)	-	11,667
Kenya	34,252	20,822	(24,500)	(2,250)	28,324
Malawi	7,134	657	-	-	7,791
Moldova	6,071	1,380	-	-	7,451
Sierra Leone	25,954	2,704	(3,722)	-	24,936
Uganda	66,867	53,710	(81,253)	2,250	41,574
United Kingdom	18,294	-	(5,400)	-	12,894
Zambia	48,529	58,644	(66,795)	-	37,973
Zimbabwe	29,500	5,366	(5,591)	-	29,275
Total Restricted	325,232	212,376	(246,033)	-	291,575
Total Funds	518,940	606,903	(584,276)	-	541,567

Mission Direct Limited
Notes to the financial statements (continued)
For the year 31 December 2021

Note 12 (continued)

Transfers between the unrestricted funds reflect the cost of direct administrative support given to each country campaign or the subsidy given from the additional campaign cost fund to enable specific country campaigns to operate.

Restricted funds are held for income and expenditure arising from Mission Direct's Overseas Projects and Partners.

13. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Tangible fixed assets	8,895	-	8,895	14,983
Debtors	63,379	-	63,379	91,954
Cash	334,270	291,575	625,845	569,976
Current Liabilities	(156,552)	-	(156,552)	(157,973)
Total net assets	249,992	291,575	541,567	518,940

14. Operating lease commitments

Financial commitments under non-cancellable operating leases will result in the following payments falling due as follows:

	2021 £	2020 £
Office equipment expiring in less than 1 year	6,322	6,322
Office equipment expiring between 1 year and 5 years	6,407	12,729
	12,729	19,051

15. Trustee Donations, expenses and related party disclosures

- i. Unrestricted donations received from trustees and key management personnel during the year totalled £16,300 (2020 - £26,984)
- ii. Mission Direct's policy is that Trustee's do not claim expenses
- iii. There were no related party transactions during 2021 (2020 – None)

MISSION DIRECT LIMITED

England & Wales - Charity number 1107824

Accounts

Mission Direct Limited
(Known as Mission Direct)

Report and financial statements
For the year ended 31 December 2020

Mission Direct Limited
Report and financial statements
For the year ended 31 December 2020

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Mission Direct Limited

Legal and Administrative Information

Constitution

Mission Direct is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association. Charity number: 1107824. Company number: 5289161. The maximum contribution required by members of the company is an amount not exceeding £1 in the event of the company being wound up. Under the Memorandum and Articles of Association, any surplus of assets over liabilities on winding-up cannot, under any circumstances, be distributed to the Trustees or the Members, but shall be given or transferred to some other charity or charities with similar objects to those of Mission Direct.

Directors and Trustees

The Directors of the charitable company (hereafter referred to as 'the charity') are its Trustees for the purposes of charity law and throughout this report are collectively referred to as the Trustees. The Trustees serving during the year and since the year end were as follows:

Felicity Cooper (Resigned 16 August 2020)
Paul Holbrook (Deputy Chair)
Christopher Knight
Tim Martindale (Chair)
Andrew Smart (Appointed 6 March 2020)
Mark Vickers

New Trustees are appointed by a majority ballot of the existing Trustees. One third of the Trustees retire from office by rotation at each AGM and may seek re-appointment. The induction and training programme for new Trustees comprises a detailed discussion and orientation by the Chief Executive and 2 other board members. Each new Trustee confirms their agreement with the founding charity documents and agrees what contribution they expect to make. Trustees usually join a team or visit one or more of the charity's overseas programmes.

Chief Executive and Company Secretary:

Wilhelm Horwood

Registered office:

Mission Direct, 27 Bury Mead Road, Hitchin, Herts, SG5 1RT

Principal Bankers:

Barclays Bank, George Street, Luton, LU1 2AE

Auditor:

Mazars LLP, The Pinnacle, 160 Midsummer Boulevard, Milton Keynes, MK9 1FF

Mission Direct Limited

Report of the Trustees

The Trustees are pleased to present their report together with the financial statements of the charity for the year ended 31 December 2020. The financial statements comply with the Statement of Recommended Practice, 'Accounting and Reporting by Charities' (SORP 2019). They also comply with the Financial Reporting Standard 102 (effective 2015) and the charity's Memorandum and Articles of Association. The accounts have been prepared in accordance with the accounting policies on pages 16 to 18.

Objectives and Activities

Vision

To demonstrate Christian faith through service to the materially poor and those in need around the world.

Mission

To take volunteers across the world, working in partnership with local communities, bringing practical help, hope and change.

Values

Mission Direct values were reviewed in 2020 and amended after consultation with trustees, staff and volunteers.

Christianity in action – While keeping our work Christ-centred, we serve others irrespective of their faiths or worldviews.

Equality – As an inclusive and welcoming family, we value human diversity and are committed to treating people equally.

Sustainability – We strive for long-term and sustainable impact through careful stewardship of resources to leave a positive lasting legacy.

Compassion – We treat people with compassion, kindness and respect to promote dignity and well-being.

Partnership – We believe in the power of teamwork, collaboration and cooperation to tackle poverty and injustice.

Integrity – We are committed to being authentic, accountable, reliable and trustworthy.

Ethos

Mission Direct's ethos of operation is the Starfish Principle. Recognising that we cannot solve everything we work to make a difference 'one by one'.

The Starfish Principle is captured by the story of the little boy who saw thousands of dying starfish on a beach. He started to pick them up and throw them back in the sea. "What are you doing?" his mother asked - "How can you hope to make any difference here?" Picking up the starfish and throwing them back into the sea the boy looked in his mother's eyes and said "Well, I made a difference to that one and that one."

Mission Direct Limited

Report of the Trustees

Charity's Objects

Mission Direct's objects are:

- a) The relief of poverty, sickness and distress throughout the world;
- b) The advancement of the Christian religion throughout the world in accordance with its core values and beliefs; and
- c) Other such charitable purposes worldwide as the Trustees may determine.

The Trustees understand (b) as ensuring Mission Direct is a catalyst enabling volunteers and mobilising resources to help the world's materially poor, in keeping with our Christian ethos and articles of faith.

Public Benefit

The Trustees are aware of the Charity Commission's guidance on public benefit and, in particular, the specific guidance offered to charities with these objects. As explained in the Achievements and Performance section set out below, the charity has addressed a range of such public benefit and the Trustees confirm that the charity's activities fall within these objects.

Principal Areas of Work

The volunteer model has enabled a few thousand volunteers to work in partnership with the world's materially poor. In going, each person makes a significant personal impact, directly engaging supporters and leaving a legacy of enduring relationships and projects. The Covid-19 pandemic curtailed our ability to send volunteers overseas, so our focus switched to supporting projects. During 2020, Mission Direct brought help and hope in 7 countries: Brazil, Cambodia, The Dominican Republic, Gambia, Uganda, Zambia, and Zimbabwe.

Principal Funding Sources

Mission Direct's achievements are normally built on a foundation of mobilising people to raise funds for the building projects on which they have volunteered to work on. Their fundraising efforts continued to be the prime source by which the charity was funded initially before the pandemic took hold. The volunteers were supported by their friends, churches, companies, trusts and other networks. 100% of the funds raised by the volunteers for a building project went directly to the project the person was supporting. In 2020, the pandemic meant that normal business needed to be put on hold. This placed significant pressure on Mission Direct's finances so the charity increased direct fundraising activities for both its own core costs and for projects overseas. It also reduced costs and took advantage of the government's Job Retention Scheme. Our fundraising still had an emphasis on individual donors, major donors, and trusts. We proactively cared for our donors, provided them with information about the positive impact the work is having and expressed our gratitude. Direct Mail remained an effective means to raise awareness of the work and develop a long-term income stream.

Safeguarding Statement

Mission Direct acknowledges the duty of care to safeguard and promote the welfare of children, young people, and vulnerable adults and to safeguard the welfare of anyone who comes into contact with the Charity's work. The Charity is committed to ensuring safeguarding practice is compliant with statutory responsibilities, the Charities Commission guidance and accords with best practice.

Mission Direct Limited

Report of the Trustees

Trustees receive training in safeguarding, as do all staff and volunteers. Systems are in place to monitor safeguarding effectiveness and to respond quickly to any concerns.

Achievements and Performance

In 2020 – 23 volunteers, supported by 7 self-funding overseas staff, served on 5 mission trips in 3 of the world's poorest countries.

The impact the teams were able to make was affected by Covid-19 due to the need to bring some teams home early to avoid them being stranded as borders closed and flights were cancelled. Both volunteers and staff gave of themselves and performed countless acts of kindness.

Volunteers, Trustees and staff historically represented our work at exhibitions and conferences and played a key part in letting people know about the opportunities to serve with Mission Direct and the impact achieved. However, the impact of the pandemic meant these exhibitions and conferences were cancelled in 2020 so we focussed our attention on regular communications with existing supporters and on increasing our social media presence.

Taking a bottom-up approach to working with the poor and seeing the money spent directly by the overseas staff means money raised is leveraged and used in a focused, well controlled and cost-effective manner.

Below are a few highlights from each country in which we were able to continue activities.

Brazil

Although we did not take any volunteers or run any teams, we were able to raise funds to complete the remaining 2 houses (houses 7 & 8) with our principal partner, the 'Open Hands' charity in Campo Largo. The houses will be used to re-home families escaping from conflict and life in favelas.

Cambodia

Mission Direct took 16 volunteers on 3 teams early in the year. We continued to work with our partner, Serve Cambodia, and built 2 houses at Tarsha's Legacy Centre, Happy Village in the suburbs of Phnom Penh. In addition, work was completed at Light of Hope School in Makak Village, with the school being officially opened in October. Towards the end of the year, we fundraised to help Serve Cambodia to provide relief after heavy flooding in Phnom Penh among the communities we support.

The Dominican Republic

Mission Direct were able to provide financial support for renovation and building work at the Nazareth House orphanage for disabled children after they were able to purchase the building and land where they are situated, making their work more secure and sustainable.

Gambia

We took 3 volunteers on 1 team to help to build a septic tank, with Evangelical Church of God (ECG) at House of Skills (HOS).

Uganda

Kumi

Although we did not take any volunteers or run any teams to Uganda, we were able to raise funds to provide emergency support.

We built teachers accommodation at Kumi Bazaar School after fundraising for the project. This will help the school to be sustainable and to retain teachers.

Mission Direct Limited

Report of the Trustees

We continued to partner with the Pentecostal Assemblies of God (PAG) and supported their efforts to roll out large-scale food distribution throughout the Kumi District. This was necessary because Uganda was in lockdown due to the pandemic and poorer people did not have the benefit of a welfare system so were at significant risk of starvation due to not being able to work or purchase food. In early May we reached some 500 families with regular food supplies.

Rukungiri

In Rukungiri, just before the schools locked down we were able to provide 350 pairs of shoes to Rusharazi Primary School.

Zambia

Mission Direct has been able to provide lunch for over 1,200 pupils at least twice a week at our partner schools in Lusaka. Also, through Crown of Life and Kumbaya we've been able to provide food parcels to some of the most vulnerable families.

With no government support, most of our partner schools rely on collecting modest fees to pay their teachers, but during the pandemic few families can afford to pay. We've been able to provide support for several months to see teachers through this crisis period.

Zimbabwe

We took 4 volunteers on 1 team and continued to work with our partner, the United Baptist Church of Zimbabwe and built a toilet block for the Joshua Dhube Primary School in Mutare.

Financial Review

The Trustees consider the financial performance to be acceptable, particularly in the context of operating in a pandemic which affected our main income source. Seeking funding from fundraising from individuals and trusts, as well as utilising the government's Job Retention Scheme, has sustained the organisation. Although overall income dropped, costs were aggressively managed also so that overall unrestricted reserves increased slightly. The Trustees are grateful to all the staff who helped make this possible. The Trustees have key financial policies in place and undertake appropriate risk assessments. Monthly accounts and KPIs ensure appropriate timely management information is available.

Income for 2020 was £792,653 (54.3%) less than in 2019 on all funds mainly as a result of the pandemic, but unrestricted fundraising donations increased by £47,894 (65%) more than 2019. Expenditure was significantly down due to careful management of costs and a reduction in staff numbers.

Plans for Future Periods

The three strategic initiatives for 2021 are:

1. Invest in our excellent team
2. Build sustainable volunteer experiences
3. Increase our financial resources

Effects of BREXIT

The Trustees having considered the impact of BREXIT on the charity believe that, as Mission Direct operate internationally outside of Europe, it won't be affected to any substantial degree.

Mission Direct Limited

Report of the Trustees

Structure Governance and Management

Mission Direct Trustees bring core strategic, governance and tactical competencies to the organisation.

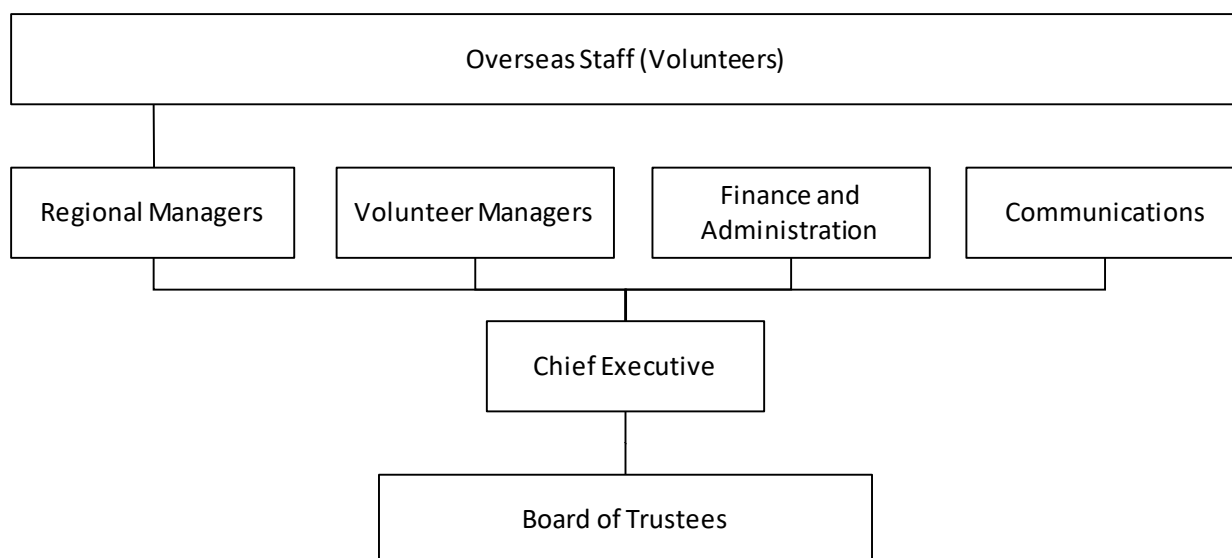
The governance and key policies are considered appropriate for Mission Direct's current size and purpose. The strategy and plans are clear. The organisation's structure is focused on securing the volunteers and maximising the value they add during their time on mission.

Management responsibilities are clearly defined and the Trustee group operates based on the Carver Model.

Fundraising

Mission Direct undertake fundraising internally and does not use a third party to assist with this. It raised 65% of its funds from those that have participated on a mission. The balance is raised from donations from individual donors, church donors, corporate donors, grants and direct mail appeals. Fundraising is reviewed as part of the monthly business cycle. Mission Direct is a member of The Fundraising Preference Service. In 2020 no fundraising complaints were received. One of the principles that Mission Direct holds close is "do no harm". This applies to everything we do. In terms of fundraising we invite people to be part of the work but if they indicate they don't wish to be contacted by us we remove them from the database. If they wish to understand more about the work they will be invited to visit the charity or have a telephone conversation if that is more appropriate.

Mission Direct's organisation chart is:



Remuneration of staff is set with regards to market rates and the relevant experience of the staff member and reviewed on an annual basis to ensure that pay levels are fair.

Mission Direct Limited

Report of the Trustees

Principal risks and uncertainties

The Trustees have examined the major strategic, business and operational risks which the charity faces and confirm that systems have been established to enable regular reports to be produced so that the necessary steps can be taken to mitigate these risks. The two risks that would have the highest impact to the model of operation that the charity has are a) the cost of flights suddenly increasing beyond that economically acceptable to volunteers, and b) data loss from charity systems failing or being attacked.

Covid-19

At this point the charity has weathered nine months of Covid-19 restrictions that have severely affected aspects of what the charity does, however the charity has put in place measures to maintain income during the period of uncertainty through targeted fundraising and maintaining contact with existing supporters. Furthermore, constraints have been placed upon general expenditure and the trustees have taken advantage of the government's job retention financial support package and are constantly reviewing other measures to manage cash flow during this period. Trustees are keeping the position under constant review and will take necessary steps to ensure the charity continues as a going concern.

Reserves Policy

It is the policy of the charity to maintain a minimum of unrestricted funds, which are the free reserves of the charity, at a level which equates to its unrestricted closure liabilities at any point in time. This level is currently £72,000 and provides sufficient funds to cover management, administrative and support costs. The Trustees are happy with the current level of unrestricted reserves held at the year-end of £193,708 (2019: £178,217) but will continue to monitor this in the future.

Investment Policy

Mission Direct will maintain its legal responsibility to optimise the return on investments, with regard to appropriate risk factors. This has been encompassed, together with its Reserves Policy, within the charity's Investment Policy which is reviewed on an annual basis. The Policy ensures that there are sufficient funds within short term bank deposits to facilitate Mission Direct's day to day cash requirements and with additional funds placed to gain a return commensurate with the risk.

Post Balance Sheet Event

As a result of the travel restrictions implemented due to the Covid-19 pandemic the charity has, unfortunately, had to cancel or postpone scheduled trips for 2021. The trustees have taken significant steps to ensure that other sources of income are being maintained.

The charity is already taking applications and enquiries for 2022 and are reviewing the business model to ensure it is well placed to move forward as restrictions are lifted.

Going Concern

The trustees have reviewed detailed cash flow projections and have agreed detailed budgets for the year ending 31 December 2021. All are being regularly revisited as situations change and actions taken as necessary to ensure that the charity can continue in these uncertain times. As a result of this the trustees are satisfied that it is appropriate to prepare the accounts as a going concern.

Mission Direct Limited

Report of the Trustees

Statement of Trustees' Responsibilities

The Trustees (who are also the Directors of Mission Direct Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in that Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- 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 which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement as to Disclosure of Information to Auditor

So far as the Trustees are aware, there is no relevant information (as defined by Section 418 of the Companies Act 2006) of which the charitable company's auditors are unaware, and each Trustee has taken all the steps that they ought to have taken as a Trustee in order to make them aware of any audit information and to establish that the charitable company's auditors are aware of that information.

Auditor

The auditor, Mazars LLP, were appointed in the year and will be proposed for re-appointment at the forthcoming Annual General Meeting.

The Directors have prepared this report in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

Approved by the Board of Trustees on 5 March 2021 and signed on its behalf by:



Tim Martindale
Chair of Trustees

24-Jun-2021

Mission Direct Limited

Independent auditor's report to the members of Mission Direct Limited

Opinion

We have audited the financial statements of Mission Direct Limited (the 'charity') for the year ended 31 December 2020 which comprise Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 charity's affairs as at 31 December 2020 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 charity 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 charity'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 Report of the Trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except

Mission Direct Limited

Independent auditor's report to the members of Mission Direct Limited

to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Report of the Trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper 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.
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the Report of the Trustees and from the requirement to prepare a Strategic Report.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 8, 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,

Mission Direct Limited

Independent auditor's report to the members of Mission Direct Limited

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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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. Based on our understanding of the charity and its activities, we identified that the principal risks of non-compliance with laws and regulations related to the Charities Act 2011, the Charities Statement of Recommended Practice, UK, pensions legislation, employment regulation and health and safety regulation, anti-bribery, corruption and fraud, money laundering, non-compliance with implementation of government support schemes relating to COVID-19, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, such as the Companies Act 2006.

We evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, in particular in relation to use of restricted funds, and significant one-off or unusual transactions.

Our audit procedures were designed to respond to those identified risks, including non-compliance with laws and regulations (irregularities) and fraud that are material to the financial statements. Our audit procedures included but were not limited to:

- Discussing with the trustees and management their policies and procedures regarding compliance with laws and regulations;
- Communicating identified laws and regulations throughout our engagement team and remaining alert to any indications of non-compliance throughout our audit; and

Mission Direct Limited

Independent auditor's report to the members of Mission Direct Limited

- Considering the risk of acts by the charity which were contrary to applicable laws and regulations, including fraud.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of the audit report

This report is made solely to the charity's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body for our audit work, for this report, or for the opinions we have formed.


Vincent Marke (Jun 24, 2021 18:36 GMT+1)

Vincent Marke (Senior Statutory Auditor)
for and on behalf of Mazars LLP
Chartered Accountants and Statutory Auditor
The Pinnacle
160 Midsummer Boulevard
Milton Keynes
MK9 1FF

Date: 24-Jun-2021

Mission Direct Limited

Statement of Financial Activities

For the year ended 31 December 2020

		Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds 2020 £	Unrestricted Funds 2019 £	Restricted Funds 2019 £	Total Funds 2019 £
	Notes						
Income and endowments							
Donations and legacies							
- Donations		400,051	202,071	602,122	1,022,350	459,763	1,482,113
- Legacies		2,584	-	2,584	10,163	-	10,163
Investment income		2,671	-	2,671	2,954	-	2,954
Government Grant Income from Job Retention Scheme		95,200	-	95,200			
Total Income	2	500,506	202,071	702,577	1,035,467	459,763	1,495,230
Expenditure							
Costs of Raising Funds		16,489	-	16,489	22,302	-	22,302
Charitable activity							
- Charitable activity costs		398,262	240,053	638,315	940,054	437,680	1,377,734
- Support activity		70,264	-	70,264	91,354	-	91,354
Total Expenditure	3	485,015	240,053	725,068	1,053,710	437,680	1,491,390
Net income/(expenditure)	4	15,491	(37,982)	(22,491)	(18,243)	22,083	3,840
Transfers between funds		-	-	-	-	-	-
Net movement in funds		15,491	(37,982)	(22,491)	(18,243)	22,083	3,840
Total funds 1 January		178,217	363,214	541,431	196,460	341,131	537,591
Total funds 31 December		193,708	325,232	518,940	178,217	363,214	541,431

The charity's income and expenditure all relate to continuing operations.

The charity has no recognised gains or losses.

The information presented within the Statement of Financial Activities for the year ended 31 December 2020 is equivalent to that which would have to be disclosed in an income and expenditure account and accordingly a separate income and expenditure account has not been presented, as permitted by Companies Act 2006.

The notes to the financial statements on pages 16 to 24 form part of these financial statements.

Mission Direct Limited
Balance Sheet
As at 31 December 2020

Company number: 5289161

	Notes	2020 £	2020 £	2019 £	2019 £
Tangible fixed assets	7		14,983		23,539
Current assets					
Debtors	8	91,954		88,128	
Cash and cash equivalents	9	569,976		568,773	
		<u>661,930</u>		<u>656,901</u>	
Creditors: amounts falling due within one year	10	(157,973)		(139,009)	
Net current assets			<u>503,957</u>		<u>517,892</u>
			<u>518,940</u>		<u>541,431</u>
Funds of the Charity					
Unrestricted funds	11	193,708		178,217	
Restricted funds	11	325,232		363,214	
		<u>518,940</u>		<u>541,431</u>	

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

The financial statements were approved by the Board of Trustees on 5 March 2021 and were signed on its behalf by:



Tim Martindale
Chair of Trustees

24-Jun-2021

The notes on pages 16 to 24 form part of these financial statements.

Mission Direct Limited
Statement of Cash Flows
For Year ended December 2020

Company number: 5289161

	2020 £	2019 £
Cash flows from operating activities:		
Net income	(22,491)	3,840
Depreciation	8,844	13,327
Interest received	(2,671)	(2,954)
(Increase)/Decrease in debtors	(3,826)	12,676
Increase/(Decrease) in creditors	18,964	(90,940)
Net cash outflow from operating activities	(1,180)	(64,051)
Cash flows from investing activities		
Purchase of fixed assets	(288)	(9,946)
Interest received	2,671	2,954
Net increase in cash & cash equivalents	1,203	(71,043)
Opening cash and cash equivalents	568,773	639,816
Movement in the year	1,203	(71,043)
Closing cash and cash equivalents	569,976	568,773

The notes on pages 16 to 24 form part of these financial statements.

Mission Direct Limited

Notes to the financial statements

For the year 31 December 2020

1. Principal accounting policies

a) General information

Mission Direct is a company limited by guarantee, incorporated in England and Wales. The address of its registered office and principal place of business is disclosed in the Legal and Administrative information on page 1.

The principal activity of the charity is to demonstrate the Christian faith through service to the materially poor and those in need around the world.

The financial statements are presented in Sterling and this is the functional currency of the charity. The financial statements are rounded to the nearest whole pound.

b) (i) Basis of preparation

The financial statements have been prepared under the historical cost convention on a going concern basis, and in accordance with applicable accounting standards. In preparing the financial statements the charity follows best practice as set out in the Statement of Recommended Practice: 'Accounting and Reporting by Charities' (SORP), the Financial Reporting Standard applicable in the United Kingdom and Ireland (FRS102) and the Charities and Companies Acts.

(ii) Going Concern

The trustees have reviewed detailed cash flow projections and have agreed detailed budgets for the year ended 31 December 2021. All are being regularly revisited as situations change and actions taken as necessary to ensure that the charity can continue in these uncertain times. As a result the use of the going concern basis of accounting is appropriate.

c) Income

Income from donations and grants is included in income when receivable, except as follows:

- When donors specify that donations and grants given to the charity must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the pre-conditions for use have been met.
- When sponsorship or donations are given in respect of a trip arising in a future accounting period.

When donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

Income from legacies is recognised when the three criteria of entitlement, measurability and probability are met.

Income from the Government Job Retention Scheme is included in income when receivable.

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2020

d) Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT, which cannot be recovered as the charity is not VAT-registered.

Certain expenditure is directly attributable to specific activities and is included in those cost categories. Certain other costs, which are attributable to more than one activity, are apportioned across cost categories according to the nature of the cost.

Termination payments of statutory redundancy payments are included when payable.

e) Classification of expenditure

Costs of generating voluntary income are costs incurred with third parties in the UK who promote fundraising, including events.

Charitable activity costs are costs in furtherance of the charity's objects all of which is expenditure directly relating to the objects of the charity.

f) Support activity

Support activity represents those costs incurred by UK and overseas based staff, directly providing support for the international programme, including management, policy and advocacy work, programme supervision and technical support. They also include costs incurred in managing the charity, its organisational administration and compliance with constitutional and statutory requirements.

g) Tangible fixed assets

Assets intended for continuing use by the charity are capitalised at cost. Depreciation is provided at the following rates in order to write off each asset over its estimated useful life:

Leasehold Improvements	- Lease Duration
Computers	- 3 years
Office Equipment	- 5 years
Furniture	- 10 years
Program Assets	- 3 years

h) Fund accounting

Funds held by the charity are either;

- Unrestricted funds: These are funds which can be used in accordance with the charitable objects at the discretion of the Trustees.
- Restricted funds: These are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions can arise when specified by the donor or when funds are raised for particular restricted purposes.

i) Foreign currencies

Transactions in foreign currencies are translated at rates prevailing at the date of transaction. Balances denominated in foreign currencies are translated at the rate prevailing at the year end.

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2020

j) Operating leases

Rentals applicable to operating leases where substantially all the benefits of ownership and risk remain with the lessor are charged to the SOFA as stated.

k) Investments

The company has limited funds to invest and as such, makes an appropriate use of resources by placing them on medium and short term deposits with banks.

l) Cash and Cash equivalents

Cash and cash equivalents are cash and short term highly liquid investments with a short maturity of 100 days or less from the date of acquisition or opening of the deposit or similar account.

m) Financial instruments

The charity only has financial asset and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction values and subsequently measured at their settlement value.

n) Judgements in applying accounting policies and key sources of estimation uncertainty

In applying the charitable company's accounting policies, the directors may be required to make judgements, estimates and assumptions in determining the carrying amounts of assets and liabilities. The directors' judgements, estimates and assumptions should be based on the best and most reliable evidence available at the time when the decisions are made, and are based on historical experience and other factors that are considered to be applicable. Due to inherent subjectivity involved in making such judgements, estimates and assumptions, the actual results and outcomes may differ.

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

Due to the nature of the charitable company's activities and financial statements, the Directors do not consider there to be any significant judgements or sources of estimation uncertainty which could influence the reader's understanding of the financial statements.

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2020

2. Income

Income is attributable to the principal activities set out in the Charity's vision, mission and values. See the Report of the Trustees for more details.

3. Expenditure

	Staff costs £	Other Costs £	Total 2020 £	Total 2019 £
Cost of generating voluntary income	5,655	10,834	16,489	22,302
Direct Programme Delivery	201,898	436,057	637,955	1,377,734
Support cost	33,931	36,693	70,624	91,354
	<u>241,484</u>	<u>483,584</u>	<u>725,068</u>	<u>1,491,390</u>

4. Net income/(expenditure)

The net income/ (expenditure) is stated after charging/(crediting):

	2020 £	2019 £
Auditor's remuneration: Statutory audit fees	7,800	7,140
Auditor's remuneration: Non-audit fees	600	360
Depreciation - owned assets	8,844	13,328

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2020

5. Staff costs

The average number of employees working for the charity during the period was as follows:

	2020 No.	2019 No.
Management and administration	2	2
Direct charitable activities	6	8
	<u>8</u>	<u>10</u>

	2020 £	2019 £
Gross wages and salaries	217,125	269,872
Statutory redundancy payments	1,771	-
Employer's National Insurance	15,993	22,803
Pension contributions	6,595	8,112
	<u>241,484</u>	<u>300,787</u>

No employee earned over £60,000 in 2020 (2019 – None).

Trustees' remuneration for the year ended 31 December 2020 was £nil (2019– £nil).

Remuneration of key management personnel for the year ended 31 December 2020 totalled £54,384 (2019 - £60,776).

Trustee/Directors Liability insurance premium for the year ended 31 December 2020 was £786 (2019 - £762)

Pension commitments

The charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £6,595 (2019: £8,112).

Contributions totalling £1,142 (2019: £1,454) were payable to the fund at the balance sheet date and are included in creditors.

6. Taxation

The company is exempt from Corporation Tax as a registered charity.

Mission Direct Limited
Notes to the financial statements (continued)
For the year 31 December 2020

7. Tangible fixed assets

	Leasehold Improvements	Computers	Office Equipment	Furniture	Program Assets	Total
	£	£	£	£	£	£
Cost						
At 1 January						
2020	28,246	49,437	13,855	5,796	7,773	105,107
Additions	-	288	-	-	-	288
Disposals	-	-	(8,324)	-	-	(8,324)
At 31 December	28,246	49,725	5,531	5,796	7,773	97,071
2020						
Depreciation						
At 1 January						
2019	14,273	46,500	13,146	5,059	2,591	81,569
Charge for year	2,795	2,912	177	369	2,591	8,844
Disposals	-	-	(8,324)	-	-	(8,324)
At 31 December	17,068	49,412	4,999	5,428	5,182	82,089
2020						
Net book values						
At 31 December	11,178	313	532	368	2,591	14,982
2020						
At 31 December	13,973	2,937	709	737	5,182	23,538
2019						

8. Debtors

	2020 £	2019 £
Other debtors	79,615	32,269
Prepayments	12,339	55,859
	91,954	88,128

Mission Direct Limited
Notes to the financial statements (continued)
For the year 31 December 2020

9. Cash and cash equivalents

	2020	2019
	£	£
Short-term deposits (100 days or less)	190,757	188,399
Cash at bank	357,817	358,328
Cash overseas	9,670	9,705
Petty cash	11,732	12,341
	<u>569,976</u>	<u>568,773</u>

10. Creditors: amounts falling due within one year

	2020	2019
	£	£
Deferred income	141,098	117,604
Taxation and social security	5,378	6,781
Accruals	11,497	14,624
	<u>157,973</u>	<u>139,009</u>

Deferred Income

	2020	2019
	£	£
Opening balance	117,604	204,056
Released during the year	(73,618)	(204,056)
Income deferred in the year	97,112	117,604
Closing Balance	<u>141,098</u>	<u>117,604</u>

Deferred income relates to donations received from team members in relation to trips taking place in the following year.

Mission Direct Limited
Notes to the financial statements (continued)
For the year 31 December 2020

11. Funds

The income funds of the charity include restricted and unrestricted funds comprising the following unexpended balances of donations, grants and other incoming resources to be applied for these purposes:

	Brought forward £	Income £	Expenditure £	Transfers £	Carried forward £
Unrestricted Funds					
United Kingdom	50,067	388,461	(282,268)	-	156,260
Brazil	1,500	-	(45)	45	1,500
Cambodia	1,500	35,929	(30,309)	(5,620)	1,500
The Dominican Republic	1,500	2,169	(1,212)	(957)	1,500
Gambia	1,500	5,404	(3,813)	(1,591)	1,500
India	1,500	-	-	-	1,500
Kenya	1,500	-	-	-	1,500
Malawi	500	-	(46)	46	500
Moldova	1,500	-	-	-	1,500
Sierra Leone	1,500	-	-	-	1,500
Uganda	4,500	-	(930)	930	4,500
Zambia	2,000	909	(3,623)	2,714	2,000
Zimbabwe	1,500	13,539	(12,218)	(1,321)	1,500
Additional Campaign Cost	107,650	54,095	(150,551)	5,754	16,948
Total Unrestricted	178,217	500,506	(485,015)	-	193,708
Restricted Funds					
Brazil	5,204	16,946	(13,963)	-	8,187
Cambodia	28,105	14,898	(28,246)	-	14,757
The Dominican Republic	92,549	7,266	(40,870)	-	58,945
Gambia	2,319	1,490	(3,734)	-	75
India	6,667	-	-	-	6,667
Kenya	28,191	23,734	(17,673)	-	34,252
Malawi	7,702	2,469	(3,037)	-	7,134
Moldova	4,783	1,288	-	-	6,071
Sierra Leone	24,034	2,189	(269)	-	25,954
Uganda	55,580	67,270	(55,983)	-	66,867
United Kingdom	20,477	1,417	(3,600)	-	18,294
Zambia	46,100	47,728	(45,299)	-	48,529
Zimbabwe	41,503	15,376	(27,379)	-	29,500
Total Restricted	363,214	202,071	(240,053)	-	325,232
Total Funds	541,431	702,577	(725,068)	-	518,940

Mission Direct Limited

Notes to the financial statements (continued)

For the year 31 December 2020

Note 11 (continued)

Transfers between the unrestricted funds reflect the cost of direct administrative support given to each country campaign or the subsidy given from the additional campaign cost fund to enable specific country campaigns to operate.

Restricted funds are held for income and expenditure arising from Mission Direct's Overseas Projects and Partners.

12. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total 2020 £	Total 2019 £
Tangible fixed assets	14,983	-	14,983	23,539
Debtors	91,954	-	91,954	88,128
Cash	244,744	325,232	569,976	568,773
Current Liabilities	(157,973)	-	(157,973)	(139,009)
Total net assets	193,708	325,232	518,940	541,431

13. Operating lease commitments

Financial commitments under non-cancellable operating leases will result in the following payments falling due as follows:

	2020 £	2019 £
Office equipment expiring in less than 1 year	6,322	6,802
Office equipment expiring between 1 year and 5 years	12,729	19,051
Office equipment expiring in greater than 5 years	-	-
	19,051	25,853

14. Trustee Donations, expenses and related party disclosures

- Unrestricted donations received from trustees and key management personnel during the year totalled £26,984 (2019 - £24,507)
- Mission Direct's policy is that Trustees do not claim expenses
- There were no related party transactions during 2020 (2019 – None)