



**Samaritan's Purse®**  
INTERNATIONAL RELIEF | UNITED KINGDOM

**31 MARCH 2021**

# **Trustees' Report & Financial Statements**

Helping in Jesus' Name®



**SAMARITAN'S PURSE INTERNATIONAL LTD**

COMPANY REGISTRATION NUMBER 02462257



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## CHARITABLE COMPANY INFORMATION

### TRUSTEES

Mr J. Barrett (Chair)  
Mr R. Chilvers  
Mr J. Gallagher  
Rev. W.F. Graham III (President)  
Mr A. Lawrence  
Mr P. Saber  
Mrs C. Graham-Lynch  
Rev. W.F. Graham IV

<b>EXECUTIVE DIRECTOR</b>	Mr. D. Tosh
<b>COMPANY SECRETARY</b>	Mr. S. Herbert
<b>COMPANY REGISTRATION NUMBER</b>	02462257
<b>CHARITY REGISTRATION NUMBERS</b>	1001349 and SC039251

### PRINCIPAL ADDRESS & REGISTERED OFFICE

Victoria House, Victoria Road,  
Buckhurst Hill,  
Essex, IG9 5EX

### AUDITORS

Mazars LLP  
2nd Floor, 6 Sutton Plaza,  
Sutton Court Road, SM1 4FS, Surrey

### BANKERS

**Barclays Bank PLC**  
1 Churchill Place, Level 27,  
London, E14 5HP

### SOLICITORS

**Bates Wells**  
10 Queen Street Place,  
London, EC4R 1BE

In this report, Samaritan's Purse International Ltd, the Charity, is referred to as SPI. The global network of Samaritan's Purse including all affiliate offices and field offices is referred to as Samaritan's Purse. The international head office, based in Boone, North Carolina, is referred to as IHQ. Where relevant, a specific office of the global network is referenced using that office's location.

## TRUSTEES' REPORT

The trustees, who act as directors for the purposes of company law, present their report and financial statements for the year ended 31 March 2021, which have been prepared in accordance with the Financial Reporting Standard FRS102 and the associated Charity Statement of Recommended Practice 2015.

### Strategic Report

#### Purpose, Activities, Achievements and Performance

##### Objects and Principal Activities

In accordance with the Memorandum and Articles of Association, the objects are the advancement of the Christian faith through educational projects and the relief of poverty.

Samaritan's Purse's mission statement sets out who we are and what we are trying to achieve in the long term and globally, and is shared by all of the Samaritan's Purse offices across the world.

Samaritan's Purse is a non-profit, Christian organisation providing church support and emergency relief and development assistance to suffering people around the world, meeting the physical needs of victims of war, famine, natural disaster and disease with the aim of demonstrating God's love and sharing the Good News of Jesus Christ. The aid and assistance are given without regard to the race, creed, gender, religion or ethnicity of the beneficiaries.

Samaritan's Purse International Ltd (SPI) is a legal entity in the UK, and is part of a global network of international offices based in USA, UK, Canada, Australia, and Germany, as well as field offices in over 15 countries. In fulfilling this mission statement and contributing to its fulfilment globally, Samaritan's Purse International Ltd focuses its resources in such ways that contribute and are integral to the global efforts of the wider Samaritan's Purse family.

- Our emergency relief programmes provide desperately needed physical and spiritual relief to victims of natural disaster, war, disease and famine. As we offer food, water and temporary shelter, we meet critical needs and give people a chance to rebuild their lives.
- Our international programmes involve long term development, and mission activities –
  - Our long term development programmes work in partnership with the local church to help families break the cycle of poverty and give them hope for a better tomorrow.
  - Our mission activities include Operation Christmas Child (OCC) and The Greatest Journey (TGJ). These provide practical tools for churches to reach out to their communities.

## **EMERGENCY RELIEF — INTERNATIONAL DISASTER RESPONSE (IDR) PROGRAMMES**

Samaritan's Purse stands ready to respond at a moment's notice whenever and wherever disaster strikes. We specialise in meeting critical needs for victims of conflict, disaster, famine and epidemics throughout the world, providing food, water, shelter, medicine and other assistance in the Name of Jesus Christ. Ministering to victims of natural disaster and conflict, we are proclaiming and demonstrating God's love to those in crisis.

### **INTERNATIONAL PROGRAMMES**

SPI's global programmes aim to meet the critical needs of victims of war, poverty, famine, disease, and natural disaster while sharing the Good News of Jesus Christ. These programmes comprise emergency relief efforts, community development projects, short-term medical missions, and the deployment of disaster response specialists on short-term assignments to offer direct assistance. These projects are delivered by SPI staff and work through Samaritan's Purse field teams in project countries, and local partner organisations.

The global COVID-19 pandemic had an impact on all programming over the past year; in some cases, the pandemic caused the modification, postponement, or cancellation of certain activities; in others, the pandemic heightened the need and exacerbated the plight of already struggling communities. In all cases, programming employed preventive and mitigating measures to minimise virus transmission. In response to needs within the UK, SPI delivered two major domestic relief efforts.

Over the course of the past year, SPI supported 25 projects and three major disaster response efforts in 18 countries: Armenia, Bahamas, Bolivia, Democratic Republic of the Congo (DRC), Ethiopia, Kyrgyzstan, Lebanon, Liberia, Myanmar, Niger, Philippines, South Sudan, Sudan, Uganda, the United Kingdom, Venezuela, Vietnam, and Zambia. All assistance, whether developmental or humanitarian, is provided without prejudice and irrespective of background; including religion, political affiliation, gender, sexual orientation, age, or ethnicity. These projects had an impact on the lives of an estimated 1,082,551 individuals. Whether through the provision of access to clean water for the first time to life-saving infant care, and from feeding refugees to imparting skills for brighter futures, Samaritan's Purse is demonstrating God's love to the lost, the hurting and the broken, giving them a tangible hope for the future and a foundation upon which they can build for tomorrow.



SPI SUPPORTED PROJECTS BRINGING URGENT RELIEF INCLUDING FOOD AND MEDICAL CARE TO PEOPLE DISPLACED BY CONFLICT IN ARMENIA AND AZERBAIJAN

## EMERGENCY RELIEF FOR SUDDEN ONSET CRISES

SPI responded to emergencies around the world by funding relief efforts and deploying members of the Disaster Assistance Response Team (DART) to serve directly in the field. Members of the disaster response roster completed 13 assignments in seven countries, including fragile contexts in the Middle East. This assistance was delivered to save lives and was in the form of water, sanitation, hygiene, medical interventions and field hospitals, food assistance, clothing, non-food items, shelter and household items, early recovery, and spiritual aid.



EARLY IN THE COVID-19 PANDEMIC, SPI PROVIDED PPE AND CASH GRANTS TO UK CHURCHES AND CHARITIES TO ENABLE THEM TO CONTINUE SERVING THE VULNERABLE IN THEIR COMMUNITIES

## CORONAVIRUS RESPONSE

At the start of the year, SPI launched *This is Love*, an effort through which small grants and hundreds of thousands of pieces of personal protective equipment (PPE) were provided to 496 projects run by UK churches and charities. This benefitted an estimated 467,796 individual beneficiaries. Among partner organisations was the Church Revitalisation Trust; a charity set up by Holy Trinity Brompton, and through which support was provided for food banks in Brighton, Bristol, Derby, Exeter, Hastings, and London. The second UK initiative was *Learning in Lockdown*. This launched during the lockdown which commenced with short notice in January 2021. The aim of *Learning in Lockdown* was to provide electronic learning devices to 530 pupils from vulnerable families. This project engaged an existing network of churches and schools in and around Liverpool, London, the Midlands, Northern Ireland, Scotland, and Wales.

The response of SPI to COVID-19 overseas included supporting the deployment of an Emergency Field Hospital to Milan, Italy, and projects in Kyrgyzstan, Sudan, and the Bahamas. In Kyrgyzstan, a network of churches (formed through the 2013-2019 Raising Families programme) was provided with COVID prevention training and with resources to reach the basic food, hygiene, and medicine needs of 150 vulnerable families in their communities. In Sudan, support was offered to train 698 frontline doctors, nurses, and health workers on how to minimise the spread of and treat COVID, thereby strengthening local capacity. In the Bahamas, SPI joined in efforts to support the main referral hospital, which had become overwhelmed by COVID cases and infected staff; the response provided for the treatment of 40 patients and the training of 815 frontline health workers.



A YOUNG VENEZEULAN MOTHER (L) RESTS AT A SAMARITAN'S PURSE SHELTER IN COLOMBIA. OUR TEAM PROVIDE FOOD AND OTHER NECESSITIES TO MIGRANT WALKERS (R)

## OTHER EMERGENCIES

Along with COVID-19 relief efforts, SPI provided relief in other emergencies over the past year. Following the August 2020 explosion in Lebanon's Beirut port, SPI supported immediate relief efforts reaching 5,000 households, and funded the work of a local partner organisation to repair 250 homes and 25 small businesses near the blast site, as well as to provide cash assistance to 275 affected households. In the Philippines, which was affected in October and November by five storms in quick succession, SPI funded the work of a local partner to provide basic family kits to over 3,600 individuals. In Armenia, the resumption of armed conflict in the Nagorno-Karabakh region led to the displacement of half the population, prompting a multi-sectoral response by Samaritan's Purse to which SPI contributed. SPI also continued to support the recovery of the Bahamas from Hurricane Dorian in 2019, through the repair of church buildings and homes.

## EMERGENCY RELIEF FOR PROTRACTED CRISES

SPI responded to protracted crises in South America and the DRC, where there continue to be large numbers of displaced people caught in complex ongoing emergency situations. Around Venezuela, which continues to suffer the worst political and economic crisis in its history, SPI supported the provision of food, basic supplies, and literature to over 500,000 individuals, as well as the strengthening of local church capacity to reach their neighbours. In the Democratic Republic of the Congo (DRC), funds supported nutrition and maternal health services for over 14,000 individuals. This was accomplished through the provision of medicines, nutritional supplements, education, training for over 100 frontline health workers, and the resourcing of 15 medical facilities.



IN DRC, LOCAL CHURCHES ARE RESOURCED TO CARE FOR CHILDREN TRAUMATISED AND DISPLACED BY CONFLICT

## COMMUNITY DEVELOPMENT THROUGH CHURCH-BASED PROGRAMMING

The Raising Families programme in Zambia, which began in 2017, expanded during the past year. This now engages 120 churches and reaches 12,000 vulnerable individuals. The programme's aim continues to be to build the capacity of participating churches to holistically, directly, and measurably raise the quality of life of vulnerable adults and children in their local communities. The programme is establishing church cooperatives and a federation to support and sustain the church network beyond the end of the project.

In DRC, SPI supported four distinct church and community mobilisation programmes, all of which sought to resource local churches to reach traumatised and marginalised individuals in a context that has experienced decades of civil war, leaving five million dead and forcing millions of others to flee their homes. Through a programme called Hope and Light, church and community leaders were trained to offer support to victims of sexual violence; while another called Safe Haven enabled local churches to address the needs of 3,000 internally displaced women and girls, 2,000 vulnerable individuals, and 590 mothers. The Zande Initiative utilises the Community Health Evangelism approach to reach the Zande tribe; subsistence farmers who have experienced extreme poverty, widespread disease, limited access to healthcare, and violent attacks. This ministry programme offered leadership and evangelism training to 2,761 church leaders and members who were able to reach 6,554 of their neighbours with the Gospel and ongoing pastoral activities.

## COMMUNITY DEVELOPMENT THROUGH COMMUNITY-BASED PROGRAMMING

Over the past year, SPI fully or partially funded six projects that, through direct engagement, sought to meet the needs of vulnerable communities in Africa and Asia.

In Uganda, a water, sanitation, and hygiene (WASH) project that had been implemented through a partner organisation starting in 2017 came to an end in 2020. By the end of this project, 19,293 slum dwellers benefitted from the provision of bio-sand water filters, wells, and education. A multi-year WASH project in Ethiopia has benefitted over 50,000 individuals through the provision of water points managed by local community members and monitored by trained local water technicians. Through this, latrines were constructed in communities, schools, and households, and education on WASH topics was provided to all beneficiaries. With funding from the States of Guernsey Overseas Aid and Development Commission, SPI inaugurated a WASH project in Niger, reaching cholera-prone villages with the provision of water points, institutional latrines, and education on WASH topics; these activities are expected to benefit 10,700 vulnerable individuals in four villages. In Liberia, SPI supported a project focused on the needs of youth and children, some of whom lost their parents to Ebola and are now experiencing anxieties related to another infectious disease (COVID-19) outbreak. Activities provided include sports ministry sessions in which 1,284 vulnerable youth were offered educational games that encourage learning about the Gospel, COVID-19 preventative practices, health and hygiene, leadership, and life skills.

SPI supported anti-trafficking efforts in Myanmar, where statelessness, discrimination, armed conflicts, and other factors have produced an environment in which individuals are vulnerable to human trafficking. Through targeted activities, the funded project promulgated various trafficking prevention strategies, such as education on safe migration, radio programming, local referral networks, and livelihood activities. In Vietnam, a partnership with three schools and a social work centre allowed for SPI to support students who are visually impaired or from disadvantaged ethnic minority groups; this was materialised through the provision of job skills training, scholarships, and stipends to 565 individuals.

## SHORT-TERM MEDICAL MISSIONS

SPI supported four medical mission programmes over the past year. Three children from Bolivia received heart surgeries while over 200 others received pre- and post-operative support together with biblical materials and discipleship. SPI has provided support for children from Uganda to also receive surgeries for congenital heart issues. In South Sudan, SPI supported a mission with the objective of performing eye cataract surgeries on 250 patients who would otherwise not have access to this treatment. Funding was also provided for a cleft lip palate mission in Myanmar, during which 52 individuals had their lip and palates repaired.



## MISSION ACTIVITIES

### OPERATION CHRISTMAS CHILD

CHILDREN IN LIBERIA RECEIVED OPERATION CHRISTMAS CHILD SHOEBOXES PACKED IN THE UK IN 2020

Operation Christmas Child (OCC) remains our largest programme. In 2020/2021 shoebox gift donations were impacted significantly due to the COVID-19 related government restrictions which shuttered shops, churches and left people shielding at home. The collection totalled 265,975 gifts; a drop of more than 30%. However, this included a record 49,846 gift boxes produced from donations through the Shoebox Online (SBO) programme (vs 10,765 in 2019/2020, up 463%) as many supporters donated online instead of packing physical shoeboxes due to the restrictions of the COVID-19 pandemic. Fewer lorries were sent, and so export transportation costs were reduced, as well as costs in procuring gifts for SBO. With these savings offsetting a reduction in income, OCC still achieved its overall budget.

This was a successful financial outcome in the context of three national lockdowns for the periods 23 March – 1 June 2020, 31 October – 2 December 2020 and 4 January – 12 April 2021. With the suspension of in-person church services and other group and workplace gatherings, and schools generally only delivering core activities, the ability to promote OCC was limited to online promotion and mainly to individuals. OCC staff focused on resourcing those churches, groups and individuals who had previously participated to do so again. New churches were generally unwilling to consider a new project during a pandemic year, apart from those where support had been built through them receiving an SPI *This is Love* community care grant or PPE.

Data from a random sample of 200 participating churches, schools and groups also showed an average decrease of 24% in shoeboxes donated in 2020 compared to 2019. However consistent feedback from this sample was that they were determined in 2021 to return to or exceed the numbers given in 2019.

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## MISSION ACTIVITIES — CONTINUED

Shoebboxes or financial donations were made by 1,288 churches of all major denominations, 286 schools from infants to university and 607 other community groups; and received by 788 'Drop-Off Locations' across two separate National Collection Weeks: in November for Northern Ireland, Scotland and Wales and deferred to December for England because of a lockdown. Collections were arranged by 323 volunteers who transported shoebboxes to the three Covid-secure major processing centres (compared to 35 centres in 2019), where 1,136 volunteers checked and exported them, or made up the SBO boxes in an extended processing season that was completed in mid-February 2021.

Given the multiple challenges and additional effort required to donate, collect or process shoebboxes in the year of COVID-19, strong evidence was seen that the majority of participants were committed to or at least supportive of the Christian mission purposes of OCC. This further accelerated the impact of our strategic refocus on engaging aligned churches and supporters, and on offering a high-quality donor experience in our processing centres. This continues to lay effective foundations for recovery and new growth from 2021.

The mission of Operation Christmas Child is to provide God's love in a tangible way to children in need around the world, and together with the local church worldwide, to share the Good News of Jesus Christ. Shoebboxes collected in the UK in 2020/21 have been exported and reached children in nine countries — Central Asia, Belarus, Moldova, Serbia, Albania, Georgia, Bosnia, Liberia, and Nigeria.

Shoebboxes are distributed through a network of trained ministry partners who work with local churches to identify children in need, and organise distribution events. In 2020 and 2021, ministry partners adapted activities to distribute boxes taking into account COVID-19 restrictions and prioritising the health and safety of the children, their families and communities.

## FINANCE REVIEW

We remain very grateful to our faithful supporter base, including those who support by way of volunteering, that has continued to pray and donate of their time and money during a challenging economic and regulatory environment. Without this ongoing support we would not be able to continue our work around the world and see the positive impact that is being made.

Income decreased by 17% to £8.37m (2020: £10.1). This was mainly due to the reduction in the number of donated gift-filled shoebboxes, lowering gift in kind income to £3.79m (2020: £6.50m). However, this was partially offset by an increase in underlying cash donations and legacies to £3.86m (2020: £3.21m).

As a consequence of the above, expenses fell by 24.1% to £7.95m (2020: £10.48m) as a result of a lower valuation of OCC shoebboxes distributed. Spending on charitable activities was £7.19m (2020: £9.72m) being 90.6% of total spend.

At the end of the year, total funds stood at £3,075k (2020: £2,650k), of which £656k (2020: £408k) was unrestricted and undesignated. Full details of the financial activities are given in the attached financial statements.

## RESERVES

The trustees have set a minimum free general reserves limit of between 60 and 90 days' current year cash expenses, excluding grant funding where contracts have been signed and associated income assured. The required range, using the approved budget for the year to March 2022 is £634k to £951k. The year-end balance was £656k which is within the required range.

At the end of the year, the designated reserves were £1,689k (2020: £1,755k). This balance represents the net book value of fixed assets held by the Charity. These assets will continue to be held by the Charity for charitable purposes for the foreseeable future.

Restricted reserves were £729k (2020: £486k) which represent the unspent balances of donations and grants given for specific purposes. These balances will be drawn down in the coming year in a manner that both meets programmatic requirements in the various field offices we support and that is in accordance with the donor's wishes.

## INVESTMENTS

Any short-term surplus cash is invested in interest bearing accounts. This is reviewed by the trustees.

## USE OF VOLUNTEERS

SPI was supported by a significant team of volunteers, who we view as essential partners working across all areas of its charitable activities during the year, performing a number of valuable administrative and support roles. In particular, many of these roles are in support of the OCC programme. In accordance with the SORP, no monetary value has been attributed to their work. The tasks undertaken would, if it not performed by volunteers, require the employment of paid personnel. We are incredibly grateful for the support of volunteers who help enable monetary donations to go further and who, by their presence and service, enhance both the reach and the impact of the ministry.

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## USE OF VOLUNTEERS — CONTINUED

In addition to the dedicated team of 88 year-round volunteers (as at 31 March 2021), 2,438 people volunteered during the peak time of OCC (based on: 1,136 adult volunteers in processing centres, 191 processing centre volunteers who were under the age of 16, 55 collections coordinators, 268 drivers, and 788 Drop-off Location leaders).

We also have a team of volunteers that support basic administration, communications and fundraising activities in the main office. The time given by these volunteers is extremely valuable in helping us achieve our objectives and in reducing costs in these areas.

## FUTURE STRATEGY AND VISION

SPI remains committed to sharing the Good News of Jesus Christ through our relief and development work. The organisation continues to grow as an international leader in the provision of aid to those affected by war, disease, famine and poverty as exemplified by emergency deployments to Milan, Italy with a complete field hospital which served hundreds of patients at the start of the COVID-19 pandemic. In 2021 Samaritan's Purse will continue to champion the local church and its passionate declaration of the Gospel through increased partnership and support.

It's our vision to see transformation:

- of individuals through life-saving relief aid and the knowledge of God's redemptive love
- of families through our development projects in Africa and Asia which increase economic and health security through the provision of water and livelihood projects
- of communities through the resourcing of local churches to share the Gospel in word and deed.

With boldness

- We will go to difficult places to assist those who are facing the effects of war, famine, poverty and disease
- We will expand our medical capacity to increase the impact we had through the Emergency Field Hospital programme most recently in the Bahamas. This capacity includes the recruitment and training of medical staff and the provision of medical equipment and supplies
- We will resource churches in Europe, Africa and Asia to share the Gospel through development projects, The Greatest Journey and Operation Christmas Child

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#### FUTURE STRATEGY AND VISION— CONTINUED

- We will deepen our affiliation with the UK church community through a meaningful two-way relationship of giving and receiving project support through Operation Christmas Child and relief programming.

With compassion

- We will reach over 360,000 children with messages of love and support through local churches conducting Operation Christmas Child
- We will deploy specialist teams of relief workers to difficult situations to provide essential aid in Jesus' Name
- We will share the testimony of those who were impacted by our projects and programmes so that faith might grow.

#### MANAGEMENT, STRUCTURE AND GOVERNANCE

The Charity is ultimately managed by The Board of Trustees. The trustees, who act as directors of the company, are appointed by the members, being the trustees themselves, in accordance with the Articles of Association.

Trustees meet at least three times per year as a full board to manage the Charity. In addition, the trustees have in place up to two sub-committees. These are:

- The Finance and Audit Committee, which meets four times per year to review the accounts, review budgets, review the risks associated to the Charity's operations and to review the reserves policy.
- A Governance Committee, which meets as needed, (but no less than three times per year) the purpose of which is to facilitate the process of board governance both from a compliance, and performance perspective. As part of this remit the Committee also takes on the role of 'Safeguarding Lead' on behalf of the board. To that end all members of this Committee have received enhanced Safeguarding training in order to prepare and equip for the complexity and breadth of any potential Safeguarding issue that may arise in protecting not only the vulnerable but all beneficiaries, staff and those we come into contact with in the course of our charitable activities.

The Charity endeavours to ensure that all trustees receive the induction, training and ongoing support they need to carry out their duties effectively. All new trustees go through an induction programme to familiarise them with the organisation, their duties and legal responsibilities. It is now also the case that that all Board members are to receive basic Safeguarding training in order for them to be better informed with regard to matters in this area. The Charity has in place a management liability policy which includes indemnity for allegations of wrongful acts brought against the trustees.

## STRUCTURE

The trustees have delegated day-to-day management of the Charity to the Senior Management Team which consists of Mr D Tosh as Executive Director, Mr S Herbert as Finance Director, Mr N Cole as Director of Operation Christmas Child UK and Mr P Stockwell as Head of Communications and Donor Services.

The Charity owns the share capital of a trading company, Operation Christmas Child Ltd (OCC Ltd), whose directors are chosen by the trustees of the Charity.

## KEY MANAGEMENT PERSONNEL

All salaries are benchmarked using a variety of sources, including current/recent competitive advertised salaries, salary surveys from leading agencies and remuneration data from professional bodies. Salaries are also benched according to geographic location. It is acknowledged that senior management are remunerated towards the lower end of the prevailing market scale.

## RELATIONSHIPS WITH OTHER ORGANISATIONS AND CONNECTED CHARITIES

The Charity has ongoing working relationships with Samaritan's Purse USA (SP-USA) through a signed legal affiliation agreement, and they share resources where necessary. The Charity also works in cooperation with other Samaritan's Purse offices worldwide. The Charity shares infrastructure and staff and collaborates on projects with Billy Graham Evangelistic Association UK, whose registered office is Victoria House, Victoria Road, Buckhurst Hill, Essex, IG9 5EX.

Common directors/trustees: Mr J. Barrett, Mr R. Chilvers, Mr J. Gallagher, Rev. W.F. Graham III, Mr A. Lawrence, Mr P. Saber, Mrs C. Graham-Lynch and Rev W.F. Graham IV.

Billy Graham Evangelistic Association Ltd shares some resources and manpower and has some common trustees as listed.

## THE GOVERNANCE CODE

The trustees and management of SPI take the obligations and principles set out in the Governance Code seriously. The Code is built upon a foundation that all trustees understand their legal obligations, and then develops seven guiding principles to ensure that the Charity is well-managed and effective. The principles are leadership; integrity; decision making; risk and control; board effectiveness; diversity; openness and accountability.

SPI are confident that all the trustees have a full understanding of their legal obligations. All of the trustees have seen the code in full and are aware of the content and suggested good practice. The Governance Committee have reviewed the code against a matrix developed by management. The code itself acknowledges that good governance is an ongoing process and as such SPI is currently satisfied that there is broad compliance with the code but that it will be held under constant review via the Governance Committee and senior management. With this caveat, the trustees are not aware of any material shortcomings against the Code.

## RISK MANAGEMENT

In common with similar charities, SPI is exposed to risks that could jeopardise the charitable work that it undertakes. The Charity seeks to minimise these risks by pursuing policies designed to:

- Ensure adequate insurance for commercial risks
- Maintain adequate liquid reserves to cover future funding requirements
- Control the level of expenditure so as to match resources available
- Ensure compliance with Health and Safety best practice
- Ensure compliance with best practice on human resource management
- Carefully control public relations, data protection and administrative practices.

During 2020/21, the trustees met regularly through the 12-month period to control and monitor the Charity's activities. A considerable amount of effort has been spent in ensuring that the risks around the implementation of the General Data Protection Regulation (GDPR) and the safeguarding of children, vulnerable adults and other groups that SPI comes into contact with in its areas of operation are robustly managed.

SPI has identified what it considers to be its key risks and has prepared risk maps based upon likelihood of occurrence and severity of impact.

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**RISK MANAGEMENT — CONTINUED**

The Key Risks identified and the Strategies to mitigate the risks are:

	Risks	Strategy to mitigate
1.	Inadequate or low reserves	<ul style="list-style-type: none"> <li>• Priority given to promotion of General Funds</li> <li>• Annual Budget set to achieve surpluses</li> <li>• Revised focus on fundraising and ongoing review of underlying cost base to increase productivity</li> <li>• Financial forecasting including fund balance reviews and cash flow management.</li> </ul>
2.	Over-reliance on Operation Christmas Child	<ul style="list-style-type: none"> <li>• Move towards global integration will allow for a wider project base with greater appeal to supporter base</li> <li>• Proposed investment in improved fundraising capacity</li> <li>• Investment in legacy giving programme</li> <li>• Cost reduction programme implemented to reduce pressure on unrestricted giving.</li> </ul>
3.	Harm caused to the public and the Charity as a result of a failure in safeguarding	<ul style="list-style-type: none"> <li>• Safeguarding policy reviewed and external advisors appointed</li> <li>• All staff received basic training and staff with high levels of public interaction, such as DART and OCC, will receive enhanced training. All training is annually refreshed</li> <li>• Appropriate levels of DBS being obtained</li> <li>• “Designated Safeguarding Leads” identified and given enhanced training</li> <li>• Governance committee appointed as Safeguarding Lead on behalf of the trustees and all members of that Committee to undergo enhanced safeguarding training.</li> </ul>
4.	Increased reliance on systems for remote working has heightened the potential and opportunity for some form of cyber attack	<ul style="list-style-type: none"> <li>• We are fully supported by our IHQ in the US as this is a global issue</li> <li>• All software up to date and processes for patching fully implemented</li> <li>• Potential exposures being continuously reviewed</li> <li>• Training given to all staff regarding cyber-crime awareness</li> <li>• Cyber-crime insurance cover in place.</li> </ul>

**BREXIT**

In addition to the risks noted above, the impact of Brexit on the Charity has been considered and the trustees are of the opinion that because of the nature of activities undertaken, the Charity’s ability to continue to operate will not be unduly hindered. The only impact may be the possible reduction in donations as a result of the continued general uncertainty in the UK economy. The Charity has no foreign currency exposure and no staffing implications from a reduction in the freedom of movement.

## COVID-19

On 23 March 2020, the UK was placed into lockdown as a result of the COVID-19 pandemic. The trustees, together with the Senior Management Team, are constantly reviewing the impact that the on-going crisis is having on the operations and viability of the Charity. The trustees are confident that the preparation of the financial statements for the period to 31 March 2021 under the going concern basis is appropriate, while recognising that material uncertainties do exist that may mean this is not appropriate in future periods. The uncertainties include:

- The continued response from our donors and the wider UK public to support international relief and development work is impacted by an overall downturn in the economy
- Operational limitations to meet and engage donors and church partners due to social distancing
- Potential societal changes which may mean donors are more willing to support domestic programmes in the short term rather than international programming
- Operational restrictions in countries where we have projects leading to reduced or delayed programming
- The impact in the UK on the 2021 Operation Christmas Child campaign that arises from issues such as:
  - The general demographic of many of the volunteers puts them into the more vulnerable category
  - Difficulty in engaging with our support base
  - The need to social distance in processing centres impacting the volume and pace of processing shoeboxes
  - The unknown nature of any further waves of the virus and the subsequent restrictions put in place
  - The continued effectiveness and longer term immunity from the vaccination programme
  - Access to, and interaction with, countries that receive shoeboxes.

However, as the year has progressed and the nature and level of restrictions have fluctuated, the Senior Management Team strove to ensure continued compliance with government guidance and developing a series of mitigations. These include:

- All staff were instructed to work from home with immediate effect. A phased return has been adopted since March 2021 but we do not expect there to be more normal levels of workplace attendance until September 2021
- The organisational-wide risk assessment was updated to reflect government advice received and the office is now considered a "COVID secure" working environment. It is noted that most departments are able to conduct all critical operations and functions with only minor reductions in productivity under this work from home regime
- Where possible, small groups of staff were placed on furlough under the Coronavirus Job Retention Scheme, although staff continue to receive 100% of salary
- Increasing our social media presence to keep donors and the wider public informed of what we are doing and how they can get involved

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## COVID-19 — CONTINUED

- Increased our out-bound telephone calls to thank donors and offer to pray with them. This has been a very effective form of ministry while keeping people engaged with what is happening
- Instigated a freeze on recruitment and capital expenditure.

As a result of the above measures the trustees are confident that the going concern basis is appropriate at this time and SPI will continue to bring relief in Jesus' Name through transformative, bold and compassionate action.

The Charity was able to pivot agilely into new forms of programming, notably two domestic projects called *This is Love* and *Learning in Lockdown*. We also had a very successful online shoebox campaign. Further details of these projects are reported elsewhere in this report. The Charity ended the financial year with improved cash and general fund balances, creating a strong platform for the next period. The trustees have set a conservative budget for the next fiscal year which is achievable and will allow the Charity to consolidate the gains made in 2020/21.

## FUNDRAISING

During the year, the Charity was once again extremely grateful for the support of our donors, without whom the work could not continue. The Charity uses a number of different communication methods to attract and retain support, including:

- Direct mail of newsletters and appeals
- Emailing newsletters and appeals
- Opportunities for regular giving via direct debit
- Use of the website and social media accounts
- Opportunities for planned giving through a legacy programme.

The Charity does not use any external commercial participators or professional fundraisers.

In all fundraising activity undertaken, the Charity seeks to be transparent and clear as to how the donated funds raised will be used and in all cases any restriction placed on a donation is strictly adhered to. In cases where the Charity is unable to use the donation, the supporter will be contacted and either another use for the funds agreed, or the donation is returned.

The Charity maintains and monitors the wishes of each supporter and will only communicate using methods the supporter has given clear and informed consent for us to use and to the best of our knowledge and understanding we comply fully with the General Data Protection Regulation.

The Charity does not knowingly communicate with young people below the age of 18, or any vulnerable adult.

**CONTINUED >**

## FUNDRAISING — CONTINUED

Where we are made aware that such people may be receiving communications from us, our records are amended to prevent further communication.

The Charity has robust systems in place to ensure that when we are notified that a supporter wishes to cease being contacted, either directly with us or through the Fundraising Preference Scheme, this action can be implemented immediately.

The Charity is compliant with the Institute of Fundraising Code of Practice and received no complaints about its fundraising practices during the year. The Charity has also subscribed to the Fundraising Regulator and abides by the guidelines and directives issued from time to time by that body.

## PUBLIC BENEFIT STATEMENT

The trustees have considered the public benefit guidance issued by the Charity Commission together with the supplemental guidance on the application of the public benefit test to charities whose aims include assisting those in need.

The trustees are aware of their legal duty to have regard to the public benefit guidance and to report on this Charity's compliance with the public benefit obligation. The activities of the Charity are considered to provide public benefit for the following reasons:

- Our long term development programmes, with their community based approach, help people break the cycle of poverty and give them hope for a better tomorrow.
- Our Operation Christmas Child programme, including The Greatest Journey and Vision Trips, provide practical tools for churches to reach out to their communities. Through the Operation Christmas Child project each year thousands of highly impoverished children are given a gift-filled shoebox regardless of race, creed, gender, religion or ethnicity.
- Our emergency relief programmes provide desperately needed assistance to victims of natural disaster, war, disease, and famine overseas and in the UK. As we offer food, water, and temporary shelter, as well as support specific to domestic needs, we meet critical needs and give people a chance to rebuild their lives.

## STATEMENT OF TRUSTEES' RESPONSIBILITIES

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity, and of its income and expenditure for the period. In preparing those financial statements, the trustees are required to:

**CONTINUED >**

**STATEMENT OF TRUSTEES' RESPONSIBILITIES — CONTINUED**

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- Comply with applicable accounting standards subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

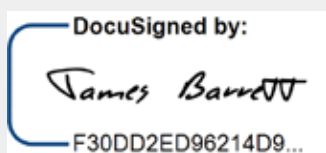
The trustees are responsible for maintaining proper accounting records, which disclose with reasonable accuracy at any time the financial position of the Charity, and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding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

The trustees also confirm that as far as they are aware there is no relevant audit information of which the Charity's auditors are unaware, and they have taken all steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

**AUDITORS**

A resolution to re-appoint Mazars LLP as auditors will be proposed at the forthcoming annual general meeting. In approving the Trustees' Report, the trustees are also approving the Strategic Report therein in their capacity as company directors.

Approved by the Board of Trustees on 28th July 2021, and signed on its behalf by:



**James Barrett, Chair**

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SAMARITAN'S PURSE INTERNATIONAL LIMITED

### OPINION

We have audited the financial statements of Samaritan's Purse International Limited (the 'Charity') for the year ended 31 March 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 March 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 12 months from when the financial statements are authorised for issue.

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

## OTHER INFORMATION

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 Trustees' Report which includes the Strategic Report and 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 Strategic Report and the Directors' Report included within the Trustees' Report 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 Strategic Report or the Directors' Report included within the Trustees' Report.

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

- adequate 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.

## RESPONSIBILITIES OF TRUSTEES

As explained more fully in the trustees' responsibilities statement set out on page 23 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.

## 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 tax legislation, 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 and endowment 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:

**CONTINUED >**

**AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS — CONTINUED**

- 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
- 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:

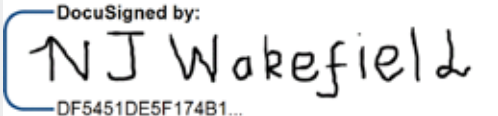
- Making enquiries of the trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing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

Signed:  A DocuSigned signature box containing the handwritten name 'NJ Wakefield' and a unique ID 'DF5451DE5F174B1...'.

**Nicola Wakefield**

**(Senior Statutory Auditor)**

**for and on behalf of Mazars LLP**

Chartered Accountants and Statutory Auditor  
 2nd Floor, Sutton Plaza,  
 Sutton Court Road,  
 Sutton,  
 SM1 4FS

Date: 18 August 2021

## STATEMENT OF FINANCIAL ACTIVITIES

(including income and expenditure account) For the year ended 31 March 2021

	Note	Unrestricted funds £	Restricted funds £	2021 Total £	Unrestricted funds £	Restricted funds £	2020 Total £
<b>INCOME FROM:</b>							
Cash donations and legacies	3	689,510	3,166,084	3,855,594	537,960	2,674,076	3,212,036
Gift in kind	4	-	3,794,193	3,794,193	-	6,499,912	6,499,912
<b>Charitable Activities:</b>							
Grants received	5	155,517	564,432	719,949	292,538	68,711	361,249
<b>Trading Activities</b>							
Merchandise sales		1,467	-	1,467	-	298	298
<b>Investment Income</b>							
Bank interest		157	-	157	3,464	-	3,464
Other		1,800	-	1,800	1,814	8,345	10,159
<b>Total Income:</b>		<b>848,451</b>	<b>7,524,709</b>	<b>8,373,160</b>	<b>835,776</b>	<b>9,251,342</b>	<b>10,087,118</b>
<b>Expenditure on:</b>							
<b>Raising funds</b>	6	413,241	335,083	748,324	468,922	292,989	761,911
<b>Charitable activities:</b>							
Emergency response	7	203,158	622,014	825,172	203,059	496,012	699,071
Integrated programmes:							
Long term development		97,987	290,799	388,786	86,593	197,045	283,638
Operation Christmas Child		356,665	5,474,299	5,830,964	388,869	8,062,000	8,450,869
Other		5,409	25,770	31,179	-	14,475	14,475
The Greatest Journey		30,440	93,200	123,640	77,770	189,969	267,739
		693,659	6,506,082	7,199,741	756,291	8,959,501	9,715,792
<b>Total Expenditure:</b>		<b>1,106,900</b>	<b>6,841,165</b>	<b>7,948,065</b>	<b>1,225,213</b>	<b>9,252,490</b>	<b>10,477,703</b>
<b>Net Income/(Expenditure) before transfers</b>		<b>(258,449)</b>	<b>683,544</b>	<b>425,095</b>	<b>(389,437)</b>	<b>(1,148)</b>	<b>(390,585)</b>
Transfers between funds	20	440,571	(440,571)	-	104,961	(104,961)	-
<b>Net movement in funds</b>		<b>182,122</b>	<b>242,973</b>	<b>425,095</b>	<b>(284,476)</b>	<b>(106,109)</b>	<b>(390,585)</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		2,163,859	485,852	2,649,711	2,448,335	591,961	3,040,296
<b>Total funds carried forward</b>		<b>2,345,981</b>	<b>728,825</b>	<b>3,074,806</b>	<b>2,163,859</b>	<b>485,852</b>	<b>2,649,711</b>

There are no recognised gains or losses other than those shown in the Statement of Financial Activities. All operations are continuing operations. Movements in funds are disclosed in Note 20.

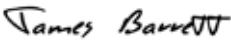
**BALANCE SHEET**

Company number 02462257

As at 31 March 2021

	Notes	2021	2020
		£	£
<b>FIXED ASSETS</b>			
Tangible assets	13	1,689,426	1,755,473
Investments	14	2	2
		<u>1,689,428</u>	<u>1,755,475</u>
<b>CURRENT ASSETS</b>			
Stock		26,892	12,580
Debtors	15	191,616	466,314
Cash at bank and in hand		1,309,867	606,264
		<u>1,528,375</u>	<u>1,085,158</u>
<b>CREDITORS:</b> amounts falling due within one year	16	(142,997)	(190,922)
		<u>1,385,378</u>	<u>894,236</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		3,074,806	2,649,711
<b>NET ASSETS:</b>		<u>3,074,806</u>	<u>2,649,711</u>
<b>FUNDS</b>			
Unrestricted funds			
General fund	21	656,555	408,386
Designated fund - fixed assets	21	1,689,426	1,755,473
		<u>2,345,981</u>	<u>2,163,859</u>
Restricted funds	20 & 22	728,825	485,852
<b>TOTAL FUNDS</b>		<u>3,074,806</u>	<u>2,649,711</u>

Approved by the Board of Trustees on 28th July 2021, and signed on its behalf by:

DocuSigned by:  
  
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James Barrett, Chair

**STATEMENT OF CASH FLOWS**  
For the year ended 31 March 2021

RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	425,095	(390,585)
<b>Adjustments for:</b>		
Depreciation charges	84,462	62,998
Interest paid	-	239
Interest received from investments	(157)	(3,464)
(Increase) in stock	(14,312)	(12,580)
Decrease/ (Increase) in debtors	274,698	(217,157)
(Decrease) in creditors	(47,925)	(57,702)
<b>Net cash provided by/(used in) operating activities</b>	721,861	(618,251)
<b>Cash flows from operating activities:</b>		
Net cash provided by/(used in) operating activities	721,861	(618,251)
<b>Cash flows from investing activities:</b>		
Interest paid	-	(239)
Interest received	157	3,464
Purchase of equipment	(18,415)	(191,809)
<b>Net cash used in investing activities:</b>	(18,258)	(188,584)
<b>Cash flows from financing activities:</b>		
Repayments of borrowing	-	(27,969)
Net cash used by financing activities	-	(27,969)
<b>Change in cash and cash equivalents in the reporting period</b>	703,603	(834,804)
<b>Cash and cash equivalents at the beginning of the reporting period</b>	606,264	1,441,068
<b>Cash and cash equivalents at the end of the reporting period</b>	1,309,867	606,264
<b>ANALYSIS OF CASH AND CASH EQUIVALENTS</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Cash at bank and in hand	1,309,867	606,264
<b>Total cash and cash equivalents</b>	1,309,867	606,264

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2021

### 1. ACCOUNTING POLICIES

#### a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note. The financial statements have been prepared in Pound Sterling as this is the currency of the primary economic environment in which the company operates.

The results of the subsidiary trading company, Operation Christmas Child Ltd, have not been consolidated on the grounds that they are immaterial to the group.

#### b) Preparation of the accounts on a going concern basis

The accounts have been prepared on the going concern basis. The Charity has reported a cash inflow of £703,603 (2020 outflow - £834,804). The charity has no concerns over its future financial viability as it retains sufficient fund balances and cash to meet its obligations as and when they fall due.

#### c) Recognition of income

Gifts and donations are recognised on a receivable basis. Shoeboxes are valued using an average valuation drawn from a random sample from across all regions of the UK. Other gifts in kind received are valued according to customs declaration. Income tax recovered and interest receivable are accounted for on an accruals basis. Grants are recognised in the financial statements in the year in which they are receivable.

Government grants under the Coronavirus Job Retention Scheme (Furlough) have been recognised when received and are disclosed in the financial statements as grant income.

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

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

CONTINUED >

**ACCOUNTING POLICIES — CONTINUED**

The operational restrictions resulting from the COVID-19 lockdown meant that we were unable to complete a full shoebox valuation exercise this year. A much smaller and less random sample was selected and this was then combined with previous three years' value to obtain an average value. This average value was then used to calculate the gift in kind value for donated shoeboxes. We estimate that if the value from the valuation exercise undertaken had been used, the value of gift in kind would be approximately £47k higher than the value included in the accounts. The lower valuation has been used because of the increased uncertainty of the truly representative nature of the small sample selected. We expect to revert to the established methodology in future years.

Management believe that, because of the underlying nature and value of estimates and judgements made in the preparation of these financial statements, it is highly unlikely that that an error in these estimates and judgements would lead to a material misstatement. The largest of these estimates relates to the valuation of Shoeboxes as explained above, which, because of its nature, does not have an impact on the underlying financial stability of the organisation as the valuation of these gifts is included as both income and expenditure.

**e) Expenditure**

- 'Cost of generating funds' includes direct fundraising and publicity costs, together with 33% of support costs.
- 'Charitable activities' includes the direct cost of our emergency response, long term development and church and community support programmes along with 67% of non-OCC support costs.
- 'Grants' include payments made to individuals or institutions, other than goods or services.
- 'Operational programmes' include the value of goods purchased and distributed, the costs of distribution, project costs other than grants and the direct element of staff costs.
- 'Donated goods' are the value of shoeboxes and other donated items distributed.
- 'Support costs' include head office management staff, travel, communication and other overheads, and have been allocated to the various charitable activities of the charity on an actual or usage proportionate basis.
- 'Governance' includes costs related to fulfilling the legal and statutory reporting obligations of the Charity.

**f) Recognition of liabilities and commitments**

Provision is made when a past event results in a present (legal or constructive) obligation to make a transfer of value to a third party, which is likely to occur and the value of which can be reasonably estimated.

**g) Investments**

Investments represent the cost price of shares in its unlisted trading subsidiary, Operation Christmas Child Limited.

**h) Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost, less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its useful life, as follows:

**CONTINUED >**

**TANGIBLE FIXED ASSETS AND DEPRECIATION— CONTINUED**

Freehold property	cost less value of land, straight line method for 50 years
Motor vehicles	25% straight line method
Equipment, fixtures and fittings	33.3% straight line method

The de minimis capitalisation level is £500.

**i) Financial instruments**

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

Derivatives, including forward foreign exchange contracts, are not basic financial instruments. Derivatives are initially recognised at the fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value.

**j) Funds**

Funds are divided into unrestricted general, unrestricted designated and restricted funds.

Unrestricted funds are available for use at the discretion of the trustees. They are divided between general funds and designated funds. In accordance with the terms under which shoeboxes and donations are received, surpluses on the restricted shoebox funds at the balance sheet date may be utilised for the general purposes of Samaritan's Purse International Limited and are therefore transferred to unrestricted funds.

Designated funds are amounts set aside for specific purposes as detailed in Note 19.

Restricted funds include a number of funds, where application by the trustees is restricted to the activity indicated by the donor.

Transfers from unrestricted funds are made where the restricted funds are in deficit and there is no likelihood of any recovery in future.

**k) Statement of income and expenditure**

A separate statement of income and expenditure is required when the Statement of Financial Activities contains items which could not normally be recognised in a profit and loss account under the Companies Act 2006. As this is not the case in these accounts, a separate statement of income and expenditure has not been prepared.

**l) Foreign currencies**

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recorded in a separate nominal account and are included as part of support costs within the Statement of Financial Activities.

CONTINUED >

**ACCOUNTING POLICIES— CONTINUED**

**m) Pensions**

The pension costs charged in the financial statements represent the contributions payable by the company during the year. Further details are provided in note 18.

**n) Operating leases**

Rentals payable under operating leases are charged on a straight line basis over the term of the lease.

**o) Irrecoverable VAT**

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

**p) Stock**

Closing stock represents stock in hand at the year end and is valued at the lower of cost and net realisable value after making due allowance for obsolete and slow moving items.

**q) Samaritan's Purse International Limited**

(The Charity) is a company limited by guarantee incorporated in England and Wales. The Charity's company registration number is 02462257.

The address of its registered office and principal place of business is

Victoria House, Victoria Road, Buckhurst Hill, Essex, IG9 5EX.

The principal activity of the Charity is providing church support and emergency relief and development assistance to suffering people around the world, meeting the physical needs of victims of war, famine, natural disaster and disease with the aim of demonstrating God's love and sharing the Good News of Jesus Christ. The aid and assistance are given without regard to the race, creed, gender, sexual orientation, religion or ethnicity of the beneficiaries. The Charity meets the definition of a public benefit entity under FRS 102.

**2. NET EXPENSE FOR THE PERIOD**

<b>This is stated after charging:</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Depreciation of fixed assets	84,462	62,998
Auditors' remuneration		
Audit fee	16,968	15,859
Fees for non-audit services	3,354	1,000
Operating leases	92,600	84,716
	<u>92,600</u>	<u>84,716</u>

### 3. CASH DONATIONS AND LEGACIES

	2021 Unrestricted £	2021 Restricted £	2021 Total £	2020 Unrestricted £	2020 Restricted £	2020 Total £
<b>Emergency response</b>	-	418,724	418,724	-	328,281	328,281
<b>Integrated programmes</b>						
Long term development	689,510	404,902	1,094,412	537,960	342,917	880,877
OCC	-	2,104,972	2,104,972	-	1,849,010	2,131,245
The Greatest Journey	-	237,486	237,486	-	153,868	153,868
	689,510	3,166,084	3,855,594	537,960	2,674,076	3,212,036

### 4. GIFTS IN KIND

	2021 Restricted Shoeboxes £	2021 Total £	2020 Total £
Integrated Programmes			
Gifts in kind - shoeboxes	3,659,064	3,676,846	6,499,912
Gift in kind – fillers	135,129	117,347	-
	3,794,193	3,794,193	6,499,912

Shoeboxes donated to Operation Christmas Child in 2020 have been brought into the accounts at £16.93 (Operation Christmas Child 2019: £16.56), This is the average value from the previous four years, including an average value from a small sample in December 2020. The COVID-19 restrictions in place did not allow for a full valuation exercise because of our reliance on volunteers who were unable to attend site. Please refer to note 1d) for further consideration of the estimates and judgements used in assessing the value of gift in kind received

Shoebox fillers are donated goods by commercial entities to be used in Shoebox Online boxes are valued at the cost of the goods donated.

Time given freely by volunteers is not quantifiable and has not been accounted for.

## 5. GRANTS RECEIVED

	2021 Unrestricted £	2021 Restricted £	2021 Total £	2020 Unrestricted £	2020 Restricted £	2020 Total £
Samaritan's Purse - USA	127,911	215,285	343,196	292,538	67,848	360,386
Coronavirus Job Retention Scheme	27,606	-	27,606	-	-	-
Church Revitalisation Trust	-	65,000	65,000	-	-	-
Guernsey Overseas Aid Committee	-	49,988	49,988	-	-	-
Samaritan's Purse - Germany	-	227,315	227,315	-	-	-
Other	-	6,844	6,844	-	863	863
	155,517	564,432	719,949	292,538	68,711	361,249

At the end of the year, £nil (2020: £nil) was outstanding.

## 6. COSTS OF RAISING FUNDS

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
<b>Donations</b>						
Direct fundraising costs	160,392	35,639	196,031	174,717	16,250	190,967
Direct staff costs	79,419	36,714	116,133	63,925	13,359	77,284
Other	77,161	19,332	96,493	125,318	21,502	146,820
Support costs allocated	96,269	24,086	120,355	104,962	17,904	122,866
	413,241	115,771	529,012	468,922	69,015	537,937
<b>Gifts in kind</b>						
Direct fundraising costs	-	67,513	67,513	-	52,736	52,736
Direct staff costs	-	69,549	69,549	-	43,355	43,355
Other	-	36,623	36,623	-	69,780	69,780
Support costs allocated	-	45,627	45,627	-	58,103	58,103
	-	219,312	219,312	-	223,974	223,974
	413,241	335,083	748,324	468,922	292,989	761,911

## 7. CHARITABLE ACTIVITIES

The amounts spent on charitable activities, including support costs as analysed by programme area, are as follows:

	Grant Funding £	Operational programmes £	Donated goods £	Support Total £	2021 Total £	2020 Total £
Emergency response	213,197	408,817	-	203,158	825,172	699,071
Long term development	261,680	29,119	-	97,987	388,786	283,638
Operation Christmas Child	-	1,697,888	3,776,411	356,665	5,830,964	8,450,869
The Greatest Journey	-	93,200	-	30,440	123,640	267,739
Other	25,770	-	-	5,409	31,179	14,475
<b>Total</b>	<b>500,647</b>	<b>2,229,024</b>	<b>3,776,411</b>	<b>693,659</b>	<b>7,199,741</b>	<b>9,715,792</b>

## 8. GRANTS PAYABLE

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Disaster and emergency response	-	213,197	213,197	-	338,996	338,996
	-	213,197	213,197	-	338,996	338,996
<b>Integrated programmes</b>						
Raising Families	-	128,595	128,595	-	46,204	46,204
Water and Sanitation	-	83,097	83,097	-	113,511	113,511
Water and Sanitation - GOAC	-	49,988	49,988	-	-	-
Medical Interventions	-	16,560	16,560	-	7,082	7,082
Other	-	9,210	9,210	-	6,093	6,093
	-	287,450	287,450	-	172,890	172,890
	-	500,647	500,647	-	511,886	511,886

All grants are payable to institutions as opposed to individuals.

## 9. SUPPORT COSTS AND GOVERNANCE

The support costs of the Charity consist of four main cost elements: staff, office and administration, communications, travel and governance. These costs plus depreciation have been apportioned across the work of the charity on the basis disclosed in Note 1(c) and allocated as set out below:

Basis of apportionment	Office & Admin (Work done)	Staff (Staff)	Travel (Actual)	Comms (Usage)	Depreciation (Usage)	Governance (Actual)	2021 Total
<b>Charitable activities</b>							
Emergency response	60,206	118,795	863	142	18,374	4,778	<b>203,158</b>
<b>Integrated programmes</b>							
Long Term Development	29,039	57,297	416	69	8,862	2,304	<b>97,987</b>
Operation Christmas Child	105,699	208,556	1,515	249	32,258	8,388	<b>356,665</b>
The Greatest Journey	9,021	17,800	129	21	2,753	716	<b>30,440</b>
Medical Interventions	1,602	3,164	23	4	489	127	<b>5,409</b>
	<b>205,567</b>	<b>405,612</b>	<b>2,946</b>	<b>485</b>	<b>62,736</b>	<b>16,313</b>	<b>693,659</b>
<b>Income generation</b>							
Cash donations and grants	35,668	70,377	511	84	10,885	2,830	<b>120,355</b>
Gifts in kind	13,522	26,680	194	32	4,127	1,073	<b>45,628</b>
	<b>49,190</b>	<b>97,057</b>	<b>705</b>	<b>116</b>	<b>15,012</b>	<b>3,903</b>	<b>165,983</b>
<b>Total</b>	<b>254,757</b>	<b>502,669</b>	<b>3,651</b>	<b>601</b>	<b>77,748</b>	<b>20,216</b>	<b>859,642</b>

## 10. INTEREST PAYABLE

	2021	2020
	£	£
Bank loans	-	239

## 11. STAFF COSTS AND NUMBERS

Staff costs were as follows:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Salaries	1,194,958	1,278,642
Temporary staff costs	81,454	10,885
Social security	113,894	118,796
Pensions	79,560	73,641
Redundancy	-	27,691
	1,469,866	1,509,655

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

	<b>2021</b>	<b>2020</b>
	<b>No.</b>	<b>No.</b>
UK project staff	4	4
UK operations staff	18	17
UK operations staff – seasonal	8	-
Office and management	20	19
Communications and fundraising	5	6
International field staff	6	2
	61	48

The total amount of employee benefits in aggregate received by the Senior Management Team consisting of the Executive Director, Finance Director, Director of Operation Christmas Child and Communications Director was £247,729 in 2021/20 (2019/20 - £277,647). These amounts include employer's national insurance contributions, employer's pension contributions and life insurance contributions.

Three employees received emoluments of more than £60,000 per annum in the period (2020: two)

Salary Band	<b>2021</b>	<b>2020</b>
£60,000 – £69,999	1	1
£70,000 – £79,999	1	1
£80,000 – £89,999	1	-

During the period, no staff (2020: 6) were paid redundancy costs (2020: £27,691). However, one member of staff did receive an ex-gratia settlement of £7,100 (2020: £3,167). Of this amount, £7,100 (2020: £9,450) was outstanding at year end.

## 12. TRUSTEES AND RELATED PARTIES

None of the trustees received any remuneration during the period. None (2020 – 1) were reimbursed expenses to cover the cost of travel.

Mr J. Barrett, Rev. Mr R. Chilvers, Mr J. Gallagher, Rev. W. F. Graham, Mr A. Lawrence, Mr P. Saber, Mrs C. Graham-Lynch and Rev.W.F.Graham IV are directors of The Billy Graham Evangelistic Association Limited. Charges during the period were made in relation to shared costs from SPI to BGEA of £410,538 (2020 - £246,809). At the year end, a balance of £ nil (2020 - £57,581) was due from BGEA.

Trustees made donations of £410 in 2021 (2020 - £360) to the organisation. In all cases these donations were without restrictions.

Debtors includes a balance of £27,815 (2020: £12,680) due from Operation Christmas Child Limited.

Samaritan's Purse International Limited has taken advantage of the exemption not to disclose the transactions with Operation Christmas Child Limited as this company is a wholly-owned subsidiary of Samaritan's Purse International Limited.

## 13. TANGIBLE FIXED ASSETS

	Freehold Property	Fixtures, fittings and equipment	Total
	£	£	£
<b>COST</b>			
At 1 April 2020	1,953,352	342,483	2,295,835
Additions	-	18,415	18,415
Disposals	-	(23,006)	(23,006)
At 31 March 2021	1,953,352	337,892	2,291,244
<b>DEPRECIATION</b>			
At 1 April 2020	415,277	125,085	540,362
Charge for the period	26,067	58,395	84,462
Disposals	-	(23,006)	(23,006)
At 31 March 2021	441,344	160,474	601,818
<b>NET BOOK VALUE</b>			
At 31 March 2021	1,512,008	177,418	1,689,426
At 31 March 2020	1,538,075	217,398	1,755,473

All assets are held for charitable use.

#### 14. FIXED ASSET INVESTMENTS

Fixed asset investments of £2 represent the cost of the entire issued capital of a trading company, Operation Christmas Child Limited (OCC Ltd), registered in England and Wales. For the year ended 31 March 2021 the aggregate amount of capital and reserves was £2,469 (2020: £3,496). During the year, the Company made a retained profit of £2,467 (2020: £3,494).

#### 15. DEBTORS

	2021	2020
	£	£
Grants receivable	-	235
Other debtors	66,572	330,873
Amounts due from subsidiary undertakings	27,815	-
Prepayments	47,539	68,035
Value Added Tax recoverable	49,690	67,171
	191,616	466,314

#### 16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade creditors	61,009	100,604
Other creditors	1,578	9,523
Social security and taxation	43,070	36,307
Accruals	37,340	44,488
	142,997	190,922

#### 17. FINANCIAL INSTRUMENTS

	2021	2020
	£	£
Financial assets measured at amortised cost	94,387	331,109
Financial assets comprised the total of grants receivable and other debtors		
Financial liabilities measured at amortised cost	62,587	110,127

Financial liabilities comprise the total of trade creditors, other creditors and the mortgage on the property.

## 18. PENSION COSTS

The company operates a defined contribution pension scheme. The assets of the scheme are held separately in an independently administered fund. The pension charge represents contributions payable by the charity to the fund, the details of which are:

	2021 £	2020 £
Pension Costs - Restricted Funds	38,943	37,164
Pension Costs - Unrestricted Funds	40,617	36,477
	79,560	73,641

## 19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Fund balance at 31 March 2021 are represented by:

	General 2021 £	Unrestricted Designated 2021 £	Restricted 2021 £	Total 2021 £
Tangible Fixed Assets	-	1,689,426	-	1,689,426
Investments	2	-	-	2
Current assets	799,550	-	728,825	1,528,375
Creditors due in less than one year	(142,997)	-	-	(142,997)
<b>Total</b>	<b>656,555</b>	<b>1,689,426</b>	<b>728,825</b>	<b>3,074,806</b>

Fund balance at 31 March 2020 are represented by:

	General 2020 £	Unrestricted Designated 2020 £	Restricted 2020 £	Total 2020 £
Tangible Fixed Assets	-	1,755,473	-	1,755,473
Investments	2	-	-	2
Current assets	599,306	-	485,852	1,085,158
Creditors due in less than one year	(190,922)	-	-	(190,922)
<b>Total</b>	<b>408,386</b>	<b>1,755,473</b>	<b>485,852</b>	<b>2,649,711</b>

CONTINUED >

**ANALYSIS OF NET ASSETS BETWEEN FUNDS — CONTINUED**

The Charity has designated funds to show the amounts spent on fixed assets. Accordingly, funds have been designated as follows:

FIXED ASSETS FUND: this represents the amounts expended, less depreciation, on its plant, equipment and premises. This is calculated as the carrying value of the tangible fixed assets. The figure at 31 March 2021 was £1, 689,426 (2020 - £1,755,473).

**20. ANALYSIS OF MOVEMENT IN FUNDS**

	General £	Unrestricted Designated 2021 £	Restricted £	Total £
At 1 April 2020	408,386	1,755,473	485,852	2,649,711
Income	848,451	-	7,524,709	8,373,160
Expenditure	(1,106,900)	-	(6,841,165)	(7,948,065)
Reallocation between funds	506,618	(66,047)	(440,571)	-
At March 2021	656,555	1,689,426	728,825	3,074,806

**21. MOVEMENT IN UNRESTRICTED FUNDS**

	Opening Balances £	Income £	Expenditure £	Transfer £	Closing Balances £
<b>Designated:</b>					
Fixed assets	1,755,473	-	-	(66,047)	1,689,426
General reserves	408,386	848,451	(1,106,900)	506,618	656,555
	2,163,859	848,451	(1,106,900)	440,571	2,345,981

**22. RESTRICTED FUNDS SUMMARY**

	Opening balance	Income	Expenditure	Transfers (to)/ from other funds	Closing balances
	£	£	£	£	£
Emergency Disasters & Emergency	190,397	626,178	622,014	(42,862)	151,699
	190,397	626,178	622,014	(42,862)	151,699
<b>Integrated Programmes</b>					
Raising Families	95,108	191,041	146,670	(14,339)	125,140
Clean Water Project	170,433	162,272	78,561	(14,342)	239,802
GOAC – Water	4,568	49,988	49,988	-	4,568
Protection/Women at Risk	7,428	10,936	15,580	(502)	2,282
Medical Interventions	6,539	26,739	16,560	(537)	16,181
Other	11,379	20,758	9,210	(13,334)	9,593
	295,455	461,734	316,569	(43,054)	397,566
<b>Operation Christmas Child &amp; The Greatest Journey</b>					
Cash donations	-	2,642,604	2,126,171	(354,655)	161,778
Donated shoeboxes and fillers	-	3,794,193	3,776,411	-	17,782
	-	6,436,797	5,902,582	(354,655)	179,560
<b>Total</b>	<b>485,852</b>	<b>7,524,709</b>	<b>6,841,165</b>	<b>(440,571)</b>	<b>728,825</b>

CONTINUED >

**RESRICTED FUNDS SUMMARY — CONTINUED**

**Disasters and emergency fund** — provides resources needed to respond to natural disasters or emergencies.

**Raising Families fund** — provides funds that enable local churches to help vulnerable children and families within their communities to achieve a sustainable future.

**Clean water project** — provides a lifetime of safe drinking water to families in remote areas of the world.

**GOAC — Water** — this is a water project funded by the Guernsey Overseas Aid Committee in Niger.

**Protection/Women at risk** — this fund supports small projects targeted to support women at risk of exploitation and trafficking.

**Medical interventions** — this fund supports direct medical interventions in emergency situations.

**OCC — Cash donations** — received in connection with the shoebox appeal. The funds are primarily used to cover the administration and distribution costs of the Operation Christmas Child Appeal.

**The Greatest Journey** is a discipleship and evangelism programme linked closely to Operation Christmas Child.

**Donated Shoeboxes and fillers** — The valuation of the shoeboxes donated in the year in relation to the Operation Christmas Child Appeal. This also includes the value of items donated to be used as filler for Shoebox Online.

**Transfers**

The transfer from Operation Christmas Child International is to cover the direct and indirect support given to OCC by the Charity using an objective cost allocation methodology. None of the funds transferred from OCC will be used to support other projects.

During the period amounts totalling £nil (2020 - £62,345) were needed to make a number of projects financially viable as all projects had sufficient income or accumulated restricted fund balances to cover the in-year project costs.

£319,797 was charged during the period (2020 - £266,650) to restricted funds to cover related costs of administration, management and overheads.

**23. OTHER FINANCIAL COMMITMENTS**

	<b>2021</b>	<b>2021</b>	<b>2020</b>	<b>2020</b>
	<b>Landing</b>	<b>Other</b>	<b>Landing</b>	<b>Other</b>
	<b>&amp; Buildings</b>		<b>&amp; Buildings</b>	
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Less than one year	73,667	18,923	73,667	11,039
Between two and five years	110,516	63,762	36,839	16,317

**24. LIMITED LIABILITY**

The Charity is a company limited by guarantee, not having share capital. In the event of winding up, the trustee members may be called upon to contribute the sum of £1 each.





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