MILITARY MINISTRIES INTERNATIONAL

(A company limited by guarantee)

DIRECTORS' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st DECEMBER 2024

MILITARY MINISTRIES INTERNATIONAL
(A company limited by guarantee)

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MILITARY MINISTRIES INTERNATIONAL
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REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY

Company directors	Revd Mark Chester, Chair Richard Downes Revd David Gilchrist William Graham Susan Wichert Alister Mogford Elizabeth Shuli
Company secretary	Pamela Davis (appointed 5 July 2024)
Company registered number	13748875
Charity registered number	1200420
Registered office	Havelock House Barrack Road Aldershot GU11 3NP
Independent examiner	Emmaus Chartered Accountants Ltd 377-399 London Road Camberley Surrey GU15 3HL
Bankers	Barclays Bank Leicester LE87 2BB

MILITARY MINISTRIES INTERNATIONAL
(A company limited by guarantee)

DIRECTORS' REPORT
FOR THE YEAR ENDED 31st DECEMBER 2024

The Directors (who are also Trustees of the charitable company) present their annual report together with the financial statements of Military Ministries International for the year 2024. The Annual report serves the purposes of both a trustees' report and a directors' report under company law. The Directors confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and targe companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

1. Objects, Mission and Public Benefit

The main object of MMI is the promotion of the Christian faith. Since its inception it has focussed its activities on the armed forces to encourage and equip men and women in the armed forces of the world to be effective Christian disciples at work and home, growing as Christians and making other disciples.

MMI's work advances Christianity by promoting mature and effective Military Christian Fellowships (MCF) and Chaplaincies that follow orthodox Christian teaching in particular with regard to the profession of arms. MMI's work is with all those in the armed forces of the world prepared to listen to the Christian message and/or receive Christian ministry. Military Ministries International is a public benefit entity under FRS102. The Trustees have undertaken to ensure compliance with the Charity Commission's public benefit guidance when setting grant-making policy and reviewing the aims and objectives of the charity.

MMI takes the Apostles' Creed as its statement of faith, works with those charities and Non-Governmental Organisations that also subscribe to the Creed, and seeks to achieve its mission through facilitating conferences, seminars, retreats and symposia at local, national, regional and international level throughout the regions we operate in. These are Africa, Europe, Middle East and South Asia. To support these activities we build and maintain relationships through communication, correspondence and by regular visits to Christians serving in and working with these regions' armed forces. MMI also maintains contact and communication with existing chaplaincies in the countries in which it operates and supports efforts to form chaplaincies in countries which currently do not have them.

MMI is one of three principal supporting organisations for the worldwide Association of Military Christian Fellowships. It has sister organisations in the United States of America and the Republic of Korea which operate along similar lines but with different areas of interest and different, independent boards of directors. There is some overlap and partnership in activities.

DIRECTORS' REPORT
FOR THE YEAR ENDED 31st DECEMBER 2024

2. Structure, Governance and Management

The company is limited by guarantee and does not have a share capital. Members of the charity guarantee to contribute an amount not exceeding £10, to the charity in the event of winding up.

The company was incorporated on 17 November 2021 under a memorandum of association which established the objects and powers of the charitable company, and it is governed under its articles of association as amended by Certificate of Incorporation on change of name dated 18 November 2021, and special resolution passed on 27 July 2022.

Military Ministries International was incorporated as a charitable company limited by guarantee, and registered with the Charity Commission for England and Wales for the purpose of adopting the charitable trust 'the Association for Christian Conferences, Teaching and Services', which had used the working name 'Military Ministries International' for many years, in order to carry on the activities of MMI under a corporate structure. The new company commenced operations on 1st January 2023 at which point it adopted the staff of the former charity and commenced a gradual transfer of all the charity's assets and liabilities. The transfer of remaining funds was completed by 30th April 2023 and the trustees applied to the Charity Commission for a dissolution of the old charitable trust.

The directors of the company also comprise the membership and they are the trustees of the charity, The number of trustees is limited to a minimum of three and a maximum of twelve.

The Trustees are recruited by invitation and appointed by the existing trustees as set out in the Memorandum of Association. New Trustees normally serve a probationary period of one year on a sub-committee, before being appointed to the Board, unless they already have an established relationship with the organisation, during which time a programme of induction takes place.
The Trustees meet three times each year.

The following served as directors during the year:
Revd Mark Chester (Chair)
Pamela Davis (retired 3 July 2024)
Revd David Gilchrist
William Graham
Michael Paterson (retired 6 March 2024)
Susan Wichert
Roland Schuli (retired 6 March 2024)
Richard Downes (appointed 23 July 2025)
Alister Mogford (appointed 23 July 2025)
Elizabeth Shuli (appointed 23 July 2025)

The Members of the Company guarantee to contribute an amount not exceeding £10 to the assets of the Company in the event of winding up.

MMI is managed by a Chief Executive/Team Leader (CE/TL) recruited by the trustees. Currently, the CE/TL's team comprises an Executive Secretary, a Finance Secretary, a Finance and Administration Manager and a Team Leader for Prayer and Communications. All four posts are part-time. MMI's regions are supported by part-time Regional Team Leaders (RTL) often, but not exclusively, living in the region or being fluent in the major language(s) of the region (for example, Russian, French and Portuguese). MMI seeks to collaborate with like-minded charities and Christian men and women of or retired from regional armed forces to fulfil its mission.

3. Activities and Plans

2024 has been a significant one for MMI and has involved two major strategic events - MMI's 50th Anniversary and the decennial World Conference of the Association of Military Christian Fellowships (AMCF) in Brazil. This has also been a very positive year for fundraising in the context of the 50th Anniversary, the results of which has placed MMI in a sound financial position for the next three years, enabling the mission on a monthly basis and providing 'breathing space' for the Executive and the Trustees to lay plans for achiving the goal of eliminating the enduring structural financial deficit by 2030. Significant staff moves have also taken place. In May, the CE/TL announced that he wished to retire by 31st July 2025 and the trustees have been focused on a campaign to replace him. MMI's Executive Secretary also retired in June 2024 and has been succeded by an individual who also works part-time for the UK Armed Forces Christian Union (AFCU), strengthening further the important link with them. MMI's Regional Team Leader (RTL) for East & Southern Africa announced that he would be returning to his native Zimbabwe early in 2025 and this enabled MMI to take a further step to achieve our aspiration of more of our team operating in the regions they serve. Our RTL for Lusophone Africa also announced his retirement and his replacement, also from Portugal, has been identified. Our RTL for Francophone Africa has also had to retire because of ill health in his family and MMI has not been able to replace him as yet. Liaison with our Francophone Africa contact continues through the liaison efforts of another of our staff, who is a fluent French speaker.

MMI was founded in 1974, the offspring of our American sister organisation, ACCTS. MMI, ACCTS and our other sister organisation in South Korea, MSO, make up the Principal Support Organisations (PSO) that enable the activities of the AMCF. MMI's 50th Anniversary celebrations in 2024 took two forms: a fundraising abseil down the tower of Guildford Cathedral in June and a weekend of activities for the MMI team, supporters and international friends in Camberley in September. The centrepiece of the celebrations was a Service of Thanksgiving at St Paul's Church, Camberley, at which our outgoing Patron, The Lord Dannatt, gave the keynote address. The 50th Weekend gave us opportunity both to recall, with thanksgiving, what our antecedents had achieved, some of whom have given their lives whilst on active service with MMI, and to prayerfully look to the future. We were delighted that so many of our friends from overseas, especially from ACCTS, were able to be with us. Around £50,000 was raised during the year, which was fund-matched by one very generous supporter. Fundraising of over £100,000 means that MMI can cover its mission objectives for the next three years, whilst improving its structural financial position, developing a larger support base and finding new sources of income. This vital work will be a key focus for the new CE/TL from 2025 onwards.

The AMCF World Conference was hosted by the Brazilian MCF (police and military) and drew 800 delegates from around the world (over 1,000 when all Brazilian participating military organisations were attending) to spend a week of praise, prayer, teaching and fellowship following the theme, "Arise, shine!" from Isaiah 60:1. The AMCF family feels that the time is right for MCFs around the world to be focused on the evangelism of their nation and the conference explored how that might be done, encouraging a younger generation of military Christian leaders to rise up and take their place in the mission. MMI was well represented and we enjoyed rich fellowship with delegates from our regions, including Asia (India, Sri Lanka and Nepal), Middle East (especially a Palestinian police delegate) and Africa (a large contingent from across that continent). Whilst the MMI leadership remains sceptical that decennial World Conference represents the best use of global funds, there is no doubt that there was rich blessing from God during the week.

3. Activities and Plans (continued)

At the end of the Conference the AMCF Presidential Bench (World President and the 14 Vice Presidents), supported by MMI, ACCTS and MSO, met for two days for their Quinquennial Conference. Key issues for MMI which fell out of this time were an agreement for: MMI to make a concrete proposal for a second Vice President for S. Asia (required because of the political stand-off between Pakistan and India); MMI to consider a reconfiguration of the Vice Presidential support for Europe (including whether a third Vice President might be required); the PSOs to continue to meet termly and consider how military ministry should be pursued in the light of the cultural, societal and moral constraints being faced globally.

There has been a significant body of ministry in the regions during 2024, some through collaboration - particularly with the International Association of Evangelical Chaplains (IAEC). Military Christian Fellowships (MCFs) in our regions have hosted and facilitated the IAEC Chaplains course. The Portuguese MCF facilitated the course in Lusophone African countries, visiting Cape Verde in April and Angola in May. Courses also took place in Katmandu, where the Nepal MCF hosted 25 delegates, with our co-worker Pastor Blesson from India on the training team. In Madagascar a Chaplains Course was also run, led by a team including our co-worker Augustine Tchenkouwa, from Cameroon, and the Regional AMCF Vice President General Ramasitera.

30 full-time delegates and a number of day attendees from 10 countries participated in Table Mountain Top Interaction (TMTI), based at the Rocklands Centre near the Simon's Town Naval Base, 16-24 November. The teaching covered a wide variety of topics and focused on: how God sees soldiers (e.g. Matthew 8, Acts 10); what principles of attitude and conduct military Christians should follow (e.g. Luke 3:14); Christian ethics - what are they and how to apply them in daily service, on deployment and in combat (e.g. Amos 5, Proverbs 31:8+9); reflecting on the meaning of the 5th commandment for military personnel. Above all, the teaching materials conveyed how military Christians can trust in God's ongoing and reliable presence and guidance (Psalm 91, Eph. 6:10-17).

An important ministry trip to Liberia took place, the first by MMI for at least ten years. Our RTL for West Africa was accompanied by the AMCF Vice President for West Africa, Brigadier Mike Apatsu from Ghana. The aim was to encourage and support the small but motivated and outward-looking MCF. Not only was the ministry effective but we found great support for the work from the Chief of Staff of the Army and the Chief Chaplain.

The European Military Christian Meeting, EMCM, again took place at Zeliv Monastery, Czech Republic, in May. Sixty-one delegates attended this 4 day conference, from 19 nations. We were particularly glad to host younger serving men and women from Albania, Germany, The Netherlands and Sweden. The conference theme was, "Let Your Light Shine," based on Matthew 5:16 and John 8:12, foreshadowing the AMCF World Conference theme. The theme not only enabled solid Bible teaching, sharing of experiences and prayer requests from various MCFs in small group settings, but also proved to be an excellent resource for delegates to use in their own MCFs. Despite transportation challenges, all delegates successfully arrived at the conference, and returned home safely.

3. Activities and Plans (continued)

Sadly, we lost a very good friend in April. General Francis Ogolla, Chief of the Defence Forces of the Kenyan Army, a much admired but humble Christian leader, was tragically killed in a helicopter accident. We were privileged to be able to send Max Mupondi, our RTL for East and Southern Africa to commiserate with his family and with the Kenyan MCF.

World events have not made MMI's work easier during 2024. Specifically, the planned mission visit to Jordan and Lebanon, already postponed from 2023 by the 7th October attacks by Hamas on Israel, was again postponed because of FCDO-directed travel restrictions, especially in Lebanon. It is now hoped that this much-needed visit will take place during 2025.

Finally, the Directors are very grateful to the MMI staff team for their generosity in approaching MMI's finances during 2023 and 2024. In the light of financial difficulties, the staff agreed, without Directors' having to ask, to voluntarily take a 10% cut in their salary, the CE/TL volunteering to take a 50% cut in his. With the significant uptick in MMI's available resources as a result for fundraising this year, the Directors are determined to review staff salaries in early 2025 with a view to reversing the voluntary cut and aligning salary levels with inflation.

4. Financial review

The 50th Anniversary appeal made 2024 an exceptional year for MMI's income which showed an overall increase of 32% to £305,338 (2023: £230,886). Donations from regular supporters increased by 18% to £57,114 (2023: £48,340) and with attributable Gift Aid this covered approximately 35% of MMI's expenditure with the balance coming from ad hoc gifts and organisational grants. The Trustees are keen to increase the amount of regular giving to make MMI less vulnerable to variations in income and have decided to use the 50th Anniversary appeal proceeds to smooth the cash flow over the next three years while effort is made to strengthen the organisation's funding base.
Expenditure on Charitable Activities amounted to £186,576 (2023: £190,913) with the slight reduction being attributed mainly to the voluntary 10% reduction in staff salaries during the year.
Primarily as a result of the appeal there was a net surplus of £109,359 generated during the year and reserves carried forward of £230,635 (2023: £121,276), leaving MMI in a strong position to move forward with the 2025 programme and invest in strengthening the organisation for the future.

4. Financial review (continued)

Reserves policy
The Trustees aim to maintain a minimum unrestricted reserve of £30,000 to provide for staff salaries and routine running costs in the event of the charity having to cease operations. This reserve will not be committed without the approval of the majority of trustees and on the recommendation of the Executive Council. Consideration will be given to committing the reserve, or part thereof, if funds are not available to pay any significant, date-sensitive bill. In the event of the reserve being committed, MMI mainstream activity will be minimised until a reserve of £30,000 has been re-established.
In addition the Trustees aim to maintain unrestricted reserves of at least £40,000 to enable commitments to be made for travel and events up to twelve months into the future.

Going Concern
After making appropriate enquiries. the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

5. Principal risks

The Directors have identified the severity of the risks to which the charity is potentially exposed. They have also considered the likelihood of those risks. The steps taken to mitigate those risks have been assessed in light of both the severity and likelihood of each risk. Risks have been summarised into appropriate categories covering the principal areas of vision and mission integrity, charity law and regulation, governance and management, field work, finance and property, staff, external influences and further opportunities.

MMI's risk assessment is updated annually and approved by the trustees.

MMI depends to a large extent on irregular (and therefore unpredictable) donations to cover both running costs and ministry. To mitigate the risk, trustees have directed that a £30,000 reserve be maintained to cover statutory responsibilities in the event of insolvency. While this is not ideal, and we are taking steps to widen our regular supporter base in UK and overseas, it seems God uses this to keep us dependent on Him. Many of our supporters have been with us since our start in 1974, and are now elderly. Our efforts to widen our supporter base will bring in younger people with a heart for the ministry to which we are called. In addition, we are taking steps to increase the number of churches, both in UK and abroad, supporting us regularly.

DIRECTORS REPORT (continued)
FOR THE YEAR ENDED 31st DECEMBER 2024

Statement of Directors' responsibilities

Company law requires the Directors to prepare financial statements for each financial year. Under company law, the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Directors are required to:
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The report was approved by the trustees on 13-10-25 And was signed for and on behalf of the board by Mark Chester.

Trustee

Independent Examiners' report to the Trustees on the unaudited accounts of the MILITARY MINISTRIES INTERNATIONAL

I report to the charity trustees on my examination of the accounts of the Charity for the year ended 31 December 2024 which are set out on pages 10 to 11 following, which have been prepared on the basis of the accounting policies set out on pages 12 to 18.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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



Sarah Shearer FCA
Member of the Institute of Chartered Accountants England & Wales

Emmaus Chartered Accountants
377-399 London Road
Camberley
Surrey
GU15 3HL

Date: 16 October 2025

MILITARY MINISTRIES INTERNATIONAL

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31st DECEMBER 2024

	Notes	2024 Unrestricted Funds	2024 Designated Funds	2024 Restricted Funds	2024 Total Funds	2023 Total Funds
		£		£	£	£
Income from:	**2**					
Donations and legacies		259,197	-	45,101	304,298	226,685
Other income		-	-	1,040	1,040	4,201
Total income		259,197	-	46,141	305,338	230,886
Expenditure on:						
Charitable Activities	**3**	136,524	5,142	44,910	186,576	190,913
Fundraising		9,403	-	-	9,403	3,220
Total expenditure		145,927	5,142	44,910	195,979	194,133
Net movement in funds		113,270	(5,142)	1,231	109,359	36,753
Transfers between funds	**10**	(110,390)	109,732	658	-	-
Fund balance brought forward		90,731	13,882	16,663	121,276	-
Net assets transferred from predecessor charitable trust	**14**	-	-	-	-	84,523
Fund balance carried forward		93,611	118,472	18,552	230,635	121,276

The notes on pages 12 to 18 form part of these financial statements

MILITARY MINISTRIES INTERNATIONAL

(A company limited by guarantee)

BALANCE SHEET AS AT 31 DECEMBER 2024

	Notes	2024		2023	
		£	£	£	£
CURRENT ASSETS					
Debtors	5	4,742		8,386	
Cash at bank and in hand		229,077		118,747	
		233,819		127,133	
CREDITORS amounts falling due within 1 year	6	3,184		5,857	
NET CURRENT ASSETS			230,635		121,276
TOTAL ASSETS LESS CURRENT LIABILITIES			230,635		121,276
Charity funds					
Restricted income funds	9		18,552		16,663
Unrestricted funds - General funds			93,611		90,731
- Designated funds	10		118,472		13,882
TOTAL FUNDS			230,635		121,276

The Charity holds no endowment funds.

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

The Directors acknowledge their responsibilities for complying with the requirements of the Act wih respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Directors

on 13-10-25

and signed on their behalf by:

.....

Revd Mark Chester - Chairman

The notes on pages 12 to 18 form part of these financial statements

MILITARY MINISTRIES INTERNATIONAL
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NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31st DECEMBER 2024

Note 1: Accounting Policies

a. Basis of preparation of the financial statements
The financial statements have been prepared in accordance with the Charities SORP (FRS 102) 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 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.
The company does not prepare a cash flow statement under the exemption for small entities.
The charity is a public benefit entity as defined by FRS102.

b. Going Concern
The financial statements have been prepared on a going concern basis and the directors are of the opinion that there are no material uncertainties about the charity's ability to continue as such.

c. Recognition of income
Income is recognised on an accruals basis once the company has entitlement to the funds and it is probable that the income will be received and the amount measured reliably. Income tax recoverable in relation to donations received under Gift Aid is recognised at the time of the donation.

d. Basis of allocation of expenditure
Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

e. Allocation of support and governance costs
Expenditure on Charitable activities includes both direct expenditure for each category of activity as well as an apportionment of support costs.
Governance costs consist of all legal and other costs connected to the charity meeting its statutory governance obligations, and includes the annual examiner's fee and the costs associated with Trustees' meetings.

f. Fund accounting
Unrestricted income funds comprise those funds which the trustees are free to use for any purpose in furtherance of the charitable objects. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose. Restricted income funds are those where the donor has given a specific instruction on how the funds are to be used. The main restricted funds are detailed in note 9 to the accounts.

g. Debtors
Debtors are valued at the settlement amount after any provision for non-recovery

h. Cash at bank and in hand
Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31st DECEMBER 2024

Note 1: Accounting Policies (continued)

i. Liabilities
Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.
Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

j. Financial instruments
The Company only 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.

k. Pensions
The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

MILITARY MINISTRIES INTERNATIONAL
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NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31st DECEMBER 2024

Note 2: Analysis of Income

	Unrestricted	Designated	Restricted	2024	2023
	£		£	£	£
Donations and legacies				Total	Total
Donations	181,890	-	16,168	198,059	147,407
Legacies	-	-	-	-	1,000
Grants from organisations	65,785	-	27,733	93,518	68,366
Gift Aid	11,521	-	1,200	12,721	9,912
Total	259,197	-	45,101	304,298	226,685
Other income					
Event income	-	-	1,040	1,040	4,201
Total	-	-	1,040	1,040	4,201

Note 3:
Analysis of Expenditure

	Unrestricted	Designated	Restricted	2024 Total	2023 Total
	£		£	£	£
Charitable Activities					
Staff costs	81,868		-	81,868	96,060
International regions activities	17,722		37,569	55,291	59,747
UK and non-regional activities	19,237	5,142	7,341	31,720	17,284
Printing & Publicity	6,396		-	6,396	7,643
Office costs	10,020		-	10,020	8,433
Governance costs	1,282		-	1,282	1,746
Total CCA	136,524	5,142	44,910	186,576	190,913

Note 4: Governance costs

	2024	2023
	£	£
Trustees meetings	-	18
Independent Examiner's fees	1,007	1,700
Other compliance expenses	275	28
	1,282	1746

Note 5: Debtors

	2024	2023
	£	£
Prepayments and accrued income	4,742	3,386
Other debtors	-	5,000
	4,742	8,386

Note 6: Creditors: amounts falling due within one year

	2024	2023
	£	£
Social security and other taxes	767	580
Accruals	2,417	2,579
Other creditors	-	2,698
	3,184	5857

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31st DECEMBER 2024

Note 7: Staff costs

	2024	2023
	£	£
Salaries	82,983	97,839
Social Security costs	-	-
Pension costs	401	592
Total Emoluments	83,384	98,431

No employee received remuneration over £60,000 p.a.
Key management personnel comprised only the Chief Executive, who received a salary of £15,159 (2023: £22,050)

	2024		2023	
Average number of employees during the year:				
(Actual number / Full time equivalent)	No	Fte	No	Fte
Management and administration	5	2.15	5	2.15
Regional coordinators	6	1.35	6	1.35
	11	3.50	11	3.50

Pension commitments
The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund, The pension cost charge represents contributions payable by the company to the fund.

Note 8: Analysis of Charitable Activities Expenditure

	Staff costs	International regional activities	Uk / non regional activities	Printing and publicity	Office costs	Governance costs	2024 Total	2023 Total
	£	£	£	£	£	£	£	
Africa	12,188	15,497					27,685	27,520
South Asia	4,530	3,040					7,570	6,474
Europe	16,976	26,220					43,196	48,954
Middle East	-	10,535					10,535	12,759
UK and non regional	8,593	-	31,719				40,312	28,932
Support costs	39,581	-	-	6,396	10,020	1,282	57,279	66,273
Total charitable activities	81,868	55,291	31,719	6,396	10,020	1,282	186,576	190,913
Fundraising	1,516	-	7,176	711	-	-	9,403	3,220
Total year to 31 Dec 2024	83,384	55,291	38,895	7,106	10,020	1,282	195,979	
Total year to 31 Dec 2023	98,431	59,747	17,284	8,492	8,433	1,746		194,133

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31st DECEMBER 2024

Note 9: Restricted Funds

	1st January 2024	Income	Expenditure	Transfers	31st December 2024
	£	£	£	£	£
Africa regional programme	267	1,476	224	(1,484)	35
Africa - Kenya	300				300
Africa - francophone	2,307				2,307
Africa - Lusophone		2,500	2,500		0
Africa - South (TMTI)		554			554
Africa - West	1	500			501
Asia regional programme	99	457	550	658	664
Asia - India Service Booklet	2,833				2,833
Europe regional programme		252	89		163
Europe - Balkans programme	516		239		277
Europe - ACCTS	328				328
Europe - Alpha		3,123	2,923		200
Europe - EMCM	1,648	13,947	15,262		333
Europe - Balkans conference (SAR)		4,300	4,300		0
Europe - Ukraine MCF	150	280			430
Europe - Ukraine chaplain	150	1,067	947		270
Middle East regional programme	5,792	10,236	10,535		5,493
Middle East - coordinator	1,099				1,099
Non-regional - office IT equipment	219		219		0
Non-regional - World conference		6,953	7,121	1,484	1,316
Non-regional - AMCF	955				955
Non-regional - Africa staff		494			494
	16,663	46,139	44,909	658	18,552

Note 10: Designated Funds

	1st January 2024	Income	Expenditure	Transfers	31st December 2024
	£	£	£	£	£
Staff benevolent fund	5,000				5,000
Discretionary fund	8,882		5,142	6,260	10,000
50th Anniversary development fund				103,472	103,472
	13,882	-	5,142	109,732	118,472

The Staff Benevolent Fund is used for loans or grants to staff who may be experiencing hardship.

The Trustees have set aside a Discretionary Fund which receives up to 5% of all unrestricted income that is not earmarked for a special purpose and is used as a contingency fund for ad hoc grants which fall outside of the charity's normal planned activities. The balance on the fund is limited to £10,000

The 50th Anniversary development fund comprises the net proceeds of the 2024 appeal. The Trustees intend to release this fund over the subsequent three years to support the organisation's normal activities while efforts are made to strengthen the funding base for the future.

MILITARY MINISTRIES INTERNATIONAL
(A company limited by guarantee)

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31st DECEMBER 2024

Note 9a: Restricted Funds - Previous year

	1st January 2023	Income	Expenditure	Transfers	31st December 2023
	£	£	£	£	£
Africa regional programme	1,591	1,486	2,810		267
Africa - Kenya	300				300
Africa - francophone		3,625	1,318		2,307
Africa - Lusophone		1,500	1,500		0
Africa - South (TMTI)		5,543	5,543		0
Africa - West	1,148		1,148		0
Asia regional programme	198	210	310		99
Asia - India Service Booklet	2,977		144		2,833
Europe regional programme		1,121	1,121		0
Europe - Balkans programme	726		210		516
Europe - ACCTS		7,255	6,927		328
Europe - Adria	1,000		1,000		0
European - EMCM	-66	14,844	13,130		1,648
Europe - Balkans conference (SAR)		5,792	5,792		0
Europe - Ukraine MCF		1,605	1,455		150
Europe - Ukraine chaplain		150			150
Middle East regional programme	5,256	1,404	868		5,792
Middle East - Lebanon		3,959	3,958		1
Middle East - coordinator	1,099				1,099
UK non-regional - office IT equipment	1,167		947		219
UK non-regional - MEO conference	450	7,141	7,591		0
UK non-regional - AMCF	955				955
	16,800	55,634	55,771	-	16,663

Note 10a: Designated Funds - Previous year

	1st January 2023	Income	Expenditure	Transfers	31st December 2023
	£	£	£	£	£
Staff benevolent fund	5,000				5,000
Discretionary fund	5,200		2,734	6,416	8,882
	10,200	-	2,734	6,416	13,882

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31st DECEMBER 2024

Note 11: Analysis of net assets between funds

	2024			
	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Debtors and prepayments	4,742			4,742
Cash at bank and in hand	92,053	118,472	18,552	229,077
Creditors: amounts falling due within 1 year	(3,184)			(3,184)
Total	93,612	118,472	18,552	230,635

Note 12: Related party transactions

None of the Trustees have been paid any remuneration or received any other benefits during the year. One trustee was reimbursed £18 for meetings expenses in 2023.
There were no other transactions with related parties.

In certain cases where the international banking system is impractical for sending money to known associates, alternative money transfer agents such as Moneygram and Western Union have been used. These facilities are not available to corporate users so transfers are arranged by members of staff. In limited cases cash has been couriered by members of staff on international visits.

	2024	2023
	£	£
Total funds transferred via Money Service Businesses	1,864	11,886
Total funds transferred in cash	-	2,804

Note 13: Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he/she ceases to be a member.

Note 14: Net assets transferred from predecessor charitable trust.

Military Ministries International was incorporated as a charitable company limited by guarantee, and registered with the Charity Commission for England and Wales, on 17th November 2021 for the purpose of adopting the charitable trust 'the Association for Christian Conferences, Teaching and Services', which had used the working name 'Military Ministries International' for many years, in order to carry on the activities of MMI under a corporate structure. The new company commenced operations on 1st January 2023 at which point it adopted the staff of the former charity and commenced a gradual transfer of all the charity's assets and liabilities. The transfer of remaining funds was completed by 30th April 2023 and the trustees applied to the Charity Commission for a dissolution of the old charitable trust.

The funds were transferred in cash representing:	2024	2023
	£	£
Restricted funds as specified in the predecessor charity	-	16,800
Designated funds	-	10,200
Unrestricted funds	-	57,523
	-	84,523