A ROCHA INTERNATIONAL

England & Wales · Charity number 1136041

Details

Status	Registered
Legal form	Previously excepted
Company number	06852417
Registered	2010-05-20
Register	View on the Charity Commission register

Contact

Address	Office 13840 182-184 High Street North East Ham London E6 2JA
Phone	0300 102 4543
Email	international@arocha.org
Website	www.arocha.org

Activities

Objects: (A) ADVANCEMENT OF THE CHRISTIAN FAITH AND UNDERSTANDING OF ITS RELEVANCE TO ENVIRONMENTAL ISSUES. (B) EDUCATION OF THE PUBLIC BY PROMOTION OF CONSERVATION, AND STUDY OF ECOLOGY AND THE ENVIRONMENT. (C) PROMOTION OF THE CONSERVATION PROTECTION AND IMPROVEMENT OF THE PHYSICAL AND NATURAL ENVIRONMENT IN A COMMUNITY CONTEXT.

Activities: A Rocha is an international conservation organisation working to show God's love for all creation. A Rocha is committed to environmental action through community-based conservation projects.

Classification

- **How:** Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** Education/training, The Prevention Or Relief Of Poverty, Religious Activities, Environment/conservation/heritage
- **Who:** Children/young People, The General Public/mankind

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Geography

- **Area of benefit:** UNDEFINED. IN PRACTICE, LOCAL.
- Australia
- Canada
- Congo (Democratic Republic)
- Costa Rica
- Czech Republic
- France
- Ghana
- India
- Kenya
- Lebanon
- Netherlands
- New Zealand
- Nigeria
- Peru
- Philippines
- Portugal
- Singapore
- South Africa
- Sweden
- Switzerland
- Uganda
- United States

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£1,311,664	£1,731,927	£1,252,789	19
2023-12-31	£1,185,920	£1,480,626	£1,629,042	17
2022-12-31	£1,012,481	£1,449,332	£1,820,325	17
2021-12-31	£1,396,813	£1,543,969	£2,374,307	16
2020-12-31	£1,187,933	£1,028,895	£2,341,505	11

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Trustees

Name	Role	Appointed
Steeve Tanner	Chair	2021-01-01
DAVID FRANCIS CHANDLER		2026-01-14
Dr Alfred Apau Oteng-Yeboah		2021-01-01
Dr HILARY FRANCES MARLOW		2020-04-24
Dr Rodel Diaz Lasco		2021-01-01
GRAHAM BERNARD WRIGHT MA, MBA		2017-11-03
Kate Louise Andrews		2026-02-07
Kirstin Elizabeth Jeffrey Johnson		2025-03-27
SOOHWAN PARK		2016-05-06
Seintje Veldhuis		2025-01-01

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A ROCHA INTERNATIONAL

England & Wales - Charity number 1136041

Accounts

Annual Report and Financial Statements

31 December 2024



A ROCHA INTERNATIONAL

Company registration number 06852417(England and Wales)
Charity Registration number 1136041

Conservation and Hope



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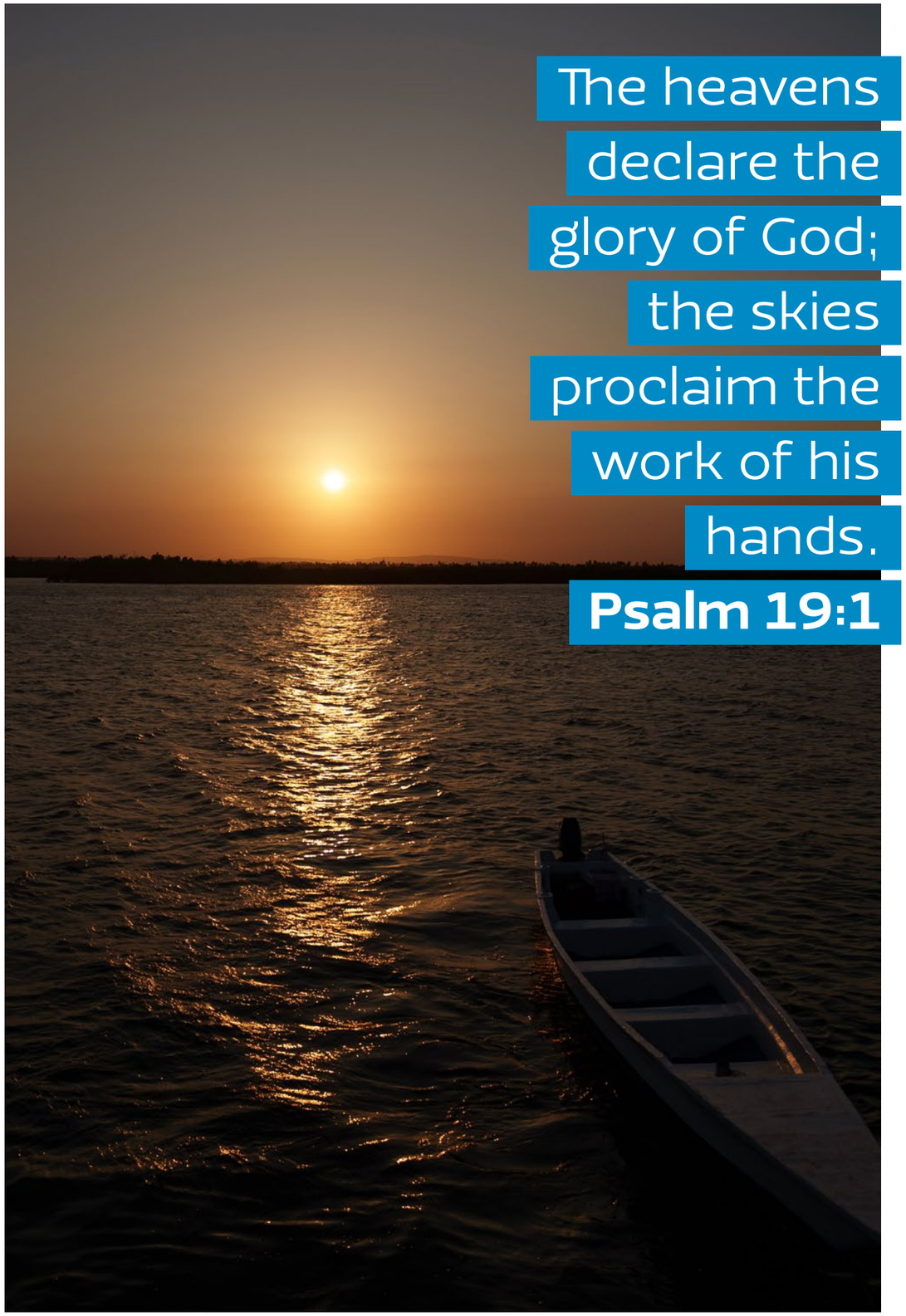
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The Trustees present their report together with the financial statements of A Rocha International (the "charity" or "ARI") for the year ended 31 December 2024. The report has been prepared in accordance with Part 8 of the Charities Act 2011 and constitutes a directors' report for the purposes of company legislation.



A message from the Executive Director and Chair of Trustees





Ed Walker, Executive Director

I write this after my first full year as Executive Director of A Rocha International and it remains a deep joy and honour to be part of this incredible movement, present in 20 countries and networked with groups in a further 20.

What binds us together is a desire to live out the first Commission in the Bible – to care for all creation. This command was echoed in the covenant God made with Noah 'and all living creatures' and then, again, by Jesus who instructed his disciples to'Preach good news to all creation.'

I've had the privilege (both virtually and in person) of meeting teams of scientists, educators and theologians working in landscapes from the Amazon in Peru to the Bannnerghatta National Park in India, from the depths of Papua to the meadows of Switzerland. And closer to my own home, I've spoken in 'Eco Churches' in Britain as congregants have enthused about the wildlife they protect in their parish.

We see our work with theological institutions as critical in training future leaders to propagate a wholistic gospel with care for God's handiwork deeply embedded. Finally, we take enormous joy in knowing we've reached 10s of 1000s of people through our education programmes in schools and other community groups.

None of this would be possible without financial support and prayer. Thank you to each one of our co-workers in this unique and vital mission.

Soohwan Park, Chair of Trustees

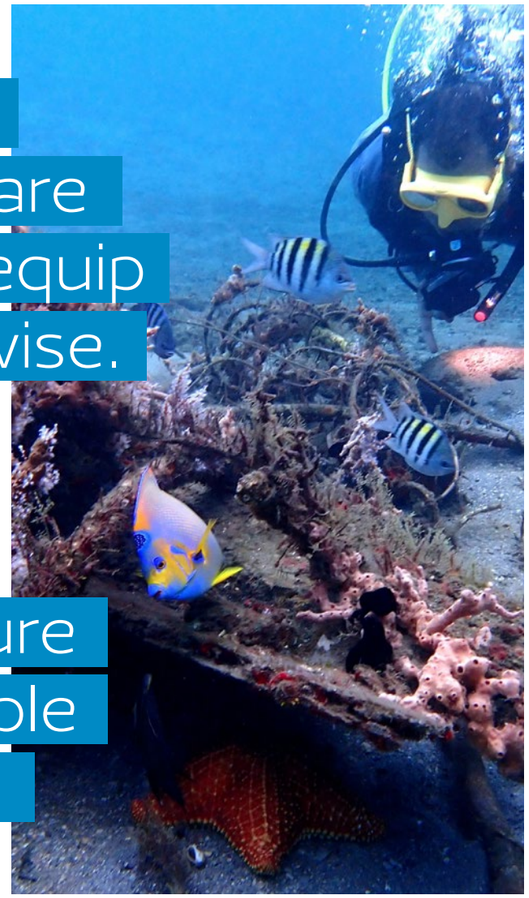
This has been a wonderful year for us in A Rocha International, and also for the family worldwide. It has been our joy to see the staff of ARI focus on four strategic priorities and shape ourselves in trying to further grow our conservation impact, strengthen our relationship with church communities, reach more young people and grow our work geographically.

We are particularly excited by the sense that God is calling us to a season of geographical growth and have come up with the phrase "30 countries by 2030." This comes with a particular focus on Southeast Asia and Latin America where the losses of biodiversity and climate challenges compound the human problems of poverty and injustice so very deeply everyday.

Although our income has continued to steadily increase, we had to make some difficult decisions in 2024 to stay within budget for the foreseeable future. I want to thank all the staff in ARI who have worked tirelessly and every single A Rocha Organisation whose work inspires us and blesses God's heart.

Our mission

A Rocha lives out God's calling to care for creation and equip others to do likewise.



Our vision

Our vision is a world where nature flourishes as people live equitably and sustainably.

Our core commitments

Christian

We follow Jesus Christ, who created the world and calls us to care for it.

Conservation

We protect and restore nature and are committed to local places and people over the long term.

Cultural diversity

We celebrate the insights, perspectives and solutions offered by our diverse cultures.

Community

We invest in good relationships through our commitment to God, one another and the wider creation.

Collaboration

We seek to work with anyone who shares our vision.

Annual Report and Financial Statements – **2024**

Objects and purposes



A Rocha is a global family of Christian nature conservation organizations, working to protect and care for communities, landscapes and species, and to engage the Church in creation care.

The objects of A Rocha International are:

- The advancement of the Christian faith and the understanding of its relevance to environmental issues.
- Education of the public by promotion of conservation and the study of ecology and the environment.
- Promotion of the conservation, protection and improvement of the physical and natural environment in a community context.

In setting objectives and planning the charity's activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit.

A Rocha International (ARI) has four main purposes in the worldwide family:

- to provide operational, scientific and theological support;
- to represent the family in a collective context;
- to assist in the development of new initiatives;
- and to ensure the family strives to comply with agreed standards.

Activities and achievements in 2024



Churches and theology

A Rocha International took on the coordination of the **Oikos Network**, worked with **Micah Global** to make creation care one of their core issues and helped them take on the **Renew Our World** Network. These activities are central to ARI's aim to equip others 'to live out God's calling to care for creation'.

We helped the global ecumenical **Season of Creation** team with planning, promoting and encouraging churches to spend September focusing on God's world. In connection with this, we also attended a high-level ecumenical gathering in Assisi, Italy aiming towards a global 'Feast of Creation' in September each year.

Dave Bookless continued as a Lausanne Global Catalyst for Creation Care, and was heavily involved in planning, leading and giving numerous press interviews for the 4th **Lausanne Congress** in South Korea. A **Global Creation Care Forum** was organised afterwards, gathering over 100 people from 40+ nations. A Rocha International provided much of the organization and many of the speakers.

We supported the church engagement work of A Rocha organizations (AROs) in France, India, Lebanon, New Zealand, Portugal, Sweden and the USA, among others.

Dave Bookless and Kuki Rokhum contributed to a major new document, *The Korean Invitation: Good News for all the Earth*, which makes a carefully referenced biblical argument for creation care followed by seven short sections inviting people to respond practically.

Jo Swinney's new book, ***The Whole Easter Story: why the cross is good news for all creation***, was published, with all royalties coming to A Rocha International. A virtual book club ran through Lent 2025.

All of these activities, publications and events contribute to A Rocha International's charitable objectives in promoting and educating about the relevance of the Christian faith to environmental issues.

Environmental Education

In June 2024, A Rocha International held an Environmental Education (EE) Conference and Teacher Training Workshop at A Rocha Kenya's field study centre, bringing together EE officers from around

Annual Report and Financial Statements – **2024**



the A Rocha Worldwide Family and providing a learning opportunity for local teachers. Both events shared the theme 'From Forest to Ocean' and involved insightful guided visits to globally important biodiversity hotspots.

AROs have reported significant impacts from the 2024 EE Conference, with the sessions on mangroves and Mida Creek visit inspiring A Rocha India to develop a marine conservation project. A Rocha Uganda and A Rocha India have been equipped and empowered to apply learning from sessions on the Global Biodiversity Framework (GBF) targets into their work, strengthening existing projects and new project proposals.

The Teachers Workshop brought together 18 primary and secondary school teachers from Dakatcha and Malanga forests. Creative and practical sessions enabled experiential learning on climate change, biodiversity loss and nature-based solutions, mangrove biodiversity, Sustainable Development Goals (SDGs), creation care, plastics and eco-schools. This will impact 8,287 students, including 1,664 wildlife club members.

The A Rocha Resource Hub went live and continues to be populated with creation care resources for church leaders, teachers and others in multiple formats and languages. One such resource available and new this past year is the Marine Devotional: Reflections on God and the Ocean, which gathered reflections and thoughts on the ocean and faith from those who have recently given their time and talents to care for God's ocean. Our hope for this resource is to connect with and inspire readers to grow in faith through the wonder of the ocean.

A two-day virtual 'Forum Festival' for the A Rocha Worldwide Family in June was a chance for staff, volunteers and supporters from around the world to gather together. The programme included ARO-submitted films showcasing A Rocha's work around the world, inspirational and educational plenary sessions and opportunities for networking and connection. We explored big issues such as climate change and how to deal with conflict, and took time each day for devotions led from different corners of the world. Participants were delighted in how much they learned, and expressed a renewed sense of commitment to being part of this global movement of caring for God's world together.

A core team worked on development of the concept of 'The A Rocha Conservation Certificate', a one-year part time virtual programme to equip Christians in conservation to be hopeful and effective leaders.

Science & conservation

We coordinated A Rocha's involvement in the **UN's Biodiversity COP** in Columbia, leading a delegation who took part in several side events such as panels and seminars. We released a statement summarising and commenting on outcomes. ARI's participation in high-level UN fora and IUCN World Conservation Congress is essential in amplifying A Rocha's global conservation efforts and ensuring that faith-based perspectives are integrated into key environmental discussions. Through its strategic representation, ARI not only influences policy and builds international partnerships but also ensures that the A Rocha Worldwide Family continues to be a prominent and respected voice in the global conservation community.

We completed outstanding activities and final reports for work in Lebanon and Ghana, and commenced work on extension work in Ghana as a follow-up proposal proved successful.

The Marine Conservation Programme hosted volunteers, students, and interns in various countries, facilitating local conservation work while meeting demands of educational institutions for student degrees. Many former volunteers, students and interns now have secured vocational positions in the conservation field.

We launched the Global Conservation Fund, administering grants for four A Rocha conservation projects and providing support to strengthen the proposals and delivery. Projects are to be delivered over a 12-month period and reported on in 2025.

The four successful projects were:

1. Towards effective conservation of the Hermit Butterfly through understanding genetic variability, host plants and population dynamics (France)
2. Conservation of marine sponges in south India with special emphasis on microplastic pollution (India)
3. Conserving the Dry Forest in La Libertad with local communities (Peru)
4. Fostering sustainable coexistence of humans with snakes and primates to conserve biological diversity in West Bugwe Central Forest Reserve (Uganda)

We co-authored five new papers published in science and conservation journals:

A Rocha India: Harrington Deva, Dilip Kumar, Priya James, Avinash Krishnan – 'Focus group discussions and dialogues on human-elephant conflict resolutions between village folk and State Forest Department at Bannerghatta National Park' [Indian Forester]

A Rocha India & ARI – Leading a path of its own: case study of subadult tiger establishing a territory in Bannerghatta National Park [Journal of the Bombay Natural History Society]

A Rocha India: Sagarika Phalke, Dilip Kumar, Avinash Krishnan – 'New locality record of the epiphytic orchid, Bannerghatta National Park' [Plantasia]

ARI: Jeremy Lindsell – 'Wind dispersed tree species have greater maximum height' [Global Ecology and Biogeography]

ARI: Jeremy Lindsell – 'Consistent patterns of common species across tropical tree communities' [Nature]

Additional activities

We worked with seven A Rocha Organizations on new brand-compliant websites and supported the adoption of the refreshed brand across the A Rocha worldwide family.

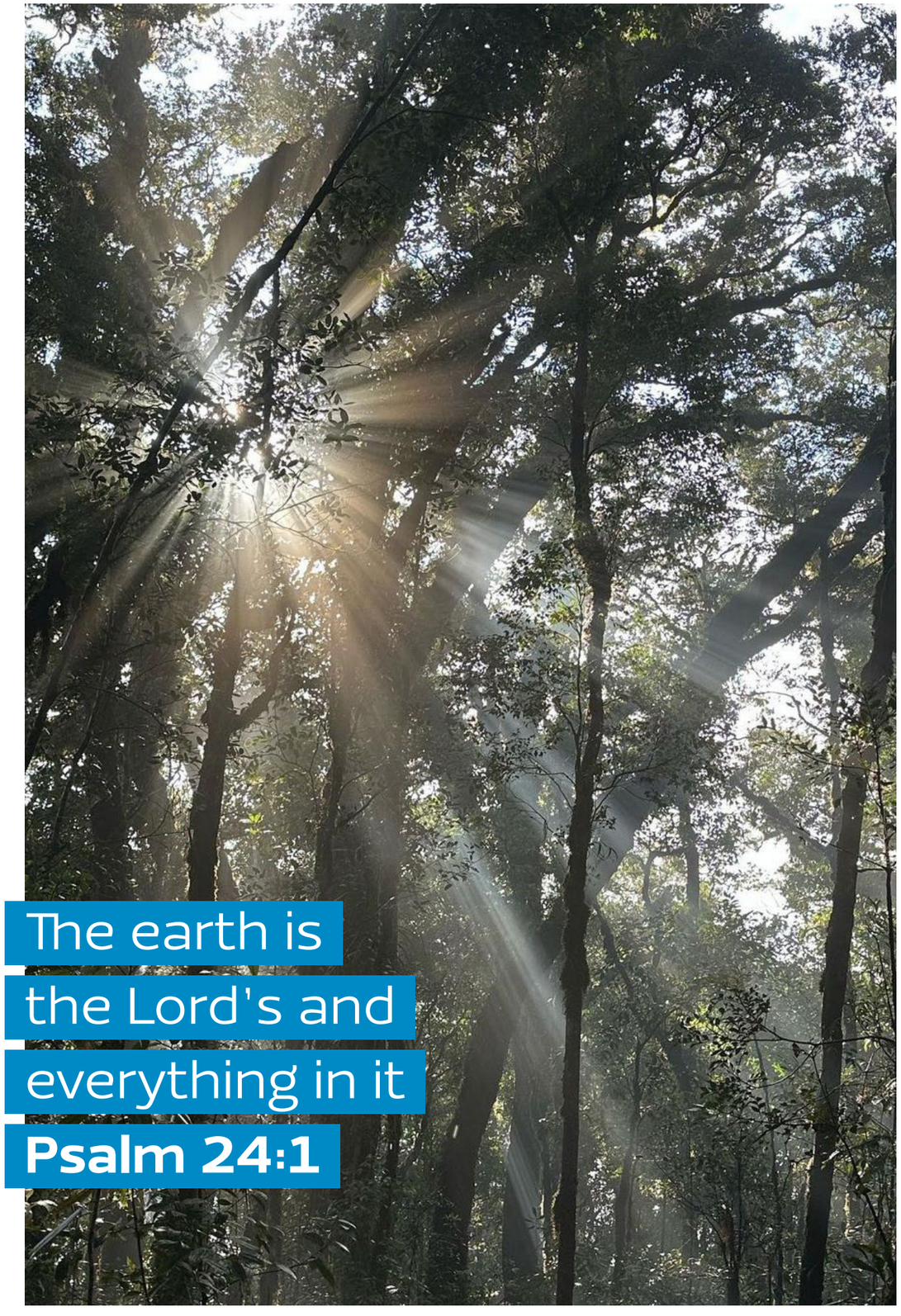
Supporting the growth of A Rocha in SE Asia: we are delighted with the progress made.

ARI held a Management Team and trustee meeting in Singapore in May, enabling us to participate in a creation care conference held by the Friends of A Rocha in Singapore group as part of their journey towards becoming a full A Rocha organization.

Multiple conversations with A Rocha Singapore as they progress towards becoming an A Rocha organization.

A new National Director has been appointed in the Philippines and, following a visit from Jeremy Lindsell, ARI's Director of Science and Conservation, a new proposal is under development.

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Our plans for 2025



Churches & theology

We will lead the Oikos Network, gathering cohorts of Christians working to engage their churches in environmental issues for mutual support and learning in online communities.

We will work with national A Rocha organisations to encourage, equip and promote the development and growth of church-engagement schemes adapted to national contexts.

We are leading the coordination of a new global 'Impact Team' on creation care in theological education for ICETE (the International Council for Evangelical Theological Education) with the aim of promoting and influencing the teaching of biblical principles and practical outcomes of caring for creation to potentially 850 theological colleges, seminaries and bible schools around the world.

We continue to provide leadership for the Lausanne / World Evangelical Alliance Creation Care Network (LWCCN) including producing a monthly newsletter to 1,700 Christian leaders across nearly 100 countries, coordinating quarterly webinars on theological and practical issues in creation care, and engaging with global Christian networks (Lausanne and WEA) to ensure care for creation has an appropriate profile.

Environmental Education

Our EE global network offers great opportunities to learn together and support each other. Our EE officers value the space offered to understand the relevance of global policies to their work like the UN's Sustainable Development Goals. We have found that this engagement and exchange offers a natural space for innovation to take place and spread. This year, we will continue to nurture this EE community by holding two online EE workshops with EE practitioners to foster peer support, collaboration and learning on global EE and conservation developments.

We will carry out a listening exercise with the A Rocha Worldwide Family to discern how ARI will support and facilitate EE moving forward.

We plan to complete development of and launch 'The A Rocha Conservation Certificate', a one-year part time virtual programme to equip Christians in conservation to be hopeful and effective leaders.

Annual Report and Financial Statements – **2024**



Science & conservation

A Rocha International will continue its global conservation work within our forest and marine programmes and beyond. Four priorities this year reinforce our ongoing conservation work:

Building on the work of the Conservation Evidence team at the University of Cambridge, we are embarking on a programme of improvement to integrate evidence use and generation better within our work and to become evidence champions.

Representation at key international environmental congresses. Such representation allows us to share our work, network and learn from others, and offers a powerful way to advocate for our conservation priorities. This year, ARI will be attending the IUCN World Congress in Abu Dhabi and the United Nations' World Ocean Congress in France.

Support prospecting and new A Rocha organizations like Singapore and Costa Rica to establish further their conservation work.

We will continue to support the growth of the new A Rocha Climate Programme and its activities. Coming together to work in a programme is a positive way of working across our network, linking our strategy with a clear focus on adding value to local projects by offering opportunities for support, learning and development to increase our conservation impact.

Additional activities

We will host the triannual A Rocha Leadership forum, providing an opportunity for A Rocha leaders from the A Rocha Worldwide Family to connect, be refreshed and inspired, worship, pray, plan and learn together. It is also an opportunity to discuss big issues and make decisions together, most notably at the Decision-making Meeting, the last full day of the Forum. As the Forum will be held in the Philippines, members of Friends of A Rocha network from the region and other interested people in the area have also been invited.

We will review our current intranet and explore building a new intranet to support remote working and communication, connecting staff and volunteers to the people and resources they need to stay connected, productive and in the know.

Growth:

- We are exploring the formation of strategic partnerships with Friends of A Rocha Network members.
- We will support Friends of A Rocha in Singapore in their goal of becoming an A Rocha organization.
- We will continue in conversation with groups who wish to join A Rocha, such as people in Malaysia who are exploring becoming an A Rocha organization.
- We will extend marine conservation projects into two new locations.

Carbon emissions



A Rocha International strives for integrity in the carbon impact of our activities as an organization concerned with environmental protection. To minimize our emissions, the majority of our meetings are held virtually, and we do not have office space or vehicles. For essential travel, we offset the carbon with Climate Stewards (an A Rocha organization).

Climate Stewards

Financial review



Financial position

A summary of the year's financial results can be found on page 29 of this report and financial statements.

During 2024, total income amounted to £1,311,664 (2023 – £1,185,920). Of the income, a total of £1,183,906 (2023 – £1,099,003) related to donations and legacies.

Expenditure totalled £1,731,927 (2023 – £1,480,626). Expenditure incurred on charitable activities amounted to £1,655,436 (2023 – £1,394,499). This included staff costs of £969,248 (2023 – £864,522). Charitable grants and donations made amounted to £125,847 (2023 – £128,550).

Net expenditure for the year before investment gains was £420,263 (2023 – £294,706). There were investment gains of £44,010 (2023 – £103,423) which resulted in a net decrease in funds for the year of £376,253 (2023 – net decrease of £191,283).

The charity's net assets on 31 December 2024 were £1,252,789 (2023 – £1,629,042). Of this £202,790 (2023 – £257,632) related to restricted funds; £406,631 (2023 – £483,054) had been designated by the Trustees; leaving the general funds balance of £643,368 (2023 – £888,356).

Thanks to historically high reserves the charity has been able to run significant operating deficits for several years. Some of those reserves have been used to invest in fundraising and communications in an attempt to increase the income for ARI and the wider A Rocha Family to a sustainable level. The Trustees decided during 2024 that as reserves were in real danger of falling below target levels that significant cuts in expenditure would be required. As a result, one member of staff was let go in 2024 with further staff departures and other savings in core costs being implemented in early 2025. As a result, Trustees believe the charity is in a sustainable financial position going forward.

Reserves policy

ARI's reserves are held in support of the organisation's ongoing activities, recognising its commitment to the employment of staff, the lack of substantial regular income from grants, and the fluctuation of income in relation to appeals, seasonal donations and legacies and the need to ensure funds are available for planned developments.

For the purposes outlined above, the Trustees aim to maintain free reserves at around 50% of annual expenditure, which equated to approximately £860,000 in 2024. The Board have defined reserves for the purpose of this policy as unrestricted funds, excluding designated funds. Liquid reserves, i.e. those reserves held in cash or easily converted to cash, should normally not be less than 25% of the annual expenditure budget. The reserves policy was reviewed in 2025 and will be reviewed again in 2026 prior to the signing of those accounts.

The level of free reserves held on 31 December 2024 was £643,368 comprising of the unrestricted general funds balance. This represented 4.5 months of the total expenditure for 2024, however, due to the changes implemented during 2024, which are referred to in the financial position statement above, the free reserves held at 31 December 2024 are equivalent to 6.9 months budgeted expenditure for 2025. It is expected that free reserves will reduce to around 50% of actual expenditure by the end of 2025.

Going concern assessment

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment with respect to a period of one year from the date of approval of these financial statements. The Trustees have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The Trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due and the financial statements have therefore been prepared on the basis that the charity remains a going concern.

Transactions with related parties

Details of related party transactions during the year are included within note 19.

Investments

The charity holds funds with CAF Bank Limited, HSBC plc and in the COIF Charities Deposit Fund in addition to holding accumulated units in the COIF Charities Ethical Investment Fund with CCLA. The COIF Charities Ethical Investment fund is an actively managed, diversified portfolio of assets designed to help protect both present and future beneficiaries from the effects of inflation (as measured by the UK consumer prices index).

The charity's investment policy is to give priority to banks or other institutions that have an ethical policy. The Trustees benchmark and review interest rates regularly to ensure the investments deliver a suitable return. The COIF Charities Ethical Investment Fund achieved a total return of 5.69% in 2024 (13.16% in 2023) which was below the target benchmark of 7.57%.

At 31 December 2024, the market value of listed investments was £683,775 (2024 – £839,765). Details of movements in investments during 2024 are included within note 13.

Fundraising

All fundraising is carried out by the charity's own staff and volunteers. ARI does not employ external fundraisers. When supporters contact ARI asking to be removed from its database this is done without undue delay. A thorough review of all donors and supporters was undertaken in 2018 as part of ARI's preparation for GDPR and a further check of permissions is undertaken on a biannual basis. As such, all donors and supporters have been contacted to confirm that they wish to remain on ARI's database and to ascertain how they would like us to contact them in respect of the various marketing and fundraising publications. Trustees were fully involved in the preparation for GDPR and have approved a Privacy policy and a Data Breach policy which are displayed on ARI's website. During 2024, ARI did not receive any complaints relating to its fundraising approach.

A Code of Conduct has been prepared to further protect vulnerable people and other members of the public from behaviour which could be seen as an unreasonable intrusion on a person's privacy.

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Risk management

Trustees identify potential risks to the charity by carrying out regular detailed reviews of the activities and future strategy of the charity. These risks are kept under regular review. The full risk register was reviewed during 2024 and the Trustees have asked the management team to report on all of the highest risks (after mitigation) and those with a high impact score before any mitigation. The following specific measures have been put in place to mitigate each of the risk areas.

Identified Risk	Action Taken
Dependence upon a few donors making large donations	The fundraising strategy was updated in 2023 and will be updated in 2025. During 2023 two staff were recruited to focus on increasing the supporter base in North America. Income has increased by 33% since 2022 and the number of donors has also steadily increased.
Financial Reserves	Reserves were below target at 31 December 2024 but action has been taken to reduce expenditure to ensure reserves remain around target levels. Financial results including the level of reserves are reported at Board meetings at least four times per annum.
Capacity of ARI Staff	Due to financial pressures, the staff team was reduced by 4 members of staff at the end of 2024, early 2025. Consequently some areas of work have had to be reduced and technological solutions found in other areas.
Governance and Reporting by AROs	A new Covenant between ARI and 20 AROs was signed on 24 October 2020 to replace bi-lateral memoranda of understandings. Training of staff in project management cycle and project risk assessment has been undertaken. Governance and Finance checklists have been undertaken with ARO staff and Board members. The development of a Learning Organization ethos is being developed to share experience and good practice.
Theological or Mission Drift	An international forum involving representatives from each ARO are held every 3 years and are seen as key in avoiding theological and mission drift. At the 2023 forum the A Rocha Worldwide Family agreed to a reworded Mission and Vision statement for A Rocha and a Commitment to Creation Care. Resources have been made available in other languages. The At Your Service website, which brings together sermons and talks on Creation Care for use throughout A Rocha was updated in 2023. The Director of Theology has been significantly involved in a number of Lausanne conferences and has involved members from a number of AROs.
Reputational risk	The first stage of the Brand refresh was completed in 2023, and compliance is constantly being monitored. An Intranet has been created which contains best practice material for all AROs. Regular zoom meetings are held with communications staff from AROs so that communications updates and best practice can be shared. A new ARI website was designed and launched in 2021. Potential reputational risks arising from discussions with groups wishing to become AROs are assessed. A Code of Conduct for Trustees, staff, volunteers, interns and seconded staff has been prepared and adopted.



In addition, further risks are still being monitored from previous years. These are:

- Kidnap and terrorism threats; and
- The health of key ARI staff

The management team monitors the effectiveness of the actions annually and presents its evaluation to Trustees. In addition to the above specific actions taken during the year, potential risks are mitigated on an on-going basis by the following actions:

- The Trustees provide an appropriate variety of professional skills and experience;
- The maintenance of a prudent level of reserves;
- The employment of professionally qualified staff in key areas;
- A comprehensive and adequate suite of insurance policies;
- Effective internal communications and controls;
- A comprehensive range of written policies and procedures covering all areas of the charity's activities.

All staff are required to complete a Comprehensive Safety in Travel review of their international travel arrangements prior to departure and their completed review is filed with the Chief Operating Officer. All staff and volunteers are covered by a travel insurance policy. ARI's International Travel Policy and Risk Register has been amended to limit the number of staff members, ARI directors or board members who are allowed to travel together.

Trustees



Soohwan Park (Chair)



David Geoffrey Cowper



Prof Rodel Diaz Lasco



Prof Alfred Apau Oteng-Yeboah



Dr Hilary Francis Marlow



Dr Florence Ndinda Muindi (until 31/12/2024)



Prof Jan van der Stoep



Dr Steeve Tanner



Christine Raquel Taylor Warner (until 27/03//2025)



Graham Bernard Wright



Seintje Veldhuis (appointed 01/01/2025)



Kirstin Jeffrey Johnson (appointed 27/03/2025)

Trustee responsibilities

The Trustees (who are also Directors of ARI for the purposes of company law) are responsible for preparing the Trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure, of the charity for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in 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);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

- so far as the trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- the trustee has taken all the steps that he or she ought to have taken as a trustee in order to make himself or herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006. The Trustees are responsible for the maintenance and integrity of the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from other jurisdictions.

Reference and administrative information



President Emeritus
Rev Peter Harris

Key management personnel

The management team is led by the Executive Director and is responsible for implementing policy as well as overseeing the operations of ARI. Employees of the charity are remunerated in accordance with the charity's pay scales as set by the Board. Subject to funds being available, it is the charity's policy to increase salary bands each year in line with the UK consumer prices index.

Management team

- **Executive Director:** Edward Walker MBE
- **Chief Operating Officer and Company Secretary:** Kenneth Brown
- **Director of Science and Conservation:** Dr Jeremy Lindsell
- **Director of Church Engagement:** Rokhum Lalbiakhlui
- **Director of Communications:** Joanna Swinney
- **Director of Development:** Avery Robson (Resigned 10 January 2025)

Registered office
4th Floor, 49 St James's Street,
London, SW1A 1AH

Company registration number
06852417

Auditor
Buzzacott Audit LLP
130 Wood Street
London
EC2V 6DL

Investment managers
CCLA Investment Management Limited
Senator House
85 Queen Victoria Street
London
EC4V 4ET

Bankers

HSBC
31 The Pyramids
Grange Road
Birkenhead
CH41 2ZL

CAF Bank Limited
Kings Hill
West Malling
Kent
ME19 4TA

A Rocha International was incorporated as a company limited by guarantee on 19 March 2009 and became a UK registered charity (number 1136041) on 20 May 2010. The Memorandum and articles of association were amended by special resolutions dated 3 May 2013 and 31 October 2020.

On 1 July 2010, the activities of The A Rocha Trust (charity number 288634 and formerly known as A Rocha International) were transferred to A Rocha International. Prior to 1 July 2010, A Rocha International had been dormant.

Method of appointment or election of Trustees

On 24 October 2020 ARI and 20 A Rocha Organisations (AROs) signed a Covenant which replaced existing bi-lateral memoranda of association (between ARI and each ARO) with effect from 1 January 2021. The Covenant allocates AROs into five regions and each region can make a recommendation for a trustee of ARI. A further five Trustees are appointed by the existing Trustees with due consideration for the skills and experience required to assist the growth and development of ARI, being careful to ensure a breadth of diversity. Trustees can serve for up to two terms of four years. All Trustees are required to sign the statement of A Rocha's Mission and Beliefs.



Policies adopted for the induction and training of Trustees

New Trustees follow an established induction procedure, which includes an introduction to the work of ARI and receipt of a copy of the governing documents. The new trustee is also briefed on the current aims and objectives and fully advised on the financial position of the charity.

Organisational structure and decision making

The Trustees of ARI govern the charity in accordance with its memorandum and articles of association.

The Family of A Rocha Organisations (AROs) includes ARI and 21 A Rocha Organisations (AROs). ARI supports AROs around the world as detailed above. Each ARO is a separate, independent legal entity from ARI whose activities are not controlled by the charity, although all are mutually supportive through the Covenant. The results of each ARO are therefore not consolidated within these financial statements.

The Trustees agree the strategic policy to be implemented by the management team to whom all other team members report.

Reflecting the international role of the charity, the Trustees reside in eight countries. In order to save costs and reduce the environmental impact of travel, the Trustees restrict meeting in-person to once or twice a year. Each meeting is residential and held over two days and usually involves a visit to an ARO's project(s). The Trustees also meet at least once between each in-person meeting. This pattern allows time for discussion of substantive issues and facilitates the strengthening of the relationship between the Trustees. The business of Trustees' meetings includes receiving a set of financial statements and a review of operational issues from the management team, discussions on strategic priorities and relations between the A Rocha Family of organisations, and considering the implications for A Rocha's resource needs, policies and priorities. The Board is supported by three sub-committees that report to all Trustees:

- The Finance and Compliance Committee comprises four Trustees and met four times, virtually, during 2024.
- An Executive Trustee Committee which, if required, meets with the management team between full trustee meetings to review operational issues. The Executive Committee comprises four Trustees. The Executive Committee met twice in 2024.
- The Fundraising and Communications Committee comprises two Trustees and met twice in 2024.

Approved by the trustees and signed on their behalf by:

Soohwan Park, Chair of Trustees

4 August 2025



God delights in the natural world in all its wildness, beauty and mystery, declaring it 'very good'.

From the A Rocha Commitment to Creation Care

Annual Report and Financial Statements – **2024**

Independent auditor's report

Opinion

We have audited the financial statements of A Rocha International (the 'charitable company') for the year ended 31 December 2024 which comprise the statement of financial activities, the balance sheet, statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2024 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in

the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which is also the directors' report 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 trustees' report, which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in 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 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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 these 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. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the charity through discussions with key management and from our knowledge and experience of the charity sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charity. These included but were not limited to the Companies Act 2006, the Charities Act 2011, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2019); and
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of key management and review of minutes of Trustees' meetings.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of key management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested and reviewed journal entries to identify unusual transactions;
- Tested the authorisation of expenditure;
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of Trustees; and
- Enquiring of as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

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

Buzzacott Audit LLP

5 August 2025

Shachi Blakemore (Senior Statutory Auditor)
For and on behalf of Buzzacott Audit LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Statement of financial activities Year ended 31 December 2024

(incorporating the income and expenditure account)

	Notes	Restricted funds	Unrestricted funds	TOTAL 2024	Restricted funds	Unrestricted funds	TOTAL 2023
Income from:							
– Donation and legacies	1	501,731	682,175	**1,183,906**	458,316	640,687	1,099,003
– Charitable activities	2	89	111,735	**111,824**	–	73,155	73,155
– Trading activities		20	2,581	**2,601**	–	1,673	1,673
– Other: Income		-	13,333	**13,333**	267	11,822	12,089
Total incoming resources		501,840	809,824	**1,311,664**	458,583	727,337	1,185,920
Expenditure on:							
– Raising funds	3	–	69,340	**69,340**	75,243	7,008	82,251
– Charitable activities	4	556,682	1,098,754	**1,655,436**	318,106	1,076,393	1,394,499
– Other expenditure		-	7,151	**7,151**	–	3,876	3,876
Total resources expended		556,682	1,175,245	**1,731,927**	393,349	1,087,277	1,480,626
Net (expenditure) before gains on investments	9	(54,842)	(365,421)	**(420,263)**	65,234	(359,940)	(294,706)
Gains on investments							
– Unrealised gains		-	36,810	**36,810**	–	97,694	97,694
– Realised gains		-	7,200	**7,200**	–	5,729	5,729
Net movement in funds for the year		(54,842)	(321,411)	**(376,253)**	65,234	(256,517)	(191,283)
Total funds at 1 January		257,632	1,371,410	**1,629,042**	192,398	1,627,927	1,820,325
Total funds at 31 December		202,790	1,049,999	**1,252,789**	257,632	1,371,410	1,629,042

All recognised gains and losses are included in the above statement of financial activities.

The notes on pages 36 to 45 form part of these financial statements.

Balance sheet as at 31 December 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible fixed assets	12		**259,504**		317,414
Investments	13		**683,775**		839,765
			943,279		1,157,179
Current assets					
Stock	14	**3,154**		–	
Debtors	15	**101,529**		198,911	
Cash at bank		**373,420**		512,244	
		478,103		711,155	
Creditors					
Amounts falling due within one year	16	**(168,593)**		(239,292)	
Net current assets			**309,510**		471,863
Total assets less current liabilities			**1,252,789**		1,629,042
Net assets			**1,252,789**		1,629,042
The funds of the charity					
Restricted funds	17		**202,790**		257,632
Unrestricted funds					
– General funds	17		**643,368**		888,356
– Designated funds	17		**406,631**		483,054
Total funds			**1,252,789**		1,629,042

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the Financial Reporting Standard 102

Approved by the Trustees and signed on their behalf by:

Soohwan Park
Trustee (Chair)

4 August 2025

A Rocha International
Company Registration Number 06852417 (England and Wales)

Statement of cash flows Year ended 31 December 2024

	Notes	2024 £	2023 £
Cash inflow/outflow from operating activities:			
Net cash (used in) provided by operating activities	A	**(338,824)**	5,432
Cash inflow from investing activities:			
Proceeds from disposal of investments		**200,000**	100,000
Purchase of tangible fixed assets		**–**	(4,007)
Net cash provided by investing activities		**200,000**	95,993
Change in cash and cash equivalents in the year		**(138,824)**	101,425
Cash and cash equivalents at 1 January	B	**512,244**	410,819
Cash and cash equivalents at 31 December	B	**373,420**	512,244

Notes to the statement of cash flows for the year to 31 December:

A Reconciliation of net movement in funds to net cash flow from operating activities

	2024 £	2023 £
Net movement in funds (as per the statement of financial activities)	**(376,253)**	(191,283)
Adjustments for:		
Depreciation charge	**57,910**	6,710
Gains on investments	**(44,010)**	(103,423)
Increase in stock	**(3,154)**	–
Decrease in debtors	**97,382**	182,755
(Decrease) increase in creditors	**(70,699)**	110,673
Net cash (used in) provided by operating activities	**(338,824)**	5,432

B Analysis of cash, cash equivalents, and net debt

	2024 £	2023 £
Cash at bank and in hand	**373,420**	512,244
Total cash and cash equivalents	**373,420**	512,244

Principal accounting policies



Year to 31 December 2024

The principal accounting policies adopted, judgements and key sources of estimation and uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year to 31 December 2024 under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements are presented in sterling and are rounded to the nearest pound.

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 United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011 and with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

ARI is the body that supports AROs around the world. Each ARO is a separate independent legal entity to ARI whose activities are not controlled by the charity although it is mutually supportive through a Memorandum of Understanding and Statement of Faith. The results of each ARO are therefore not consolidated within these financial statements.

The charity constitutes a public benefit entity as defined by FRS 102.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- estimating the useful economic life of tangible fixed assets;
- estimating the value of gifts in kind; and
- determining the basis for allocating support costs across expenditure categories.

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment with respect to a period of one year from the date of approval of these financial statements.

The Trustees have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The Trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The Trustees monitor cash flow throughout the year including future sources of income via a system which tracks fundraising expectations month by month.

The most significant areas of judgement that affect items in the financial statements are detailed above. With regard to the next accounting period, the year ending 31 December 2025, the most significant areas that affect the carrying value of the assets held by the charity are the level of investment return and the performance of the investment markets.

Income recognition

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably, and it is probable that the income will be received.

Income comprises donations and grants, legacies, investment income and other income from charitable activities.

Donations and grants are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations and grants pledged but not received, the amount is accrued for where the receipt is considered probable, unless there are implied time-related conditions which limit entitlement to a grant. In the event that a donation or grant is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity, and it is probable that those conditions will be fulfilled in the reporting period.

Donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain facilities or services of equivalent economic benefit on the open market.

Legacies are included in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

Entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, but the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title of the asset having being transferred to the charity.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

ARI is grateful to the time given by volunteers in assisting with raising the profile and funding of A Rocha as well as providing much appreciated administrative support.

In accordance with the Charities SORP FRS 102 volunteers time is not recognized within the accounts.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- Expenditure on raising funds includes all expenditure associated with raising funds for the charity. This includes costs associated with fundraising.
- Expenditure on charitable activities includes all costs associated with furthering the charitable purposes of the charity through the provision of its charitable activities. Such costs include charitable grants and donations, and direct and support costs in respect to the co-ordination of global activities and conservation programmes.
- Charitable grants and donations are made where the Trustees consider there is real need following a review of the details of each particular case, and comprise single year payments rather than multi-year grants. Grants and donations are included in the statement of financial activities when approved.

All expenditure is stated inclusive of irrecoverable VAT.

Allocation of support and governance costs

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity, it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment, and a suitable working environment.

Governance costs comprise the costs involving the public accountability of the charity (including audit costs) and costs in respect to its compliance with regulation and good practice.

Support costs are apportioned between charitable activities in proportion to the direct costs incurred in relation to each activity.

Tangible fixed assets

All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised. Assets are retired at the end of their useful economic life.

Tangible fixed assets are stated at cost less depreciation. Depreciation is not charged on freehold or leasehold land. Depreciation on other tangible fixed assets is provided at rates calculated to write off the cost of those assets, less their estimated residual value, over their expected useful lives on the following bases:

- Leasehold property and improvements – the shorter of 50 years or the remaining lease term
- Freehold property – 50 years
- Office equipment – 25% on cost

Stock

Stocks of books are held as part of a charitable activity to promote the work of the charity. They are valued at the lower of cost or net realisable value. Damaged or obsolete stocks are written down as an expense and charged to the relevant SoFA heading(s) reflecting their intended use.

Investments

Listed investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price.

The charity does not acquire put options, derivatives or other complex financial instruments.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions 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. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Exchange differences are taken into account in arriving at the net movement in funds.

Pension contributions

Contributions in respect of the charity's defined contribution pension scheme are charged to the statement of financial activities when they are payable to the scheme. The charity's contributions are restricted to the contributions disclosed in note 10. There were no outstanding contributions at the year end. The charity has no liability beyond making its contributions and paying across the deductions for the employees' contributions.

Tax accounting

A Rocha International is a registered charity and, therefore, is not liable to income tax or corporation tax on income or gains derived from its charitable activities, as they fall within the various exemptions available to registered charities.

Funds structure

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Notes to the financial statements

Year to 31 December 2024

1 Donations and legacies

	2024			2023		
	Restricted funds £	**Unrestricted funds £**	**Total funds £**	Restricted funds £	Unrestricted funds £	Total funds £
Donations	**255,575**	**449,236**	**704,811**	224,753	467,065	691,818
Legacies	**–**	**5,000**	**5,000**	25,000	–	25,000
Grants	**246,156**	**227,939**	**474,095**	208,563	173,622	382,185
Total funds	**501,731**	**682,175**	**1,183,906**	458,316	640,687	1,099,003

2 Income from charitable activities

	2024			2023		
	Restricted funds £	**Unrestricted funds £**	**Total funds £**	Restricted funds £	Unrestricted funds £	Total funds £
Coordination of global activity	**89**	**111,735**	**111,824**	–	73,155	73,155
Total funds	**89**	**111,735**	**111,824**	–	73,155	73,155

3 Cost of raising funds

	2024			2023		
	Restricted funds £	**Unrestricted funds £**	**Total funds £**	Restricted funds £	Unrestricted funds £	Total funds £
Cost of books sold	**–**	**285**	**285**	–	3,801	3,801
Promotional costs	**–**	**69,055**	**69,055**	75,243	3,207	78,450
Total funds	**–**	**69,340**	**69,340**	75,243	7,008	82,251

4 Charitable activities

	Direct costs (note 5) £	Grant funding of activities (note 6) £	Support costs (note 7) £	**2024 Total funds £**
Co ordination of global activities	1,147,206	22,768	137,898	**1,307,872**
Protection of threatened habitats and species	207,838	103,079	36,647	**347,564**
2024 Total funds	1,355,044	125,847	174,545	**1,655,436**
	Direct costs (note 5) £	*Grant funding of activities (note 6) £*	*Support costs (note 7) £*	*2023 Total funds £*
Co ordination of global activities	1,153,349	15,567	86,413	1,255,329
Protection of threatened habitats and species	16,607	112,983	9,580	139,170
2023 Total funds	1,169,956	128,550	95,993	1,394,499

5 Direct costs

	Coordination of global activities £	Protection of threatened habitats and species £	**2024 Total funds £**
Travel	54,650	2,337	**56,987**
Donations	152,938	110,539	**263,477**
Other project costs	35,945	–	**35,945**
Website development costs	2,772	–	**2,772**
Communications	2,653	–	**2,653**
Meetings and conferences	9,901	–	**9,901**
Staff costs	888,347	38,054	**926,401**
Property Depreciation (note 12)	–	56,908	**56,908**
2024 total funds	1,147,206	207,838	**1,355,044**
	Coordination of global activities £	*Protection of threatened habitats and species £*	*2023 Total funds £*
Premises costs	*5,151*	–	*5,151*
Travel	*58,320*	*4,653*	*62,973*
Donations	*135,897*	*11,954*	*147,851*
Other project costs	*66,700*	–	*66,700*
Web site development costs	*1,916*	–	*1,916*
Communications	*4,648*	–	*4,648*
Other administration costs	*43,731*	–	*43,731*
Meetings and conferences	*6,008*	–	*6,008*
Staff costs	*824,268*	–	*824,268*
Depreciation (note 12)	*6,710*	–	*6,710*
2023 total funds	*1,153,349*	*16,607*	*1,169,956*

6 Grant funding of activities

	2024			2023		
	Restricted funds £	**Unrestricted funds £**	**Total funds £**	Restricted funds £	Unrestricted funds £	Total funds £
Grants to A Rocha Organizations	**95,854**	**29,993**	**125,847**	128,550	–	128,550
Total funds	**95,854**	**29,993**	**125,847**	128,550	–	128,550

7 Support costs

	Coordination of global activities £	**Protection of threatened habitats and species £**	**2024 Total funds £**	Coordination of global activities £	Protection of threatened habitats and species £	**2023 Total funds £**
Insurance	**2,042**	**542**	**2,584**	1,439	160	1,599
Bank charges	**9,585**	**2,547**	**12,132**	–	–	–
Premises costs	**3,875**	**1,030**	**4,905**	–	–	–
Office administration	**15,864**	**4,216**	**20,080**	6,561	727	7,288
Legal and professional fees	**34,809**	**9,250**	**44,059**	12,267	1,360	13,627
Exchange rate loss	**2,234**	**594**	**2,828**	–	–	–
Equipment depreciation	**791**	**211**	**1,002**	–	–	–
Meetings and expenses	**645**	**172**	**817**	–	–	–
Staff costs	**33,851**	**8,996**	**42,847**	36,237	4,017	40,254
Governance costs:						
– Auditor's remuneration	**13,780**	**3,662**	**17,442**	–	–	–
– Trustees' meetings and expenses	**20,422**	**5,427**	**25,849**	11,391	1,263	12,654
Total funds	**137,898**	**36,647**	**174,545**	86,413	9,580	95,993

8 Expenditure by charitable activity

Summary by fund type

	Restricted funds £	**Unrestricted funds £**	**2024 £**	Restricted funds £	Unrestricted funds £	2023 £
Co-ordination of global activities	**331,452**	**976,420**	**1,307,872**	184,346	1,070,983	1,255,329
Protection of threatened habitats and species	**225,230**	**122,334**	**347,564**	133,760	5,410	139,170
Total funds	**556,682**	**1,098,754**	**1,655,436**	318,106	1,076,393	1,394,499

Summary by expenditure type

	Staff costs (note 10) £	*Depreciation £*	*Other costs £*	***Total 2024 £***
Co ordination of global activities	*922,198*	*791*	*384,883*	**1,307,872**
Protection of threatened habitats and species	*47,050*	*57,119*	*243,395*	**347,564**
	969,248	*57,910*	*628,278*	**1,655,436**

	Staff costs (note 10) £	*Depreciation £*	*Other costs £*	*Total 2023 £*
Co ordination of global activities	*860,505*	*6,710*	*388,114*	*1,255,329*
Protection of threatened habitats and species	*4,017*	*–*	*135,153*	*139,170*
	864,522	*6,710*	*523,267*	*1,394,499*

9 Net expenditure before gains/(losses)on investments

This is stated after charging the following:

	2024 £	2023 £
Depreciation (note 12)	**57,910**	6,710
Auditors' remuneration – Current year	**17,442**	12,654

10 Staff costs

Staff costs were as follows:

	2024 £	2023 £
Wages and salaries	**860,794**	785,998
Social security costs	**112,921**	105,163
Pension cost	**53,572**	38,264
	1,027,287	929,425

The number of higher paid employees was:

	2024 £	2023 £
£60,001–£70,000	**–**	3
£70,001–£80,000	**2**	–
£80,001–£90,000	**1**	–

The 2024 accounts include £54.5k (2023 – £39.1k) of social security costs relating to non-UK based staff.

The average monthly number of employees during the year was as follows:

	2024 £	2023 £
Direct programme staff (including staff seconded to national projects)	**18**	16
Administrative staff	**1**	1
	19	17

The key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day-to-day basis comprise the Trustees and the senior management team of the charity. The total remuneration (including taxable benefits and employer's national insurance and pension contributions) of the key management personnel for the year was £445,911 (2023 – £422, 657). The number of key management personnel was six in 2024 (2023 – nine).

11 Trustees' expenses and remuneration

No Trustee received any emoluments during the year in connection with his or her duties as trustee to the charity (2023 – £nil).

During the year, 9 Trustees (2023 – 7) were reimbursed travel expenses totalling £13,672 (2023 – £8,292).

12 Tangible fixed assets

	Leasehold property and improvements £	Freehold property £	Office Equipment £	**Total £**
Cost				
At 1 January 2024	309,844	119,520	4,007	**433,371**
At 31 December 2024	309,844	119,520	4,007	**433,371**
Depreciation				
At 1 January 2024	80,544	34,272	1,141	**115,957**
Charge for the year	41,200	15,708	1,002	**57,910**
At 31 December 2024	121,744	49,980	2,143	**173,867**
Net book values				
At 31 December 2024	188,100	69,540	1,864	**259,504**
At 31 December 2023	229,300	85,248	2,866	**317,414**

Included within freehold and leasehold property is land with value of £39,545 which is not depreciated (2023 – £39,545). The freehold property comprises the field study centre 'Cruzinha' in Mexilhoeira Grande, Portugal, which is used exclusively by the A Rocha Associação Cristã de Estudo e Defesa Ambiente. Leasehold property comprises 'Karara' in Nairobi, Kenya, used exclusively by A Rocha Kenya. Although the charity was left the freehold title to the property, under local legislation introduced in 2010, freehold titles held by foreign bodies were revoked in favour of long leasehold arrangements. Legal title of the properties is held by A Rocha Limited, a company registered in the UK and limited by guarantee. Beneficial ownership has been assigned to A Rocha International. The land and buildings are shown at cost, or estimated cost at the point of donation.

The depreciation policy was changed in 2024 to reduce the period over which buildings are fully depreciated from 70 years to 50 years, or the period of lease (whichever is shorter). This resulted in a one-off back charge of depreciation of £51,339 in 2024.

13 Investments – listed securities

Market value	**2024 £**	2023 £
At 1 January	**839,765**	836,342
Disposals – proceeds	**(200,000)**	(100,000)
Disposals – realised gain	**7,200**	5,729
Unrealised gain/(loss) in the year	**36,810**	97,694
At 31 December 2024	**683,775**	839,765
Market value of investments	**683,775**	839,765
Historic cost of investments	**292,635**	379,842
Unrealised gains included above on investments	**391,140**	459,923

Reconciliation of movement in unrealised gains	**2024 £**	2023 £
Unrealised gains at 1 January	**459,923**	408,246
Unrealised gains in the year	**(105,593)**	(46,016)
Net gains arising on revaluation	**36,810**	97,693
Total unrealised gains at 31 December	**391,140**	459,923
Listed investments at the year-end comprised of the following:		
COIF Charities Ethical Investment fund	**683,775**	839,765

14 Stocks

	2024 £	2023 £
Books	**3,154**	–
	3,154	–

Books are valued at cost price, excluding cost of freight/handling.

15 Debtors

	2024 £	2023 £
Amounts due from other A Rocha organizations	**63,376**	155,191
Gift aid receivable	**14,938**	21,927
Other debtors	**23,215**	21,793
	101,529	198,911

16 Creditors: amounts falling due within one year

	2024 £	2023 £
Taxation and social security	**15,923**	15,789
Accruals	**45,942**	121,979
Other creditors	**106,728**	101,524
	168,593	239,292

Deferred income		
Deferred income included in other creditors comprises:		
	2024 £	2023 £
Balance at the beginning of the year	**91,941**	–
Amount released to income in the year	**(102,033)**	–
Amount deferred in the year	**94,658**	91,941
Balance at the end of the year	**84,566**	91,941

Deferred income comprised income received in advance for Church Engagement activities.

17 Funds

Unrestricted funds	1 January 2024 £	Income £	Expenditure £	Transfers £	Gains/ (Losses) £	**31 December 2024 £**
Designated funds	–	–	–	–	–	**–**
Fixed asset funds	317,414	–	(57,910)	–	–	**259,504**
Global Conservation Fund	95,267	82,705	(96,014)	–	–	**81,958**
Other funds	70,373	5,200	(10,404)	–	–	**65,169**
	483,054	87,905	(164,328)	–	–	**406,631**
General funds						
General funds, all funds	888,356	721,919	(1,010,917)	–	44,010	**643,368**
Total Unrestricted funds	1,371,410	809,824	(1,175,245)	–	44,010	**1,049,999**

Unrestricted funds	*1 January 2023 £*	*Income £*	*Expenditure £*	*Transfers £*	*Gains/ (Losses) £*	*31 December 2023 £*
Designated funds	–	–	–	–	–	–
Fixed asset funds	*320,117*	–	*(2,703)*	–	–	*317,414*
Global Conservation Fund	*185,020*	*118,266*	*(208,019)*	–	–	*95,267*
Other funds	*46,421*	–	*(26,048)*	*50,000*	–	*70,373*
	551,558	118,266	(236,770)	*50,000*	–	483,054
General funds						
General funds, all funds	*1,076,369*	*609,071*	*(850,507)*	*(50,000)*	*103,423*	*888,356*
Total Unrestricted funds	*1,627,927*	*727,337*	*(1,087,277)*	–	*103,423*	*1,371,410*

The fixed assets fund represents the net book value of the charity's fixed assets. A decision was made to separate this fund from the general fund of the charity in recognition of the fact that the tangible fixed assets are essential to the day-to-day work of the charity and as such their value should not be regarded as funds that would be realisable with ease, in order to meet future contingencies.

The Global Conservation Fund (GCF) is to provide strategic funding for ARI and the A Rocha Worldwide Family. Given the wider strategic purpose of this fund the Trustees deem this fund to be a designated fund. The balance of the GCF at the end of Decemeber 2024 will be used to fund activities in 2025.

Other funds include a new fund of £50,000 set up in 2023 to meet the costs of the 2025 international forum.

17 Funds (continued)

Restricted funds	*1 January 2024 £*	*Income £*	*Expenditure £*	*Transfers £*	**31 December 2024 £**
A Rocha Czech Republic	*7,542*	*18,887*	*(25,697)*		**732**
A Rocha France	*45*	*6,945*	*(6,652)*		**338**
A Rocha Ghana	*1,315*	*3,929*	*(4,638)*		**606**
A Rocha India	*648*	*5,785*	*(5,821)*		**612**
A Rocha Kenya	*119,905*	*71,494*	*(145,436)*		**45,963**
A Rocha Lebanon	*12,526*	*4,224*	*(15,267)*		**1,483**
A Rocha Peru	*8,135*	*8,002*	*(8,272)*		**7,865**
A Rocha Portugal	*2,570*	*34,090*	*(33,618)*		**3,042**
A Rocha South Africa	*972*	*1,641*	*(2,313)*		**300**
A Rocha Uganda	*1,072*	*6,652*	*(6,631)*		**1,093**
A Rocha UK	*250*	*2,884*	*(2,942)*		**192**
A Rocha USA	*220*	*3,467*	*(4)*		**3,683**
Climate Stewards	*2,798*	*7,473*	*(5,839)*		**4,432**
Other AROs	*2,615*	*2,273*	*(3,098)*		**1,790**
Projects	*97,019*	*324,094*	*(290,454)*		**130,659**
TOTAL	*257,633*	*501,840*	*(556,682)*		**202,790**

The income funds listed for each of the AROs represents donations and grants for A Rocha's work, including specific projects in that country and for running the respective field study centres.

17 Funds (continued)

Restricted funds (continued)	*1 January 2023 £*	*Income £*	*Expenditure £*	*Transfers £*	*31 December 2023 £*
A Rocha Australia	*557*	*1,144*	*(606)*	*–*	*1,095*
A Rocha Brazil	*1,236*	*45*	*(03)*	*(426)*	*852*
A Rocha Canada	*–*	*390*	*(390)*	*–*	*–*
CIC Philippines	*8*	*8*	*–*	*–*	*16*
A Rocha Czech Republic	*10,762*	*19,400*	*(22,620)*	*–*	*7,542*
A Rocha France	*3,057*	*3,046*	*(6,058)*	*–*	*45*
A Rocha Germany	*75*	*–*	*–*	*–*	*75*
A Rocha Ghana	*(1,096)*	*12,720*	*(10,309)*	*–*	*1,315*
A Rocha India	*2,588*	*8,340*	*(10,280)*	*–*	*648*
A Rocha Kenya	*86,853*	*82,258*	*(49,206)*	*–*	*119,905*
A Rocha Lebanon	*22,100*	*9,234*	*(18,808)*	*–*	*12,526*
A Rocha Netherlands	*261*	*08*	*–*	*–*	*269*
A Rocha New Zealand	*568*	*500*	*(881)*	*–*	*187*
A Rocha Peru	*1,652*	*17,378*	*(11,321)*	*426*	*8,135*
A Rocha Portugal	*5,390*	*10,488*	*(13,308)*	*–*	*2,570*
A Rocha South Africa	*958*	*1,885*	*(1,871)*	*–*	*972*
A Rocha Sweden (KriNa)	*9*	*8*	*–*	*–*	*17*
A Rocha Switzerland	*9*	*87*	*–*	*–*	*96*
A Rocha Uganda	*5,989*	*9,285*	*(14,202)*	*–*	*1,072*
A Rocha UK	*1,657*	*4,406*	*(5,813)*	*–*	*250*
A Rocha USA	*220*	*–*	*–*	*–*	*220*
Eden creation care (Nigeria)	*1,015*	*8*	*(1,015)*	*–*	*8*
Climate Stewards	*(525)*	*4,254*	*(931)*	*–*	*2,798*
Projects	*49,055*	*273,691*	*(225,727)*	*–*	*97,019*
TOTAL	*192,398*	*458,583*	*(393,349)*	*–*	*257,632*

18 Analysis of net assets between funds

	Unrestricted funds			
	Restricted funds £	General funds £	Designated funds £	**2024 Total funds £**
Tangible fixed assets	–	–	259,504	**259,504**
Investments	–	683,775	–	**683,775**
Current assets	287,356	43,620	147,127	**478,103**
Creditors due within one year	(84,566)	(84,027)	–	**(168,593)**
	202,790	643,368	406,631	**1,252,789**

	Unrestricted funds			
	Restricted funds £	*General funds £*	*Designated funds £*	*2023 Total funds £*
Tangible fixed assets	*–*	*–*	*317,414*	*317,414*
Investments	*–*	*839,765*	*–*	*839,765*
Current assets	*257,632*	*287,883*	*165,640*	*711,155*
Creditors due within one year	*–*	*(239,292)*	*–*	*(239,292)*
	257,632	*888,356*	*483,054*	*1,629,042*

19 Transactions with related parties

Peter Harris is the President Emeritus of A Rocha International.

In 2024 he was reimbursed £15,471 (2023 – £21,020) for expenses incurred in his volunteer role to promote the work of A Rocha worldwide.

These expenses were paid from donations received specifically for this purpose.

In 2024, Peter Harris made donations totalling £2,738 (2023 – £1,070) to A Rocha organisations.

Joanna Swinney, Director of Communications for A Rocha International, is the daughter of Peter Harris.

Steeve Tanner is a Trustee of A Rocha International and also the chair of the Trustees for A Rocha Switzerland. In 2024, A Rocha International paid £94,445 (2023 – £102,740) to A Rocha Switzerland to reimburse employment-related costs of two employees seconded to A Rocha International.

Rodel Lasco is a Trustee of A Rocha International and also the chair of Christians in Conservation (CIC) Philippines. In 2024, A Rocha International transferred £712 (2023 – £nil) in donations for conservation projects of CIC Philippines.

Alfred Oteng-Yeboah is a Trustee of A Rocha International and also the chair of the Trustees of A Rocha Ghana. In 2024, A Rocha International transferred £52,152 (2023 – £63,778) to A Rocha Ghana representing transfers of donations, conference travel reimbursements and grant allocations for conservation projects.

In 2024, donations totalling £12,106 (2023 – £9,689) were made by staff and trustees to A Rocha International and other A Rocha Organisations.

20 Liability of members

The charity is constituted as a company limited by guarantee. In the event of the charity being wound up the members are required to contribute an amount not exceeding £10.



www.arocha.org

A ROCHA
INTERNATIONAL

Company registration number 06852417(England and Wales)
Charity Registration number 1136041

A ROCHA INTERNATIONAL

England & Wales - Charity number 1136041

Accounts

Annual Report and Financial Statements

31 December 2023



A ROCHA INTERNATIONAL

Company registration number 06852417(England and Wales)
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Conservation and Hope

A ROCHA INTERNATIONAL



Annual Report and Financial Statements – **2023**

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The Trustees present their report together with the financial statements of A Rocha International (the "charity" or "ARI") for the year ended 31 December 2023.

The report has been prepared in accordance with Part 8 of the Charities Act 2011 and constitutes a directors' report for the purposes of company legislation.

The financial statements have been prepared in accordance with the accounting policies set out on pages 32 to 35 of the attached financial statements and comply with the charitable company's memorandum and articles of association, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102). The financial statements have also been prepared in accordance with the Companies Act 2006.



A message from the Executive Director and Chair of Trustees





Ed Walker, Executive Director

It is a deep honour to be writing for the first time as Executive Director of A Rocha International and it is with a thankful heart that I present A Rocha International's annual report for 2023.

During the first few months of my role with A Rocha International, I have been inspired and encouraged by the incredible work I have seen around the world. It spans continents, ecosystems, churches, seminary colleges and communities, each project guided by a dedication to biodiversity conservation and a Christian conviction for caring for God's creation. By working with local stakeholders and scientific and faith-based bodies, I have seen the positive and transformational change these projects have for people and nature, from the restoration of habitats to the empowerment of communities.

As we look ahead to the next part of A Rocha's journey, I do so with gratitude for the seeds that have already been sowed and in anticipation for all that lies ahead. We recognise we need both the guiding hand of a God that created and loves every species and community and also the support from everyone reading this.

I am convinced by the absolute missional imperative of A Rocha and convinced the world needs to see Christians and churches rising up to care for the environment and all life on our planet. Thank you for your journey and support along the way.

Soohwan Park, Chair of Trustees

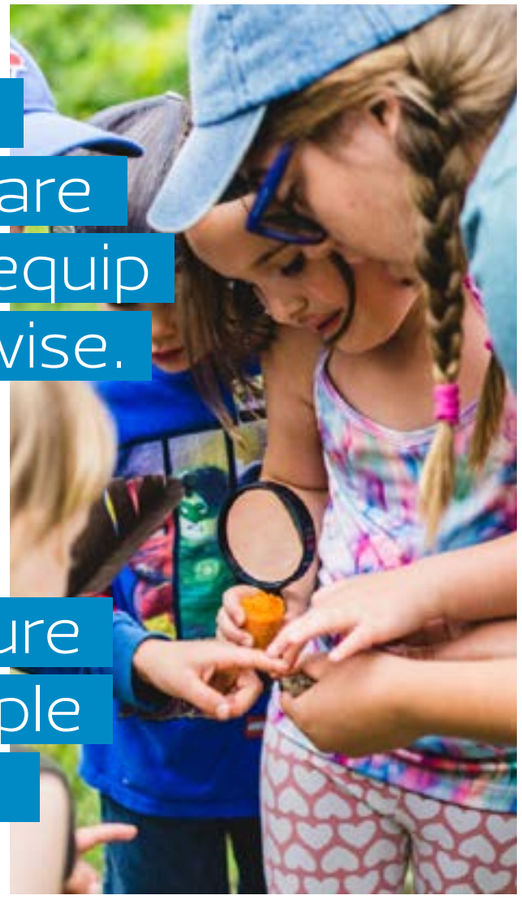
As I reflect on the past year, I am filled with gratitude for the incredible journey we've shared in advancing A Rocha International's mission.

2023 was a particularly significant year when we celebrated A Rocha's 40th anniversary. Once again our core commitments proved themselves in all the varied contexts of the 21 countries where A Rocha works. We were able to lay some of the critical foundations for the future that will be needed for the step change in growth that the A Rocha Worldwide Family is now witnessing. These include a rapid expansion in the Friends of A Rocha Network, a new A Rocha Worldwide Strategic Direction, the appointment of an Executive Director, the appointment of the Church Engagement Director. The last two strengthened our Management Team adding to the existing expertise in the science, operations, communications and theology teams.

None of this could be achieved without the steadfast support of individuals, communities, and partners. Our vision for a world where nature flourishes as people live equitably and sustainably, is at the heart of everything we do. This annual report serves as a testament to your faithful prayers and support and a witness to our collective impact as we continue to steward God's creation with humility, reverence, and love.

Thank you for journeying with us.

Our mission



A Rocha lives out God's calling to care for creation and equip others to do likewise.

Our vision

Our vision is a world where nature flourishes as people live equitably and sustainably.

Our core commitments

Christian

We follow Jesus Christ, who created the world and calls us to care for it.

Conservation

We protect and restore nature and are committed to local places and people over the long term.

Cultural diversity

We celebrate the insights, perspectives and solutions offered by our diverse cultures.

Community

We invest in good relationships through our commitment to God, one another and the wider creation.

Collaboration

We seek to work with anyone who shares our vision.

Objects and purposes



A Rocha is a global family of Christian nature conservation organizations, working to protect and care for communities, landscapes and species, and to engage the Church in creation care.

The objects of A Rocha International (ARI) are:

- The advancement of the Christian faith and the understanding of its relevance to environmental issues.
- Education of the public by promotion of conservation and the study of ecology and the environment.
- Promotion of the conservation, protection and improvement of the physical and natural environment in a community context.

In setting objectives and planning the charity's activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit.

ARI has four main purposes in the worldwide family:

- to provide operational, scientific and theological support;
- to represent the family in a collective context;
- to assist in the development of new initiatives;
- and to ensure the family strives to comply with agreed standards.

Activities and achievements in 2023



Celebrated A Rocha's 40th anniversary

2023 was a significant milestone for A Rocha! We marked our four decades by producing a special 40th anniversary edition of Field Notes newsletter; supported A Rocha Portugal to celebrate their 40th anniversary, held two virtual 40th Anniversary Celebrations (to enable those from any time zone to join), interviewed our cofounder, Peter Harris, on the Field Notes podcast, and released five short films and discussion guides in A Rocha's Elements of Hope video series. We also ran a special fundraising campaign, '40 for the Future', highlighting 40 projects around the world.

Grew the Friends of A Rocha Network

The Friends of A Rocha Network has expanded rapidly, with 10 new members in the last year, bringing the total number to 21. At the end of 2023, three applications were under review, 30 more groups are in the application process and there are ongoing conversations with 28 groups.

Developed a family-wide strategic direction

We led a process of consultation culminating in the creation of A Rocha's first joint strategic direction, identifying four priorities for our collaborative work: increase our conservation impact, strengthen our engagement with Christian communities, increase the participation of younger generations in our work and expand the geographical reach of the Worldwide Family.

Coordinated the African Forest and Marine Conservation Programmes

ARI ran global biodiversity conservation programmes to protect and restore forests in Kenya, Uganda, Nigeria, Ghana and South Africa, and to address challenges facing the marine environment in many other countries including Portugal, New Zealand, Netherlands and the US. ARI team members supported many A Rocha Organizations (AROs) including by visiting to review their conservation programmes, to train local staff and their partners, and to teach at locally organised events in schools, colleges, universities and churches.



Completed the Global Biodiversity Information Facility (GBIF) project

ARI coordinated 11 organizations across four African forest landscapes to digitize data for conservation. The project allowed a substantial amount of data – previously buried and unavailable to the conservation, science and decision-making communities – to be properly organized, cleaned and made publicly available on the GBIF platform, strengthening the case for the conservation of these landscapes and our role in supporting this.

Finalised the brand refresh and published the A Rocha Brand Book

With a simplified, strengthened and updated brand in place, we're now in the phase of embedding our brand strategy in our thinking, content creation and design. We're excited to see how our enhanced communications are leading to greater engagement in caring for creation around the world. We also worked alongside ten AROs to create new, brand-aligned, user-oriented websites, boosting their ability to reach and serve supporters, partners, and beneficiaries.

Saw our fundraising grow by 23%

Our investment in fundraising in 2023 paid dividends with the success of our 40 for the Future campaign, and a good number of new major donors.

Partnered in planning a major theological symposium in Lebanon

ARI helped plan a theological symposium for the Middle East Council of Churches (MECC) and the Association of Theological Institutions of the Middle East (ATIME), at which ARI's Director of Theology was a keynote speaker. The symposium resulted in a unanimous statement from MECC on climate change addressed to Middle Eastern political leaders in advance of COP28 (in Dubai).



Developed A Rocha Organizations' capacity

We invested in growing organizational capacity around the A Rocha worldwide family, focusing on organizational and financial management, strategic planning, proposal writing and reporting, project cycle management, and the development of internal policies and procedures. We provided an induction/onboarding programme to new senior leaders of three AROs and ARI staff members made support visits and attended Board meetings of several AROs. We have begun to develop some bespoke online courses for the AROs as an additional way of promoting good practice in operational areas.

Held an Environmental Education Conference

A Rocha International held an environment education (EE) conference and teacher training workshops in Ghana, attended by A Rocha representatives from Nigeria, Ghana, India, Kenya, South Africa and Uganda. Attendees shared best practice, information and learning, and building relationships which have strengthened EE at national and global levels.

Inspired Christians from the Americas to Asia to take action for nature

ARI team members have spoken at churches, conferences and seminaries, written books and articles, been interviewed on podcasts, contributed to IUCN panels and reached people all over the world with the invitation to partner with God in caring for his world.



Our plans for 2024



Represent A Rocha within global Church fora

We will take part in networks and their events such as Micah Global, Renew Our World, Season of Creation, Lausanne, the World Evangelical Alliance and the Lausanne 4 global conference.

Support the growth of A Rocha in S E Asia

We will hold a Management Team and Trustees meeting in Singapore and will seek to build the capacity of A Rocha's organization in the Philippines and Friends groups in Malaysia and Indonesia.

Launch *The Whole Easter Story*

This Lent devotional by Joanna Swinney will be published by BRF in September 2024 with all royalties coming to ARI. Supplementary resources will be created to facilitate its use by church and Christian student groups

Hold a virtual two day 'Forum Festival' for the A Rocha Worldwide Family

This event will include filmed show cases of A Rocha's work around the world, inspirational and educational plenary sessions and opportunities for networking and connection.

Organize a global Environmental Education conference and teacher workshops

Hosted at A Rocha Kenya's Field Study Centre, this event will bring together Environmental Education officers from around the A Rocha Worldwide Family and will provide a learning opportunity for 40 local secondary school teachers.

Annual Report and Financial Statements – **2023**



Coordinate A Rocha's involvement in the UN's Biodiversity COP

This will include some in person representation and involvement as well as the creation of online statements, responses and commentary.

Launch the A Rocha Resource Hub

This site will host materials in multiple languages for church leaders and members, teachers, and students around the theme of nature conservation.

Deliver donor funded obligations in Ghana and Lebanon

Complete outstanding activities and final reports due to Leventis Foundation for work in Ghana, and Synchronicity Earth for Lebanon. Commence work on extension work in Ghana if proposal to Leventis proves successful.

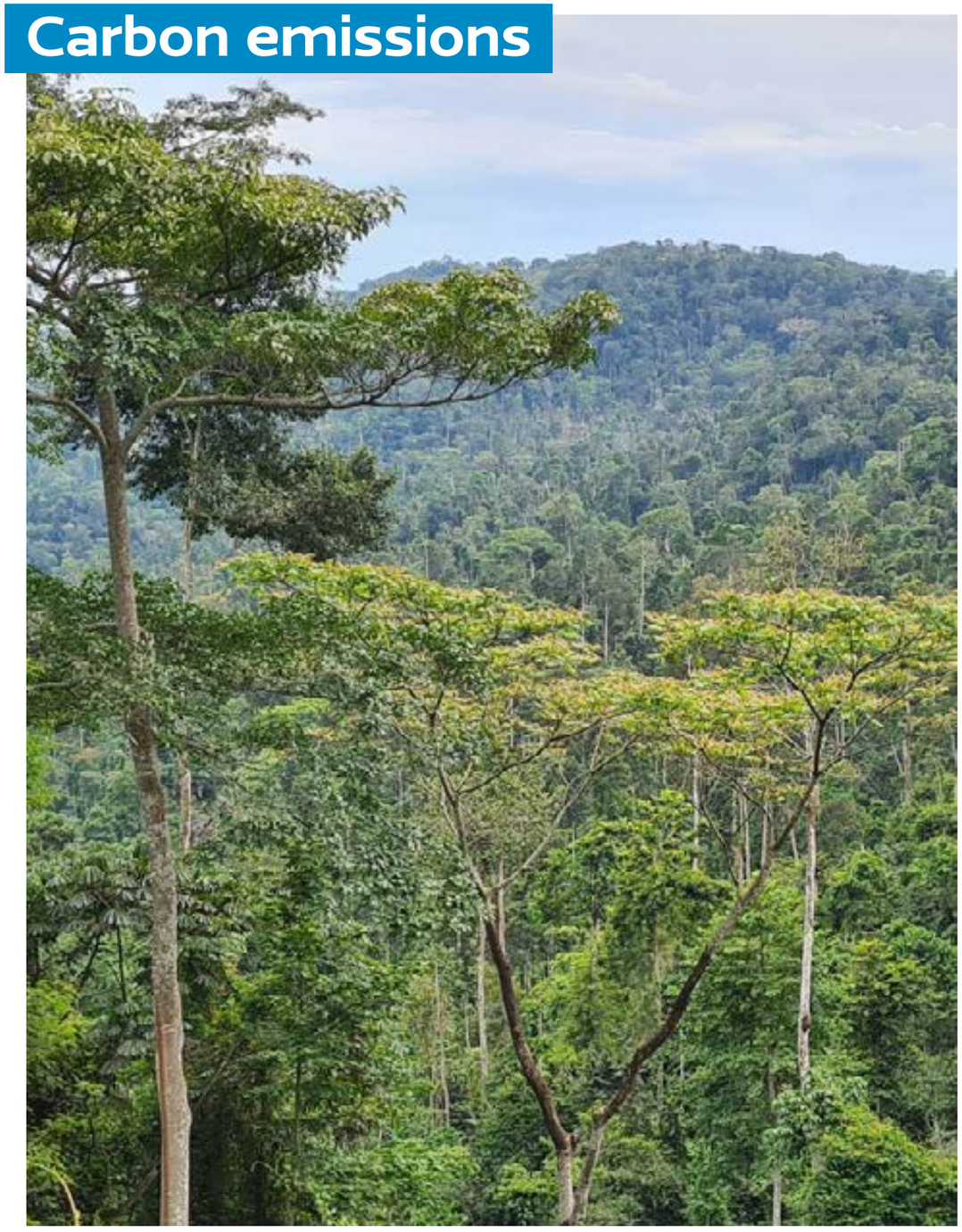
Administer the Global Conservation Fund

Fundraise and distribute grants from the Global Conservation Fund to the A Rocha Worldwide Family according to their priorities.

Lead global conservation programmes

Work with others to develop standard Terms of Reference, metrics and reporting flows for the family from our programmes.

Carbon emissions



A Rocha International strives for integrity in the carbon impact of our activities as an organization concerned with environmental protection. To minimize our emissions, the majority of our meetings are held virtually, and we do not have office space or vehicles. For essential travel, we offset the carbon with Climate Stewards (an A Rocha organization).

Climate Stewards

Financial review



Financial position

A summary of the year's financial results can be found on page 29 of this report.

During 2023, total income amounted to £1,185,920 (2022 – £1,012,481). Of the income, a total of £1,099,003 (2022 – £896,675) related to donations and legacies. These results are the fruit of the charity's investment in fundraising in the second half of 2022

Expenditure totalled £1,480,626 (2022 – £1,449,332). Expenditure incurred on charitable activities amounted to £1,394,499 (2022 – £1,356,419). This included staff costs of £864,522 (2022 – £768,320). Charitable grants and donations made amounted to £128,550 (2022 – £175,624).

Net expenditure for the year before investment gains was £294,706 (2022 – £436,851), which was £120,585 better than budgeted. This saving was due to increased income and delays in staff recruitment leading to lower staff costs. Investment gains of £103,423 (2022 – loss of £117,131 resulted in a net decrease in funds for the year of £191,283 (2022 – net decrease of £553,982).

The Charity's net assets on 31 December 2023 were £1,629,042 (2022 – £1,820,325). Of this £257,632 (2022 – £192,398) related to restricted funds; £483,054 (2022 – £551,558) had been designated by the Trustees; leaving the general funds balance of £888,356 (2022 – £1,076,369).

Reserves policy

ARI's reserves are held in support of the organization's ongoing activities, recognising its commitment to the employment of staff, the lack of substantial regular income from grants, and the fluctuation of income in relation to appeals, seasonal donations and legacies and the need to ensure funds are available for planned developments.

For the purposes outlined above, the Trustees aim to maintain free reserves at around 50% of annual expenditure, which equates to approximately £740,000. The Board have defined reserves for the purpose of this policy as unrestricted funds, excluding designated funds. Liquid reserves, i.e. those reserves held in cash or easily converted to cash, should normally not be less than 25% of the annual expenditure budget. The reserves policy was reviewed in 2024 and will be reviewed again in 2025 prior to the signing of those accounts.

The annual work plan and budget includes a forecast for income, expenditure and reserves for the next three years to illustrate how this target is expected to be met.

The level of free reserves held on 31 December 2023 was £888,356 comprising of the unrestricted general funds balance.

During 2013, a trust which had previously made a quarterly gift to ARI to support its activities was wound up and a capital sum of over US$3,000,000 was paid to the charity. The Trustees have to manage this income in such a way as best assists the charity's financial challenges over the next few years. The management team and Trustees are committed to grow ARI's regular donor base but recognise that this will take a number of years to achieve. The Trustees have decided to use some of these reserves to invest in additional fundraising, marketing and development staffing with the aim of increasing both the level of unrestricted income for ARI and to bring in additional funds for the Worldwide A Rocha Worldwide Family. Based on the planned expenditure of the charity, the level of free reserves will, in the medium term, be in line with the level set by the Trustees.

Going concern assessment

There is a reasonable expectation that ARI has adequate resources to continue in operational existence for the foreseeable future. The Trustees believe that there are no material uncertainties that call into doubt the charity's ability to continue operating as a going concern. The financial statements have therefore been prepared on the basis that the charity remains a going concern.

Transactions with related parties

Details of related party transactions during the year are included within note 18.

Investment policy

The charity holds funds with CAF Bank Limited and HSBC plc in addition to holding accumulated units in the COIF Charities Ethical Investment Fund with CCLA.

The charity's investment policy is to give priority to banks or other institutions that have an ethical policy. The Trustees benchmark and review interest rates regularly to ensure the investments deliver a suitable return.

At 31 December 2023, the market value of listed investments was £839,765 (2022 – £836,342). Details of movements in investments during 2023 are included within note 13.

Fundraising policy

All fundraising is carried out by the charity's own staff and volunteers. ARI does not employ external fundraisers. When supporters contact ARI asking to be removed from its database this is done without undue delay. A thorough review of all donors and supporters was undertaken in 2018 as part of ARI's preparation for GDPR and a further check of permissions is undertaken on a biannual basis. As such, all donors and supporters have been contacted to confirm that they wish to remain on ARI's database and to ascertain how they would like us to contact them in respect of the various marketing and fundraising publications. Trustees were fully involved in the preparation for GDPR and have approved a Privacy policy and a Data Breach policy which are displayed on ARI's website.

During 2023, ARI did not receive any complaints relating to its fundraising approach.

A Code of Conduct has been prepared to further protect vulnerable people and other members of the public from behaviour which could be seen as an unreasonable intrusion on a person's privacy.

Annual Report and Financial Statements – **2023**



Risk management

Trustees identify potential risks to the charity by carrying out regular detailed reviews of the activities and future strategy of the charity. These risks are kept under regular review. The full risk register was reviewed during 2022 and the highest risks reviewed and reported on to Trustees in 2023. The following specific measures have been put in place to mitigate each of the risk areas.

Identified Risk	Action Taken
Dependence upon a few donors making large donations	The fundraising strategy was updated in 2022. During 2022 two staff were recruited to focus on increasing the supporter base in North America.
Financial Reserves	Reserves are above the target of £740,000 which represents approximately 6 months expenditure. Please refer to pages 15 and 16 for further details on the reserves policy. Multi-year reserves forecasts are produced to try to ensure reserves do not fall below, or greatly exceed, target levels.
Capacity of ARI Staff	Additional appointments were made and staff hours increased in 2023. These included the appointment of a full-time Executive Director and Director of Church Engagement and a part-time Finance Officer.
Governance and Reporting by AROs	A new Covenant between ARI and 20 AROs was signed on 24 October 2020 to replace bi-lateral memoranda of understandings. Training of staff in project management cycle and project risk assessment has been undertaken. Governance and Finance checklists have been undertaken with ARO staff and Board members. The development of a Learning Organization ethos is being developed to share experience and good practice.
Theological or Mission Drift	An international forum involving representatives from each ARO are held every 3 years and are seen as key in avoiding theological and mission drift. At the 2022 forum the A Rocha Worldwide Family agreed to a reworded Mission and Vision statement for A Rocha and a Commitment to Creation Care. Resources have been made available in other languages. The At Your Service website, which brings together sermons and talks on Creation Care for use throughout A Rocha was updated in 2022. The Director of Theology has been significantly involved in a number of Lausanne conferences and has involved members from a number of AROs.
Reputational risk	The first stage of the Brand refresh was completed in 2022, and compliance is constantly being monitored. An Intranet has been created which contains best practice material for all AROs. Regular zoom meetings are held with communications staff from AROs so that communications updates and best practice can be shared. Potential reputational risks arising from discussions with groups wishing to become AROs are assessed. A Code of Conduct for Trustees, staff, volunteers, interns and seconded staff has been prepared and adopted.



In addition, further risks are still being monitored from previous years. These are:

- Kidnap and terrorism threats; and
- The health of key ARI staff

The management team monitors the effectiveness of the actions annually and presents its evaluation to Trustees. In addition to the above specific actions taken during the year, potential risks are mitigated on an on-going basis by the following actions:

- The Trustees provide an appropriate variety of professional skills and experience;
- The maintenance of a prudent level of reserves;
- The employment of professionally qualified staff in key areas;
- A comprehensive and adequate suite of insurance policies;
- Effective internal communications and controls;
- A comprehensive range of written policies and procedures covering all areas of the charity's activities; and
- All staff are required to complete a Comprehensive Safety in Travel review of their international travel arrangements prior to departure.

Reference and administrative information



President Emeritus
Rev Peter Harris

Key management personnel

The management team is led by the Executive Director and is responsible for implementing policy as well as overseeing the operations of ARI. Employees of the charity are remunerated in accordance with the charity's pay scales as set by the Board. Subject to funds being available, it is the charity's policy to increase salary bands each year in line with the UK consumer prices index.

Management team

- **Executive Director:** Dr Simon Stuart (retired 30 April 2023), Edward Walker MBE (from 16 August 2023)
- **Deputy Executive Director:** Rev Dr Benjamin Lowe (resigned 21 April 2023)
- **Chief Operating Officer and Company Secretary:** Kenneth Brown
- **Director of Science and Conservation:** Dr Jeremy Lindsell
- **Director of Communications:** Joanna Swinney
- **Director of International Operations:** Sarah French (until 31 January 2023)
- **Director of Theology:** Rev Dr David Bookless (until 15 September 2023)
- **Director of Church Engagement:** Rokhum Lalbiakhlui (from 15 September 2023)
- **Director of Development:** Avery Robson (from 15 June 2023)

Registered office
4th Floor, 49 St James's Street,
London, SW1A 1AH

Company registration number
06852417

Auditor
Buzzacott LLP
130 Wood Street
London
EC2V 6DL

Investment managers
CCLA Investment Management Limited
Senator House
85 Queen Victoria Street
London
EC4V 4ET

Bankers
HSBC
31 The Pyramids
Grange Road
Birkenhead
CH41 2ZL

CAF Bank Limited
Kings Hill
West Malling
Kent
ME19 4TA

Our charitable registration

A Rocha International was incorporated as a company limited by guarantee on 19 March 2009 and became a UK registered charity (number 1136041) on 20 May 2010. The Memorandum and articles of association were amended by special resolutions dated 3 May 2013 and 31 October 2020.

On 1 July 2010, the activities of The A Rocha Trust (charity number 288634 and formerly known as A Rocha International) were transferred to A Rocha International. Prior to 1 July 2010, A Rocha International had been dormant.

Trustees



Soohwan Park (Chair)



David Geoffrey Cowper



Prof Rodel Diaz Lasco



Prof Alfred Apau Oteng-Yeboah



Dr Hilary Frances Marlow



Dr Florence Ndinda Muindi



Prof Jan van der Stoep



Dr Steeve Tanner



Christine Raquel Taylor Warner



Graham Bernard Wright

All Trustees give their time freely. No Trustees were remunerated during the year 2023. Details of trustee expenses are disclosed in note 11.

Method of appointment or election of Trustees

On 24 October 2020 ARI and 20 A Rocha Organizations (AROs) signed a Covenant which replaced existing bi-lateral memoranda of association (between ARI and each ARO) with effect from 1 January 2021. The Covenant allocates AROs into five regions and each region can make a recommendation for a trustee of ARI. A further five Trustees are appointed by the existing Trustees with due consideration for the skills and experience required to assist the growth and development of ARI, being careful to ensure a breadth of diversity. Trustees can serve for up to two terms of four years. All Trustees are required to sign the statement of A Rocha's Mission and Beliefs.

Policies adopted for the induction and training of Trustees

New Trustees follow an established induction procedure, which includes an introduction to the work of ARI and receipt of a copy of the governing documents. The new trustee is also briefed on the current aims and objectives and fully advised on the financial position of the charity.

Organizational structure and decision making

The Trustees of ARI govern the charity in accordance with its memorandum and articles of association.

The Family of A Rocha Organizations (AROs) includes ARI and 21 AROs. ARI supports AROs around the world as detailed above. Each ARO is a separate, independent legal entity from ARI whose activities are not controlled by the charity, although all are mutually supportive through the Covenant. The results of each ARO are therefore not consolidated within these financial statements.

The Trustees agree the strategic policy to be implemented by the management team to whom all other team members report.

Reflecting the international role of the charity, the Trustees reside in eight countries. In order to save costs and reduce the environmental impact of travel, the Trustees restrict meeting in-person to twice a year. Each meeting is residential and held over two days and usually involves a visit to an ARO's project(s). The Trustees also meet at least once between each in-person meeting. This pattern allows time for discussion of substantive issues and facilitated the strengthening of the relationship between the Trustees. The business of Trustees' meetings includes receiving a set of financial statements and a review of operational issues from the management team, discussions on strategic priorities and relations between the A Rocha Family of organizations, and considering the implications for A Rocha's resource needs, policies and priorities. The Board is supported by three sub-committees that report to all Trustees:

- The Finance and Compliance Committee comprises four Trustees and met four times, virtually, during 2023.
- An Executive Trustee Committee which, if required, meets with the management team between full trustee meetings to review operational issues. The Executive Committee comprises four Trustees.
- The Fundraising and Communications Committee comprises two Trustees and met once, virtually, during 2023.

Trustee responsibilities

The Trustees (who are also Directors of ARI for the purposes of company law) are responsible for preparing the Trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure, of the charity for that period. In preparing these financial statements, the Trustees are required to:

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

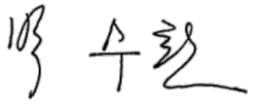
The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets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

Each of the Trustees confirms that:

- so far as the trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- the trustee has taken all the steps that he or she ought to have taken as a trustee in order to make himself or herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

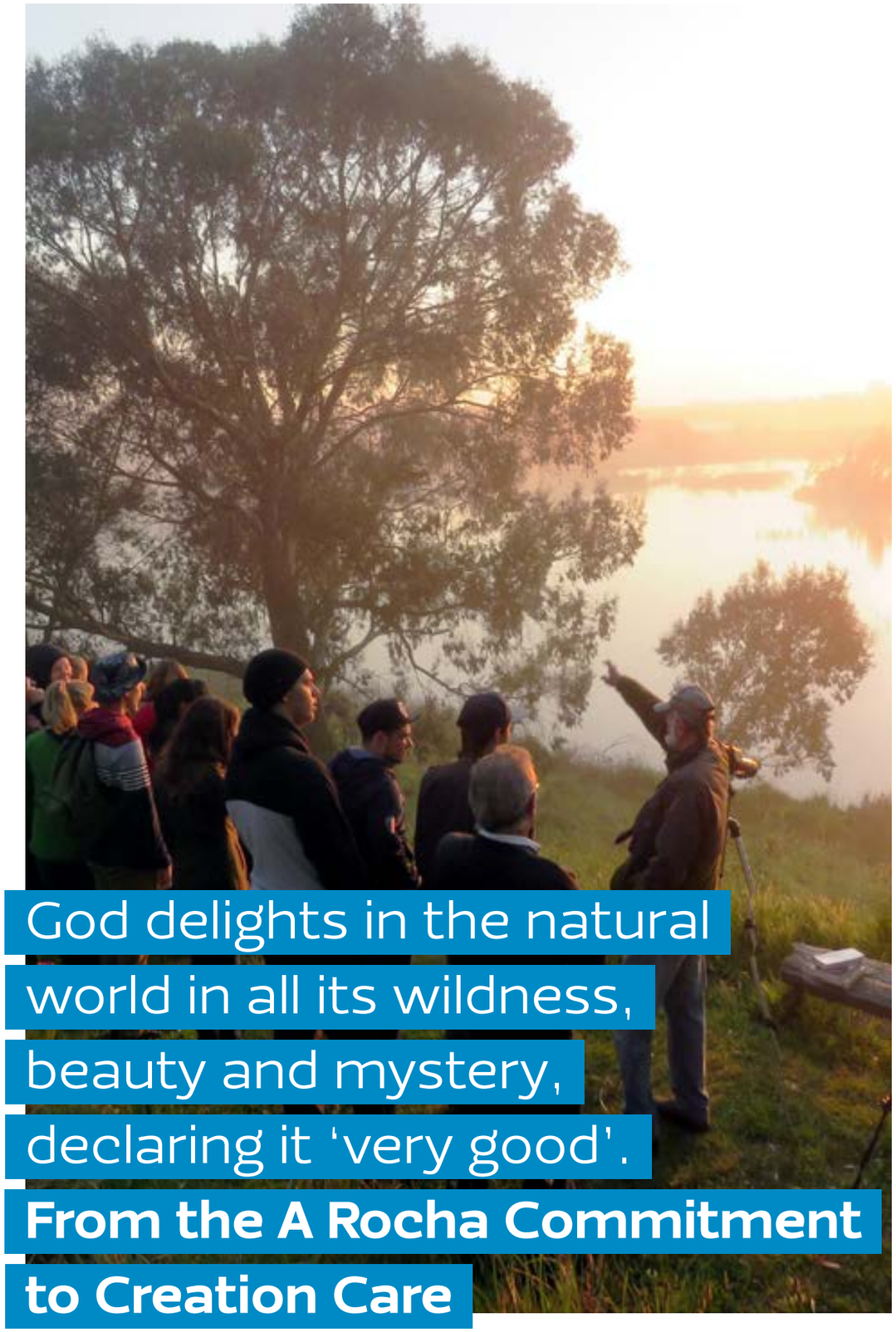
This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006. The Trustees are responsible for the maintenance and integrity of the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from other jurisdictions.

Approved by the Trustees:



Soohwan Park, Chair of Trustees

Approved on: 11 July 2024



God delights in the natural world in all its wildness, beauty and mystery, declaring it 'very good'.

From the A Rocha Commitment to Creation Care

Independent auditor's report

Opinion

We have audited the financial statements of A Rocha International (the 'charitable company') for the year ended 31 December 2023 which comprise the statement of financial activities, the balance sheet, and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st December 2023 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in

the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which is also the directors' report 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 trustees' report, which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in 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 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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 these 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. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the charity through discussions with key management and from our knowledge and experience of the charity sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charity. These included but were not limited to the Companies Act 2006, the Charities Act 2011, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2019); and
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of key management and review of minutes of Trustees' meetings.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of key management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested and reviewed journal entries to identify unusual transactions;
- Tested the authorisation of expenditure;
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of Trustees; and
- Enquiring of as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

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



Shachi Blakemore (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 7 August 2024

Statement of financial activities (incorporating the income and expenditure account)

	Notes	**Restricted funds**	**Unrestricted funds**	**TOTAL 2023**	Restricted funds	Unrestricted funds	TOTAL 2022
Income from:							
– Donation and legacies	1	458,316	640,687	**1,099,003**	399,199	497,476	896,675
– Charitable activities	2	–	73,155	**73,155**	2,357	71,841	74,198
– Trading activities		–	1,673	**1,673**	–	10,078	10,078
– Other: Income		267	11,822	**12,089**	–	31,530	31,530
Total incoming resources		458,583	727,337	**1,185,920**	401,556	610,925	1,012,481
Expenditure on:							
– Raising funds	3	75,243	7,008	**82,251**	35,297	13,189	48,486
– Charitable activities	4	318,106	1,076,393	**1,394,499**	378,633	977,786	1,356,419
– Other expenditure		–	3,876	**3,876**	–	44,427	44,427
Total resources expended		393,349	1,087,277	**1,480,626**	413,930	1,035,402	1,449,332
Net income (expenditure) before gains/ (losses) on investments	9	65,234	(359,940)	**(294,706)**	(12,374)	(424,477)	(436,851)
Gains/ (losses) on investments							
– Unrealised gains/ (losses)	13	–	97,694	**97,694**	–	(89,929)	(89,929)
– Realised gains/ (losses)	13	–	5,729	**5,729**	–	(27,202)	(27,202)
Net movement in funds for the year		65,234	(256,517)	**(191,283)**	(12,374)	(541,608)	(553,982)
Total funds at 1 January		192,398	1,627,927	**1,820,325**	204,772	2,169,535	2,374,307
Total funds at 31 December		257,632	1,371,410	**1,629,042**	192,398	1,627,927	1,820,325

All recognised gains and losses are included in the above statement of financial activities.

The notes on pages 36 to 44 form part of these financial statements.

Balance sheet as at 31 December 2023

	Notes	2023	2023	2022	2022
		£	**£**	£	£
Fixed assets					
Tangible fixed assets	12		**317,414**		320,117
Investments	13		**839,765**		836,342
			1,157,179		1,156,459
Current assets					
Debtors	14	**198,911**		381,666	
Cash at bank		**512,244**		410,819	
		711,155		792,485	
Creditors					
Amounts falling due within one year	15	**(239,292)**		(128,619)	
Net current assets			**471,863**		663,866
Net assets			**1,629,042**		1,820,325
The funds of the charity					
Restricted funds	16		**257,632**		192,398
Unrestricted funds					
– General funds	16		**888,356**		1,076,369
– Designated funds	16		**483,054**		551,558
Total funds			**1,629,042**		1,820,325

Approved by the Trustees and signed on their behalf by:

Soohwan Park
Trustee (Chair)

Approved on: 11 July 2024

A Rocha International
Company Registration Number 06852417 (England and Wales)

Statement of cash flows Year ended 31 December 2023

	Notes	2023 £	2022 £
Cash inflow/outflow from operating activities:			
Net cash provided by (used in) operating activities	A	**5,432**	(232,949)
Cash inflow from investing activities:			
Proceeds from disposal of investments		**100,000**	300,000
Purchase of tangible fixed assets		**(4,007)**	–
Net cash provided by investing activities		**95,993**	300,000
Change in cash and cash equivalents in the year		**101,425**	67,051
Cash and cash equivalents at 1 January	B	**410,819**	343,768
Cash and cash equivalents at 31 December	B	**512,244**	410,819

Notes to the statement of cash flows for the year to 31 December:

A Reconciliation of net movement in funds to net cash flow from operating activities

	2023 £	2022 £
Net movement in funds (as per the statement of financial activities)	**(191,283)**	(553,982)
Adjustments for:		
Depreciation charge	**6,710**	5,569
(Gains)/losses on investments	**(103,423)**	117,131
Decrease in debtors	**182,755**	187,658
Increase in creditors	**110,673**	10,675
Net cash provided by (used in) operating activities	**5,432**	(232,949)

B Analysis of cash, cash equivalents, and net debt

	2023 £	2022 £
Cash at bank and in hand	**512,244**	410,819
Total cash and cash equivalents	**512,244**	410,819

Principal accounting policies



The principal accounting policies adopted, judgements and key sources of estimation and uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year to 31 December 2023 and have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements are presented in sterling and are rounded to the nearest pound.

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 United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011 and the Companies Act 2006.

ARI is the body that supports AROs around the world. Each ARO is a separate independent legal entity to ARI whose activities are not controlled by the charity although it is mutually supportive through a Memorandum of Understanding and Statement of Faith. The results of each ARO are therefore not consolidated within these financial statements.

The charity constitutes a public benefit entity as defined by FRS 102.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- estimating the useful economic life of tangible fixed assets;
- estimating the value of gifts in kind; and
- determining the basis for allocating support costs across expenditure categories.

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment within respect to a period of one year from the date of approval of these financial statements.

The Trustees have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The Trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The Trustees monitor cash flow throughout the year including future sources of income via a system which tracks fundraising expectations month by month.

The most significant areas of judgement that affect items in the financial statements are detailed above. With regard to the next accounting period, the year ending 31 December 2023, the most significant areas that affect the carrying value of the assets held by the charity are the level of investment return and the performance of the investment markets.

Income recognition

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably, and it is probable that the income will be received.

Income comprises donations and grants, legacies, investment income and other income for charitable activities.

Donations and grants are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations and grants pledged but not received, the amount is accrued for where the receipt is considered probable, unless there are implied time-related conditions which limit entitlement to a grant. In the event that a donation or grant is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity, and it is probable that those conditions will be fulfilled in the reporting period.

Donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain facilities or services of equivalent economic benefit on the open market.

Legacies are included in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

Entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, but the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title of the asset having being transferred to the charity.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

In accordance with the Charities SORP FRS 102 volunteers time is not included as income in charity accounts. Volunteers support the work of A Rocha International through representation with partners and supporters globally, and also through administrative and technical support.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- Expenditure on raising funds includes all expenditure associated with raising funds for the charity. This includes costs associated with fundraising.
- Expenditure on charitable activities includes all costs associated with furthering the charitable purposes of the charity through the provision of its charitable activities. Such costs include charitable grants and donations, and direct and support costs in respect to the co-ordination of global activities and conservation programmes.
- Charitable grants and donations are made where the Trustees consider there is real need following a review of the details of each particular case, and comprise single year payments rather than multi-year grants. Grants and donations are included in the statement of financial activities when approved.

All expenditure is stated inclusive of irrecoverable VAT.

Allocation of support and governance costs

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity, it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment, and a suitable working environment.

Governance costs comprise the costs involving the public accountability of the charity (including audit costs) and costs in respect to its compliance with regulation and good practice.

Support costs are apportioned between charitable activities in proportion to the direct costs incurred in relation to each activity.

Tangible fixed assets

All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised. Assets are retired at the end of their useful economic life.

Tangible fixed assets are stated at cost less depreciation. Depreciation is not charged on freehold or leasehold land. Depreciation on other tangible fixed assets is provided at rates calculated to write off the cost of those assets, less their estimated residual value, over their expected useful lives on the following bases:

- Leasehold property and improvements – the shorter of 70 years or the remaining lease term
- Freehold property – 70 years
- Office equipment – 25% on cost

Investments

Listed investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price.

The charity does not acquire put options, derivatives or other complex financial instruments.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions 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. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Exchange differences are taken into account in arriving at the net movement in funds.

Pension contributions

Contributions in respect of the charity's defined contribution pension scheme are charged to the statement of financial activities when they are payable to the scheme. The charity's contributions are restricted to the contributions disclosed in note 10. There were no outstanding contributions at the year end. The charity has no liability beyond making its contributions and paying across the deductions for the employees' contributions.

Funds structure

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Notes to the financial statements

Year to 31 December 2023

1 Donations and legacies

	2023			2022		
	Restricted funds £	**Unrestricted funds £**	**Total funds £**	Restricted funds £	Unrestricted funds £	Total funds £
Donations	**224,753**	**467,065**	**691,818**	241,614	398,000	639,614
Legacies	**25,000**	**–**	**25,000**	–	20,000	20,000
Grants	**208,563**	**173,622**	**382,185**	157,585	79,476	237,061
Total funds	**458,316**	**640,687**	**1,099,003**	399,199	497,476	896,675

2 Income from charitable activities

	2023			2022		
	Restricted funds £	**Unrestricted funds £**	**Total funds £**	Restricted funds £	Unrestricted funds £	Total funds £
Coordination of global activity	**–**	**73,155**	**73,155**	–	71,841	71,841
Threatened habitats & species	**–**	**–**	**–**	2,357	–	2,357
Total funds	**–**	**73,155**	**73,155**	2,357	71,841	74,198

3 Cost of raising funds

	2023			2022		
	Restricted funds £	**Unrestricted funds £**	**Total funds £**	Restricted funds £	Unrestricted funds £	Total funds £
Cost of books sold	**–**	**3,801**	**3,801**	–	5,437	5,437
Promotional costs	**75,243**	**3,207**	**78,450**	35,297	7,752	43,049
Total funds	**75,243**	**7,008**	**82,251**	35,297	13,189	48,486

4 Charitable activities

	Direct costs (note 5) £	Grant funding of activities (note 6) £	Support costs (note 7) £	**2023 Total funds £**
Co ordination of global activities	1,153,349	15,567	86,413	**1,255,329**
Protection of threatened habitats and species	16,607	112,983	9,580	**139,170**
2023 Total funds	1,169,956	128,550	95,993	**1,394,499**
	Direct costs (note 5) £	*Grant funding of activities (note 6) £*	*Support costs (note 7) £*	*2022 Total funds £*
Co ordination of global activities	1,069,814	52,015	88,562	1,210,391
Protection of threatened habitats and species	11,736	123,609	10,683	146,028
2022 Total funds	1,081,550	175,624	99,245	1,356,419

5 Direct costs

	Coordination of global activities £	Protection of threatened habitats and species £	**2023 Total funds £**
Premises costs	5,151	–	**5,151**
Travel	58,320	4,653	**62,973**
Donations	135,897	11,954	**147,851**
Other project costs	66,700	–	**66,700**
Web site development costs	1,916	–	**1,916**
Communications	4,648	–	**4,648**
Other administration costs	43,731	–	**43,731**
Meetings and conferences	6,008	–	**6,008**
Staff costs	824,268	–	**824,268**
Depreciation (note 12)	6,710	–	**6,710**
2023 total funds	1,153,349	16,607	**1,169,956**
	Coordination of global activities £	*Protection of threatened habitats and species £*	*2022 Total funds £*
Premises costs	*1,298*	*–*	*1,298*
Travel	*72,366*	*118*	*72,484*
Donations	*179,728*	*9,341*	*189,069*
Other project costs	*53,325*	*2,277*	*55,602*
Web site development costs	*4,843*	*–*	*4,843*
Communications	*4,266*	*–*	*4,266*
Other administration costs	*16,419*	*–*	*16,419*
Meetings and conferences	*3,095*	*–*	*3,095*
Staff costs	*728,905*	*–*	*728,905*
Depreciation (note 12)	*5,569*	*–*	*5,569*
2022 total funds	*1,069,814*	*11,736*	*1,081,550*

6 Grant funding of activities

	2023			2022		
	Restricted funds £	**Unrestricted funds £**	**Total funds £**	Restricted funds £	Unrestricted funds £	Total funds £
Grants to A Rocha Organizations	**128,550**	**–**	**128,550**	125,609	50,015	175,624
Total funds	**128,550**	**–**	**128,550**	125,609	50,015	175,624

7 Support costs

	Coordination of global activities £	**Protection of threatened habitats and species £**	**2023 Total funds £**	Coordination of global activities £	Protection of threatened habitats and species £	2022 Total funds £
Insurance	**1,439**	**160**	**1,599**	1,097	132	1,229
Office administration	**6,561**	**727**	**7,288**	4,524	546	5,070
Legal and professional fees	**12,267**	**1,360**	**13,627**	8,939	1,078	10,017
Exchange rate loss	**–**	**–**	**–**	9,966	1,202	11,168
Staff costs	**36,237**	**4,017**	**40,254**	35,172	4,243	39,415
Governance costs: – Auditor's remuneration	**11,391**	**1,263**	**12,654**	15,741	1,899	17,640
– Trustees' meetings and expenses	**18,518**	**2,053**	**20,571**	13,123	1,583	14,706
Total funds	**86,413**	**9,580**	**95,993**	88,562	10,683	99,245

8 Expenditure by charitable activity

Summary by fund type

	Restricted funds £	**Unrestricted funds £**	**2023 £**	Restricted funds £	Unrestricted funds £	2022 £
Co-ordination of global activities	**184,346**	**1,070,983**	**1,255,329**	271,206	939,185	1,210,391
Protection of threatened habitats and species	**133,760**	**5,410**	**139,170**	107,427	38,601	146,028
Total funds	**318,106**	**1,076,393**	**1,394,499**	378,633	977,786	1,356,419

8 Expenditure by charitable activity (continued)

Summary by expenditure type

	Staff costs (note 10) £	*Depreciation £*	*Other costs £*	***Total 2023 £***
Co ordination of global activities	*860,505*	*6,710*	*388,114*	***1,255,329***
Protection of threatened habitats and species	*4,017*	*–*	*135,153*	***139,170***
	864,522	*6,710*	*523,267*	***1,394,499***

	Staff costs (note 10) £	*Depreciation £*	*Other costs £*	*Total 2022 £*
Co ordination of global activities	*764,077*	*5,569*	*440,743*	*1,210,388*
Protection of threatened habitats and species	*4,243*	*–*	*141,787*	*146,030*
	768,320	*5,569*	*582,530*	*1,356,419*

9 Net expenditure before losses/(gains) on investments

This is stated after charging the following:

	2023 £	2022 £
Depreciation (note 12)	**6,710**	5,569
Auditors' remuneration – Current year	**12,654**	9,840

10 Staff costs

Staff costs were as follows:

	2023 £	2022 £
Wages and salaries	**785,998**	707,828
Social security costs	**105,163**	49,160
Pension cost	**38,264**	28,628
	929,425	785,616

The number of higher paid employees was:

	2023	2022
£60,001 – £70,000	**3**	3

The 2023 accounts include £39.1k of social security costs relating to non-UK based staff. In 2022 these were not disclosed separately from Wages and Salaries, so the 2023 accounts show a clearer reapportionment of costs.

The average monthly number of employees during the year was as follows:

	2023	2022
Direct programme staff (including staff seconded from national projects)	**16**	16
Administrative staff	**1**	1
	17	17

The key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day-to-day basis comprise the Trustees and the senior management team of the charity. The total remuneration (including taxable benefits and employer's national insurance and pension contributions) of the key management personnel for the year was £422,657 (2022 – £370,001). The number of key management personnel was nine in 2023 (2022 – seven).

11 Trustees' expenses and remuneration

No Trustee received any emoluments during the year in connection with his or her duties as trustee to the charity (2022 – £nil).

During the year, seven Trustees (2022 – six) were reimbursed travel expenses totalling £8,292 (2022 – £8,091).

12 Tangible fixed assets

	Leasehold property and improvements £	Freehold property £	Office Equipment £	**Total £**
Cost				
At 1 January 2023	309,844	119,520	–	**429,364**
Additions	–	–	4,007	**4,007**
At 31 December 2023	309,844	119,520	4,007	**433,371**
Depreciation				
At 1 January 2023	76,403	32,844	–	**109,247**
Charge for the year	4,141	1,428	1,141	**6,710**
At 31 December 2023	80,544	34,272	1,141	**115,957**
Net book values				
At 31 December 2023	229,300	85,248	2,866	**317,414**
At 31 December 2022	233,441	86,676	–	320,117

Included within freehold and leasehold property is land with value of £39,545 which is not depreciated (2022 – £39,545). The freehold property comprises the field study centre 'Cruzinha' in Mexilhoeira Grande, Portugal, which is used exclusively by the A Rocha Associação Cristã de Estudo e Defesa Ambiente. Leasehold property comprises 'Karara' in Nairobi, Kenya, used exclusively by A Rocha Kenya. Although the charity was left the freehold title to the property, under local legislation introduced in 2010, freehold titles held by foreign bodies were revoked in favour of long leasehold arrangements. Legal title of the properties is held by A Rocha Limited, a company registered in the UK and limited by guarantee. Beneficial ownership has been assigned to A Rocha International. The land and buildings are shown at cost, or estimated cost at the point of donation.

13 Investments – listed securities

Market value	**2023 £**	2022 £
At 1 January	**836,342**	1,253,473
Additions	**–**	–
Disposals – proceeds	**(100,000)**	(300,000)
Disposals – realised gain	**5,729**	(27,203)
Unrealised gain/(loss) in the year	**97,693**	(89,929)
At 31 December 2023	**839,765**	836,342
Market value of investments	**839,765**	836,342
Historic cost of investments	**379,842**	428,096
Unrealised gains included above on investments	**459,923**	408,246

13 Investments – listed securities (continued)

Reconciliation of movement in unrealised gains	**2023 £**	2022 £
Unrealised gains at 1 January	**408,246**	674,154
Unrealised losses released on disposal	**(46,016)**	(175,979)
Net gains / (losses) arising on revaluation	**97,693**	(89,929)
Total unrealised gains at 31 December	**459,923**	408,246
Listed investments at the year-end comprised of the following:		
COIF Charities Ethical Investment fund	**839,765**	836,342

14 Debtors

	2023 £	2022 £
Amounts due from other A Rocha organizations	**155,191**	337,669
Gift aid receivable	**21,927**	33,176
Other debtors	**21,793**	10,821
	198,911	381,666

15 Creditors: amounts falling due within one year

	2023 £	2022 £
Taxation and social security	**15,789**	10,775
Accruals	**121,979**	68,101
Other creditors	**101,524**	49,743
	239,292	128,619

Deferred Income

Deferred income included in Other Creditors comprises:

	2023 £	2022 £
Balance at the beginning of the year	**–**	–
Amount released to income in the year	**–**	–
Amount deferred in the year	**91,941**	–
Balance at the end of the year	**91,941**	–

Deferred income comprised income received in advance for Church Engagement activities.

16 Funds

Unrestricted funds	1 January 2023 £	Income £	Expenditure £	Transfers £	Gains/ (Losses) £	**31 December 2023 £**
Designated funds						
Fixed asset funds	320,117	–	(2,703)	–	–	**317,414**
Global Conservation Fund	185,020	118,266	(208,019)	–	–	**95,267**
Other funds	46,421	–	(26,048)	50,000	–	**70,373**
	551,558	118,266	(236,770)	50,000	–	**483,054**
General funds						
General Funds, all funds	1,076,369	609,071	(850,507)	(50,000)	103,423	**888,356**
Total Unrestricted funds	1,627,927	727,337	(1,087,277)	–	103,423	**1,371,410**

Unrestricted funds	*1 January 2022 £*	*Income £*	*Expenditure £*	*Transfers £*	*Gains/ (Losses) £*	*31 December 2022 £*
Designated funds						
Fixed asset funds	*325,686*	*–*	*(5,569)*	*–*	*–*	*320,117*
Global Conservation Fund	*334,939*	*9,849*	*(159,768)*	*–*	*–*	*185,020*
Other funds	*128,893*	*–*	*(82,472)*	*–*	*–*	*46,421*
	789,518	9,849	(247,809)	–	–	551,558
General funds						
General Funds, all funds	*1,380,017*	*601,076*	*(787,593)*	*–*	*(117,131)*	*1,076,369*
Total Unrestricted funds	*2,169,535*	*610,925*	*(1,035,401)*	*–*	*(117,131)*	*1,627,927*

16 Funds (continued)

The fixed assets fund represents the net book value of the charity's fixed assets. A decision was made to separate this fund from the general fund of the charity in recognition of the fact that the tangible fixed assets are essential to the day-to-day work of the charity and as such their value should not be regarded as funds that would be realisable with ease, in order to meet future contingencies.

The Global Conservation fund is to provide strategic funding for ARI and the A Rocha Worldwide Family. Given the wider strategic purpose of this fund the Trustees deem this fund to be a designated fund.

Other funds include a new fund of £50,000 set up in 2023 to meet the costs of the 2025 international forum.

Restricted funds	*1 January 2023 £*	*Income £*	*Expenditure £*	*Transfers £*	**31 December 2023 £**
A Rocha Australia	*557*	*1,144*	*(606)*	*–*	**1,095**
A Rocha Brazil	*1,236*	*45*	*(3)*	*(426)*	**852**
A Rocha Canada	*–*	*390*	*(390)*	*–*	**–**
CIC Philippines	*8*	*8*	*–*	*–*	**16**
A Rocha Czech Republic	10,762	19400	(22,620)	–	**7,542**
A Rocha France	*3,057*	*3,046*	*(6,058)*	*–*	**45**
A Rocha Germany	*75*	*–*	*–*	*–*	**75**
A Rocha Ghana	*(1,096)*	*12,720*	*(10,309)*	*–*	**1,315**
A Rocha India	*2,588*	*8,340*	*(10,280)*	*–*	**648**
A Rocha Kenya	*86,853*	*82,258*	*(49,206)*	*–*	**119,905**
A Rocha Lebanon	*22,100*	*9,234*	*(18,808)*	*–*	**12,526**
A Rocha Netherlands	*261*	*8*	*–*	*–*	**269**
A Rocha New Zealand	*568*	*500*	*(881)*	*–*	**187**
A Rocha Peru	*1,652*	*17,378*	*(11,321)*	*426*	**8,135**
A Rocha Portugal	*5,390*	*10,488*	*(13,308)*	*–*	**2,570**
A Rocha South Africa	*958*	*1,885*	*(1,871)*	*–*	**972**
A Rocha Switzerland	*9*	*87*	*–*	*–*	**96**
A Rocha Uganda	*5,989*	*9,285*	*(14,202)*	*–*	**1,072**
A Rocha UK	*1,657*	*4,406*	*(5,813)*	*–*	**250**
A Rocha USA	*220*	*–*	*–*	*–*	**220**
Eden Creation Care (Nigeria)	*1,015*	*8*	*(1,015)*	*–*	**8**
KriNa (Sweden)	*9*	*8*	*–*	*–*	**17**
Climate Stewards	*(525)*	*4,254*	*(931)*	*–*	**2,798**
Projects	*49,055*	*273,691*	*(225,727)*	*–*	**97,019**
TOTAL	*192,398*	*458,583*	*(393,349)*	*–*	**257,632**

The income funds listed for each of the AROs represent donations and grants for A Rocha's work, including specific projects in that country and for running the respective field study centres.

16 Funds (continued)

Restricted funds (continued)	*1 January 2022 £*	*Income £*	*Expenditure £*	*Transfers £*	*31 December 2022 £*
A Rocha Australia	*3,104*	*2,480*	*(5,027)*	*–*	*557*
A Rocha Brazil	*906*	*354*	*(24)*	*–*	*1,236*
A Rocha Canada	*1,151*	*475*	*(1,626)*	*–*	*–*
CIC Philippines	*–*	*705*	*(697)*	*–*	*8*
A Rocha Czech Republic	6,585	18,148	(13,971)	–	*10,762*
A Rocha France	*37*	*3,065*	*(45)*	*–*	*3,057*
A Rocha Germany	*75*	*–*	*–*	*–*	*75*
A Rocha Ghana	*6,199*	*5,895*	*(13,190)*	*–*	*(1,096)*
A Rocha India	*9,464*	*50,734*	*(57,610)*	*–*	*2,588*
A Rocha Kenya	*22,516*	*59,433*	*(25,739)*	*30,643*	*86,853*
A Rocha Lebanon	*32,618*	*17,309*	*(27,827)*	*–*	*22,100*
A Rocha Netherlands	*252*	*9*	*–*	*–*	*261*
A Rocha New Zealand	*(4)*	*1,000*	*(428)*	*–*	*568*
A Rocha Peru	*15,111*	*2,554*	*(16,013)*	*–*	*1,652*
A Rocha Portugal	*(28)*	*9,707*	*(4,289)*	*–*	*5,390*
A Rocha South Africa	*1,058*	*46,987*	*(47,087)*	*–*	*958*
A Rocha Switzerland	*43*	*9*	*(43)*	*–*	*9*
A Rocha Uganda	*7,698*	*14,163*	*(15,872)*	*–*	*5,989*
A Rocha UK	*(1,705)*	*8,428*	*(5,066)*	*–*	*1,657*
A Rocha USA	*220*	*–*	*–*	*–*	*220*
Eden Creation Care (Nigeria)	*493*	*756*	*(234)*	*–*	*1,015*
KriNa (Sweden)	*–*	*9*	*–*	*–*	*9*
Climate Stewards	*570*	*650*	*(1,745)*	*–*	*(525)*
Projects	*98,409*	*188,657*	*(207,399)*	*(30,643)*	*49,055*
TOTAL	*204,772*	*401,526*	*(413,930)*	*–*	*192,398*

17 Analysis of net assets between funds

	Unrestricted funds			
	Restricted funds £	General funds £	Designated funds £	**2023 Total funds £**
Tangible fixed assets	–	–	317,414	**317,414**
Investments	–	839,765	–	**839,765**
Current assets	257,632	287,883	165,640	**711,155**
Creditors due within one year	–	(239,292)	–	**(239,292)**
	257,632	888,356	483,054	**1,629,042**

	Unrestricted funds			
	Restricted funds £	General funds £	Designated funds £	2022 Total funds £
Tangible fixed assets	–	–	320,117	320,117
Investments	–	836,342	–	836,342
Current assets	192,398	368,646	231,441	792,485
Creditors due within one year	–	(128,619)	–	(128,619)
	192,398	1,076,369	551,558	1,820,325

18 Transactions with related parties

Peter Harris is the President Emeritus of A Rocha International. In 2023 he was reimbursed £21,020 (2022 – £18,626) for expenses incurred in his volunteer role to promote the work of A Rocha worldwide. These expenses were paid from donations received specifically for this purpose. In 2023, Peter Harris made donations totalling £1,070 (2022 – £0) to other A Rocha organisations. Joanna Swinney, Director of Communications for A Rocha International, is the daughter of Peter Harris.

Steeve Tanner is a Trustee of A Rocha International and also the chair of the Trustees for A Rocha Switzerland. In 2023, A Rocha International paid £102,740 (2022 – £92,774) to A Rocha Switzerland to reimburse employment-related costs of two employees seconded to A Rocha International.

Rodel Lasco is a Trustee of A Rocha International and also the chair of Christians in Conservation (CIC) Philippines. In 2023, A Rocha International transferred £0 (2022 – £660) in donations for conservation projects of CIC Philippines.

Alfred Oteng-Yeboah is a Trustee of A Rocha International and also the chair of the Trustees of A Rocha Ghana. In 2023, A Rocha International transferred £63,778 (2022 – £48,707) to A Rocha Ghana representing transfers of donations and grant allocations for conservation projects, and costs associated with holding a conference on Environmental Education and ARI staff visits.

19 Liability of members

The charity is constituted as a company limited by guarantee. In the event of the charity being wound up the members are required to contribute an amount not exceeding £10.





www.arocha.org

A ROCHA
INTERNATIONAL

Company registration number 06852417(England and Wales)
Charity Registration number 1136041

A ROCHA INTERNATIONAL

England & Wales - Charity number 1136041

Accounts

A Rocha International

Annual Report and Financial Statements

31 December 2022

Company registration number
06852417(England and Wales)

Charity Registration number
1136041

Reference and administrative information

President Emeritus	Rev Peter Harris
Trustees	Soohwan Park (Chair) Geoffrey Cowper Prof Rodel Lasco Prof Alfred Oteng-Yeboah Dr Hilary Marlow Dr Florence Muindi Prof Jan van der Stoep Steve Tanner Christine Warner Graham Wright
Company Secretary	Ken Brown
Management team	
Executive Director	Dr Simon Stuart
Deputy Executive Director	Rev Dr Benjamin Lowe (appointed 14 February 2022, resigned 21 April 2023)
Chief Operating Officer	Ken Brown
Director of Science and Conservation	Dr Jeremy Lindsell
Director of International Operations	Sarah French (until 31 January 2023)
Director of Theology	Rev Dr David Bookless
Director of Communications	Joanna Swinney
Registered office	180 Piccadilly London W1J 9HF
Charity registration number	1136041
Company registration number	06852417
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Investment managers	CCLA Investment Management Limited Senator House 85 Queen Victoria Street London EC4V 4ET

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Reference and administrative information

Bankers	HSBC 31 The Pyramids Grange Road Birkenhead CH41 2ZL
	CAF Bank Limited Kings Hill West Malling Kent ME19 4TA

The Trustees present their report together with the financial statements of A Rocha International (the "charity" or "ARI") for the year ended 31 December 2022.

The report has been prepared in accordance with Part 8 of the Charities Act 2011 and constitutes a directors' report for the purposes of company legislation.

The financial statements have been prepared in accordance with the accounting policies set out on pages 29 to 33 of the attached financial statements and comply with the charitable company's memorandum and articles of association, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

Introduction

A Rocha International (ARI) is an international environmental conservation organisation working to show God's love for all creation.

ARI was incorporated as a company limited by guarantee on 19 March 2009 and became a UK registered charity (number 1136041) on 20 May 2010. The Memorandum and articles of association were amended by special resolutions dated 3 May 2013 and 31 October 2020. On 1 July 2010, the activities of The A Rocha Trust (charity number 288634 and formerly known as A Rocha International) were transferred to A Rocha International. Prior to 1 July 2010, A Rocha International had been dormant.

GOVERNANCE, STRUCTURE AND MANAGEMENT

Method of appointment or election of Trustees

On 24 October 2020 ARI and 20 A Rocha Organisations (AROs) signed a Covenant which replaced existing bi-lateral memoranda of association (between ARI and each ARO) with effect from 1 January 2021. The Covenant allocates AROs into five regions and each region can make a recommendation for a trustee of ARI. A further five Trustees are appointed by the existing Trustees with due consideration for the skills and experience required to assist the growth and development of ARI, being careful to ensure a breadth of diversity. Trustees can serve for up to two terms of four years. All Trustees are required to sign the statement of A Rocha's Mission and Beliefs.

Policies adopted for the induction and training of Trustees

New Trustees follow an established induction procedure, which includes an introduction to the work of ARI and receipt of a copy of the governing documents. The new trustee is also briefed on the current aims and objectives and fully advised on the financial position of the charity.

Organisational structure and decision making

The Trustees of ARI govern the charity in accordance with its memorandum and articles of association.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Organisational structure and decision making (continued)

The Family of A Rocha Organisations (AROs) includes ARI, A Rocha National Organisations (ARNOs), A Rocha Associated Projects (ARAPs) and A Rocha Thematic Organisations (ARTOs). ARI supports AROs around the world as detailed above. Each ARO is a separate, independent legal entity from ARI whose activities are not controlled by the charity, although all are mutually supportive through the Covenant. The results of each ARO are therefore not consolidated within these financial statements.

The Trustees agree the strategic policy to be implemented by the management team to whom all other team members report.

Reflecting the international role of the charity, the Trustees reside in eight countries. In order to save costs and reduce the environmental impact of travel, the Trustees restrict meeting in-person to twice a year. Each meeting is residential and held over two days and usually involves a visit to an ARO's project(s). The Trustees also meet at least once between each in-person meeting. This pattern allows time for discussion of substantive issues and facilitated the strengthening of the relationship between the Trustees. The business of Trustees' meetings includes receiving a set of financial statements and a review of operational issues from the management team, discussions on strategic priorities and relations between the A Rocha Family of organisations, and considering the implications for A Rocha's resource needs, policies and priorities. The Board is supported by two sub-committees that report to all Trustees:

- The Finance and Compliance Committee comprises four Trustees and met three times, virtually, during 2022.

- An Executive Trustee Committee which, if required, meets with the management team between full trustee meetings to review operational issues. The Executive Committee comprises four Trustees.

Risk management

Trustees identify potential risks to the charity by carrying out regular detailed reviews of the activities and future strategy of the charity. These risks are kept under regular review. The full risk register was reviewed during 2022 and the Trustees have asked the management team to report on all of the highest risks (after mitigation) and those with a high impact score before any mitigation. The following specific measures have been put in place to mitigate each of the risk areas.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Risk management (continued)

Identified risk	Action Taken
Dependence upon a few donors making large donations	The fundraising strategy was updated in 2022. During 2022 two staff were recruited to focus on increasing the supporter base in North America.
Financial Reserves	Reserves are above the target of £740,000 which represents approximately 6 months expenditure. Please refer to page 19 for further details on the reserves policy. Multi-year reserves forecasts are produced to try to ensure reserves do not fall below, or greatly exceed, target levels.
Capacity of ARI Staff	Additional part time appointments were made and staff hours increased in 2021. These roles were made permanent in 2022. In addition, an international operations consultant and deputy executive director were appointed in early 2022.
Governance and Reporting by AROs	A new Covenant between ARI and 20 AROs was signed on 24 October 2020 to replace bi-lateral memoranda of understandings. Training of staff in project management cycle and project risk assessment has been undertaken. Governance and Finance checklists have been undertaken with ARO staff and Trustees. The development of a Learning Organisation ethos is being developed to share experience and good practice.
Theological or Mission Drift	An international forum involving representatives from each ARO are held every 3 years and are seen as key in avoiding theological and mission drift. At the 2022 forum the A Rocha Worldwide Family agreed to a reworded Mission and Vision statement for A Rocha and a Commitment to Creation Care. Resources have been made available in other languages. The At Your Service website, which brings together sermons and talks on Creation Care for use throughout A Rocha was updated in 2022. The Director of Theology has been significantly involved in a number of Lausanne conferences and has involved members from a number of AROs.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Risk management (continued)

Identified risk	Action Taken
Reputational risk	The first stage of the Brand refresh was completed in 2022, and compliance is constantly being monitored. An Intranet has been created which contains best practice material for all AROs. Regular zoom meetings are held with communications staff from AROs so that communications updates and best practice can be shared. A new ARI website was designed and launched in 2021. Potential reputational risks arising from discussions with groups wishing to become AROs are assessed. A Code of Conduct for Trustees, staff, volunteers, interns and seconded staff has been prepared and adopted.

The management team monitors the effectiveness of the actions annually and presents its evaluation to Trustees. In addition to the above specific actions taken during the year, potential risks are mitigated on an on-going basis by the following actions:

- The Trustees provide an appropriate variety of professional skills and experience;
- The maintenance of a prudent level of reserves;
- The employment of professionally qualified staff in key areas;
- A comprehensive and adequate suite of insurance policies;
- Effective internal communications and controls; and
- A comprehensive range of written policies and procedures covering all areas of the charity's activities.

All staff are required to complete a Comprehensive Safety in Travel review of their international travel arrangements prior to departure and their completed review is filed with the Chief Operating Officer. All staff and volunteers are covered by a travel insurance policy. ARI's International Travel Policy and Risk Register has been amended to limit the number of staff members, ARI directors or board members who are allowed to travel together on the same flight, vehicle, train or boat.

In addition, further risks are still being monitored from previous years. These are:

- Kidnap and Terrorism threats;
- The health of key ARI staff.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Key management personnel

The management team is led by the Executive Director and is responsible for implementing policy as well as overseeing the operations of ARI.

Employees of the charity are remunerated in accordance with the charity's pay scales as set by the Board. Subject to funds being available, it is the charity's policy to increase salary bands each year in line with the UK consumer prices index.

All Trustees give their time freely. No Trustees were remunerated during the year (2021 – no remuneration). Details of trustee expenses are disclosed in note 11.

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in 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);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

- so far as the trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Statement of Trustees' responsibilities (continued)

- the trustee has taken all the steps that he or she ought to have taken as a trustee in order to make himself or herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

The Trustees are responsible for the maintenance and integrity of the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from other jurisdictions.

OBJECTIVES AND ACTIVITIES

Policies and objectives

ARI is an international environmental conservation organisation working to show God's love for all creation.

The objects of the charity are:

- The advancement of the Christian faith and the understanding of its relevance to environmental issues.
- Education of the public by promotion of conservation and the study of ecology and the environment.
- Promotion of the conservation, protection and improvement of the physical and natural environment in a community context.

In setting objectives and planning the charity's activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit.

Strategies for achieving objectives

ARI currently runs global biodiversity conservation programmes to protect and restore forests in Kenya, Uganda, Nigeria and Ghana, and to address challenges facing the marine environment in many other countries including Portugal, New Zealand, Netherlands and the US. ARI team members support many AROs including by visiting to review their conservation programmes, to train local staff and their partners, and to teach at locally organised events in schools, colleges, universities and churches.

OBJECTIVES AND ACTIVITIES (continued)

Strategies for achieving objectives (continued)

ARI also coordinates and supports the conservation and environmental education activities of nationally registered AROs around the world. At the end of 2022 ARNOs were active in 18 countries – Australia, Canada, Czech Republic, France, Ghana, India, Kenya, Lebanon, Netherlands, New Zealand, Peru, Portugal, South Africa, Switzerland, Uganda, UK and USA. During 2021, ARAPs were active in Nigeria, the Philippines and Sweden. Climate Stewards was an ARTO member of the A Rocha Family operating globally. ARI receives many requests from organisations wishing to become an ARO; where such organisations have existing national reach, they may become ARNOs, but where not, they are encouraged to apply instead for ARAP status. It is anticipated that some ARAPs will remain local and therefore will remain ARAPs without progressing to become an ARNO. ARI has for some years invited emerging organisations in new places to identify informally as 'Friends of A Rocha'. This approach was formalised in 2022 and established as a deliberate policy to help build a pipeline of potential future AROs, resulting in confirmation of eleven Friends organisations globally.

Specific objectives for the year

Our objectives for 2022 and progress in meeting them is set out below:

What we said we would do	What we did
The African Forest and Marine programmes will continue across the A Rocha Worldwide Family, a coordinator will be hired for the African Forest Programme, and additional funding will be sought to support and expand both programmes.	**African Forest Programme** Supported and contributed to a multi-country, multi- partner project with the Global Biodiversity Information Facility, making original data contributions, providing technical expertise, project monitoring and creating communications outputs. Supported the delivery of a four-year programme for conservation of coastal forest in Kenya, including a staff visit to Kenya to monitor progress, analysis of monitoring data, and preparation and submission of the final report to the donor. The area under protection is currently c 1500 hectares, home to 48 species on the IUCN Red List of threatened species. Provided technical expertise and project monitoring to the conservation of upland forest in Ghana, including implementing an advanced forest monitoring system, training staff in Ghana in its use, and undertaking substantial donor reporting activities. The area our work is helping to protect is 25,000 hectares and home to over 100 species on the IUCN Red List of threatened species.

OBJECTIVES AND ACTIVITIES (continued)

Specific objectives for the year (continued)

What we said we would do	What we did
	Secured a grant of £100,000 over two years to support conservation land purchase in Kenya, alongside supporting the securing of further funds for land purchase of £285,000 from World Land Trust. Supported the securing of €85,000 grant over three years for forest conservation work in Uganda, and supported the ongoing development of this work with technical advice. Coordination of the African Forest Programme was redesigned as a shared role with the participating organisations, overseen by ARI staff. The African Forest Programme grew to include A Rocha's work in South Africa restoring mist forest in Kwazulu Natal. In total c 50,000 hectares of forest benefitted from the interventions of the programme including land purchase, site protection, improved governance, and community engagement. **Marine Programme** Supported implementation of four marine projects in Kenya, including elasmobranch (sharks, rays) monitoring, coral bleaching monitoring, marine governance and the first survey of microplastics in a Kenyan Marine Protected Area. The marine governance project has led to new levels of engagement amongst coastal communities regarding the management of marine resources, which we expect to have positive outcomes for the conservation of the ecosystem. Supported production of a Portuguese booklet for schoolchildren on microplastics.

OBJECTIVES AND ACTIVITIES (continued)

Specific objectives for the year (continued)

What we said we would do	What we did
	Visited A Rocha Canada to review their marine and riverine conservation work and develop a transboundary project with USA in the Pacific North West. Hosted three environmental science graduate interns at A Rocha's Florida Project and supervised two graduate student projects in Kenya. The Marine Conservation Programme grew to include A Rocha's work in the Philippines replanting mangroves.
An ARI Theology and Churches Strategy will be developed with consultation from A Rocha Organisations.	Consultation across the A Rocha Worldwide Family led to the development of an ARI Theology and Churches Strategy, with the ARI Trustees approving the first stage of implementation of this strategy. The strategy will involve substantial fundraising and recruitment of key staff members to implement the strategy, which includes creating a new church resources hub, equipping A Rocha Organisations to enable churches to be communities of change, and recruiting regionally based staff in key areas to provide theological advisory capacity, especially in under-served global regions. It is hoped this will help A Rocha to respond more effectively to the desire of churches around the world to care for creation in their own communities and contexts, following good practice.
An A Rocha Environmental Education Conference will be held in April in Uganda.	Two residential Environmental Education workshops for teachers and church leaders took place. A total of 36 teachers and six church leaders participated. The total reach of these workshops was of 21,641 people, as the teachers and church leaders imparted what they learned with large numbers of school children and church members.

OBJECTIVES AND ACTIVITIES (continued)

Specific objectives for the year (continued)

What we said we would do	What we did
	Ten A Rocha Environmental Education Officers from Ghana, Nigeria, South Africa, Kenya and Uganda took part in the five-day residential conference. This was part of ARI's ongoing work to strengthen capacity for environmental education and build on the excellent work already being carried out by A Rocha Organisations across Africa. Participants learned about the role of environmental education for reconnecting people and nature and for inspiring action for a sustainable world. They were encouraged to reimagine how they could be more effective and reach a wider audience, including sharing new methods for delivering environmental education.
The tri-annual forum which brings together delegates from all AROs for training and teaching will be hosted by A Rocha France in June at the Les Courmettes Centre.	Just over 80 people from ARI and all the A Rocha Organisations but one* gathered at Les Courmettes for the first week of June. The goals of sharing experiences, learning and worshipping together and tackling big issues relevant to the Family were met. Work throughout the week culminated in agreement on content and revisions to the Covenant, including A Rocha's Mission and Vision statements, Five Commitments (value statements) and a brand new A Rocha Commitment to Creation Care. These were all approved by voting at the first A Rocha Worldwide Family Decision-making Meeting, 10 June 2023. Aside from the foundational discussions, participants had the chance to talk together, share meals, spend time in nature, grieve those whom we have lost, pray together, learn about the work of A Rocha teams, and engage in training opportunities – e.g. induction for three new A Rocha Organisation board chairs. A Rocha France ably hosted the Family at their residential centre.

OBJECTIVES AND ACTIVITIES (continued)

Specific objectives for the year (continued)

What we said we would do	What we did
	**A Rocha Peru was not able to send any delegates due to health and visa issues. They were ably represented by the ARUSA board chair and were included in the discussions and Decision-making Meeting voting.*
ARI will continue to present the underlying Christian basis of A Rocha's care for creation both with AROs and also in churches, theological colleges as well as international conferences online and in person.	ARI oversaw a full and detailed consultation leading to the unanimous acceptance of a new 'A Rocha Commitment to Creation Care' by the whole A Rocha Worldwide Family, giving a clear articulation of the biblical basis for creation care. There was also significant ongoing interaction with theological seminaries and churches in multiple parts of the world, in person, virtually, and via email.
ARI will develop a Family-wide policy statement and coordinate representation based on this at the Convention on Biological Diversity (CBD COP15) being held in Kunming, China.	A Rocha published a Family-wide position statement on faith and the three global crises (biodiversity loss, climate change, poverty and inequality) in advance of and to be presented at COP 15: Tackling the Three Global Crises with Faith. The statement, which has been positively received by many conservation organisations around the world, was released because there has been no significant Christian input to previous COPs of the CBD, despite the explicit mention in CBD documents of the importance of faith-based organisations as essential in the successful achievement of biodiversity targets. For this reason, A Rocha has decided to articulate a distinctively Christian voice in support of the need for much greater ambition in the Post-2020 Global Biodiversity Framework which started being negotiated at COP15. A Rocha's delegation was present at COP 15 in Montreal in December 2022, led by A Rocha International and joined by A Rocha Canada, A Rocha India, A Rocha Peru and A Rocha Ghana.

OBJECTIVES AND ACTIVITIES (continued)

Specific objectives for the year (continued)

What we said we would do	What we did
	A Rocha staff spoke at numerous events during the conference including a multi-worldview panel discussing ocean conservation and protected areas; a panel discussion about water quality and conservation of aquatic species in the Fraser River Estuary (BC, Canada); on the positive financing of nature-based solutions in the case of the Atewa Forest Reserve, Ghana; on environmental education at the 'Holistic approaches for raising awareness and changing behaviour' event; on our work addressing human-elephant conflict in India; and on 'Innovations to better integrate biodiversity conservation and poverty reduction: the case of population in forest zones of West Africa'. A Rocha also hosted 'Vitamin Nature: Environmental Education for a Nature Positive Future', led an interactive activity called 'Council of all beings', and, after the conference, published a response to the conference outcome.
Communications materials and resources will be produced to make the work of ARI more accessible by more diverse and younger age groups.	ARI commenced a brand refresh, ensuring our communications have a contemporary, relevant feel. We continued to produce the Field Notes podcast, create film content and maintain a presence on social media.
A Rocha will continue its collaborations with key partners and networks including the Lausanne Movement, World Evangelical Alliance, Micah Global, Renew Our World, the John Stott London Lecture, and more.	ARI continued to collaborate and provide leadership for the Lausanne / World Evangelical Alliance Creation Care Network (LWCCN) including coordinating, attending and speaking at regional conferences in Eastern Europe (Croatia) and Middle East & North Africa (Jordan). This completes a global campaign of 12 regional conferences over 10 years on 'Creation Care and the Gospel' which has helped create a network of 1,700+ creation care leaders across 100+ countries.

OBJECTIVES AND ACTIVITIES (continued)

Specific objectives for the year (continued)

What we said we would do	What we did
	In addition, a key booklet for majority world church leaders was drafted for the Renew Our World network (Making a World of Difference), seeking to provide a clear biblical basis for integral mission and creation care and to counter unhelpful western theologies. There is also ongoing collaboration with Micah Global, Season of Creation and the John Stott London Lecture Trust, each of which are key partners in helping spread A Rocha's vision and values more widely in the Christian world.
Work will continue to establish additional AROs.	In 2022, there were no applications by organisations to become ARAP or ARNOs. However, ARI is working closely with five Friends of A Rocha groups in different parts of the world that are showing potential to become AROs. This work includes advising them on how to meet the essential criteria, develop their own community-based conservation projects, register as legal entities in their countries and develop work plans.
Work will continue to expand the A Rocha Friends Network with a focus on key biodiversity areas around the world.	The Network was officially launched in January. Nine new Friends were approved, during the year, including from new areas to A Rocha such as Central America and francophone Africa, bringing the total number of Friends groups to eleven. Friends Network meetings were held over Zoom every quarter, with a view to develop bonds between Friends, assess their strengths and development needs, and provide learning and sharing opportunities.

OBJECTIVES AND ACTIVITIES (continued)

Specific objectives for the year (continued)

What we said we would do	What we did
The A Rocha Global Conservation Fund (GCF) will be publicly launched to provide strategic funding for ARI and the A Rocha Worldwide Family. The initial fundraising focus will be on North America, with seed funding from multiple sources and staff capacity from two new roles that will be recruited: a Director of Development and a Communications Manager.	We recruited a Director of Development and Communications Manager to support the GCF. A fundraising strategy for the GCF, focused mainly on the United States, was developed in the closing months of 2022, ready for implementation at the beginning of 2023. We launched the first GCF campaign alongside a US book tour for a new A Rocha book, A Place at the Table.
Revisions to A Rocha's basis of faith, Five Commitments, Vision and Mission will be developed for consideration at the A Rocha Worldwide Family Forum in June 2022.	After detailed consultation, A Rocha's Basis of Faith has been retained unchanged. A new document, the A Rocha Commitment to Creation Care has been produced as the key document expressing our raison d'être. All key leaders in the A Rocha Worldwide Family and the Friends of A Rocha Network will be required to assent to this. Extensive consultations also took place within the A Rocha Worldwide Family to review and revise our Vision, Mission and Five Commitments. Consensus was achieved on the revisions and adopted at the Family Forum in June 2022.
Work will commence on the development of a first ever high-level strategic direction for the A Rocha Worldwide Family.	Following the Family Forum in June 2022, a new working group was formed to lead the development of the strategic direction for the A Rocha Worldwide Family. The working group consists of participants from across the world. By the end of 2022, they had clarified the process for reaching agreement across the Family, and had determined that the strategic direction will include up to five strategic priorities and up to five strategic enablers. The Family-wide strategic direction will cover the work that AROs around the world do together and not the activities carried out by single AROs on their own.

OBJECTIVES AND ACTIVITIES (continued)

Specific objectives for the year (continued)

What we said we would do	What we did
A brand refresh will be developed and implemented in multiple stages through a Family-wide consultation process.	We completed the first phase of the brand refresh and supported the A Rocha Worldwide Family to implement the changes. A working group was formed to create guidelines for using the brand across the many A Rocha contexts and types of work.

FUTURE PLANS

1. Secure our funding base

a. Prioritise fundraising for the Global Conservation Fund (GCF), a designated fund allocated by the ARI Trustees to raise theological understanding and Christian engagement around the A Rocha Worldwide Family, build ARO capacity, increase ARI capacity to support the Family and develop new A Rocha Organisations.

b. Increase ARI's funding base through a major donor campaign and focus on regular giving from individuals in countries where ARI support has traditionally been lower.

c. Launch the "40 for the Future" campaign: 40 gifts of $40,000 in A Rocha's 40th year.

2. Develop and implement strategic direction

a. Consult and lead the completion of the A Rocha Worldwide Family's strategic direction.

b. Revising ARI's strategic plan in light of the agreed A Rocha Worldwide Family's strategic direction.

c. Launch the A Rocha Conservation Certificate, in memory of Miranda Harris and Chris and Susanna Naylor. The A Rocha Conservation Certificate is a program designed to deepen the faith-inspired skills needed to engage in creation care projects while building supporting peer and mentoring relationships. It is a one-year non-residential program built to share the wisdom, knowledge, and experience acquired by A Rocha over the last 40+ years doing community-based conservation work in 20+ countries.

d. Fundraise for the recruitment of a Director of Theology to implement the Theology and Churches strategy, which includes creating a new church resources hub, equipping AROs to enable churches to be communities of change, and recruiting regionally-based staff in key areas to provide theological advisory capacity.

FUTURE PLANS (continued)

3. Strengthen and implement the A Rocha brand in diverse contexts around the A Rocha Worldwide Family

a. Finalise and publish the A Rocha Brand book.

b. Complete the brand refresh process with individual AROs.

c. Support AROs to create new and brand-aligned websites.

4. Grow A Rocha's global impact in the Christian world

a. Develop a global resource hub for Christians and churches.

b. Fund and coordinate global work with seminaries and theological institutions, building on existing links with individual seminaries.

c. Continue and develop influence in regional and global Christian networks, including Lausanne, WEA, Renew Our World, Micah and Season of Creation.

d. Write selectively and strategically for Christian journals, websites, magazines and books to increase awareness of the need for creation care and to provide resources to enable others to practice it.

5. Grow A Rocha's impact in the conservation world

a. Subject to funding, further develop the Environmental Education (EE) global strategy, including convening an EE workshop in Ghana.

b. Continue to coordinate the African Forest and Marine Programmes across the A Rocha Worldwide Family, providing specialist scientific and conservation support.

c. Engage with global conventions and partnerships, including UN Framework Convention on Climate Change, Conservation on Biological Diversity and the International Union of the Conservation of Nature.

d. Continue to work towards establishing additional AROs and to grow and support the Friends of A Rocha Network.

FINANCIAL REVIEW

Financial position

A summary of the year's financial results can be found on page 26 of this report and financial statements.

During 2022, total income amounted to £1,012,481 (2021 – £1,396,813). Of the income, a total of £896,675 (2021 – £1,272,612) related to donations and legacies.

FINANCIAL REVIEW (continued)

Financial position (continued)
Expenditure totalled £1,449,332 (2021 – £1,543,969). Expenditure incurred on charitable activities amounted to £1,356,419 (2021 – £1,530,663). This included staff costs of £785,616 (2021 – £705,055). Charitable grants and donations made amounted to £175,624 (2021 – £655,201).

Net expenditure for the year before investment losses was £436,851 (2021 – £147,156), which was lower than the net expenditure budgeted for 2022. Investment losses of £117,131 (2021 – gain of £179,958) resulted in a net decrease in funds for the year of £553,982 (2021 – net increase of £32,802).

The charity's net assets at 31 December 2022 were £1,820,325 (2021 – £2,374,307). Of this £192,398 (2021 – £204,772) related to restricted funds; £551,558 (2021 – £789,518) had been designated by the Trustees; leaving the general funds balance of £1,076,369 (2021 – £1,380,017).

Reserves policy
ARI's reserves are held in support of the organisation's ongoing activities, recognising its commitment to the employment of staff, the lack of substantial regular income from grants, and the fluctuation of income in relation to appeals, seasonal donations and legacies and the need to ensure funds are available for planned developments.

For the purposes outlined above, the Trustees aim to maintain free reserves at around 50% of annual expenditure, which equates to approximately £740,000. The Board have defined reserves for the purpose of this policy as unrestricted funds, excluding designated funds. Liquid reserves, i.e. those reserves held in cash or easily converted to cash, should normally not be less than 25% of the annual expenditure budget. The reserves policy was reviewed in 2023 and will be reviewed again in 2024 prior to the signing of those accounts.

The annual work plan and budget includes a forecast for income, expenditure and reserves for the next three years to illustrate how this target is expected to be met.

The level of free reserves held on 31 December 2022 was £1,076,369 comprising of the unrestricted general funds balance.

During 2013, a trust which had previously made a quarterly gift to ARI to support its activities was wound up and a capital sum of over US$3,000,000 was paid to the charity. The Trustees have to manage this income in such a way as best assists the charity's financial challenges over the next few years. The management team and Trustees are committed to grow ARI's regular donor base but recognise that this will take a number of years to achieve. The Trustees have decided to use some of these reserves to invest in additional fundraising, marketing and development staffing with the aim of increasing both the level of unrestricted income for ARI and to bring in additional funds for the Worldwide A Rocha Worldwide Family. Based on the planned expenditure of the charity, the level of free reserves will, in the medium term, be in line with the level set by the Trustees.

FINANCIAL REVIEW (continued)

Going concern assessment
There is a reasonable expectation that ARI has adequate resources to continue in operational existence for the foreseeable future. The Trustees believe that there are no material uncertainties that call into doubt the charity's ability to continue operating as a going concern. The financial statements have therefore been prepared on the basis that the charity remains a going concern.

Transactions with related parties
Details of related party transactions during the year are included within note 18.

Investment policy
The charity holds funds with CAF Bank Limited and HSBC plc in addition to holding accumulated units in the COIF Charities Ethical Investment Fund with CCLA.

The charity's investment policy is to give priority to banks or other institutions that have an ethical policy. The Trustees benchmark and review interest rates regularly to ensure the investments deliver a suitable return.

At 31 December 2022, the market value of listed investments was £836,342 (2021 – £1,253,474). Details of movements in investments during 2022 are included within note 13.

Fundraising policy
All fundraising is carried out by the charity's own staff and volunteers. ARI does not employ external fundraisers. When supporters contact ARI asking to be removed from its database this is done without undue delay. A thorough review of all donors and supporters was undertaken in 2018 as part of ARI's preparation for GDPR and a further check of permissions is undertaken on a biannual basis. As such, all donors and supporters have been contacted to confirm that they wish to remain on ARI's database and to ascertain how they would like us to contact them in respect of the various marketing and fundraising publications. Trustees were fully involved in the preparation for GDPR and have approved a Privacy policy and a Data Breach policy which are displayed on ARI's website.

During 2022, ARI did not receive any complaints relating to its fundraising approach.

A Code of Conduct has been prepared to further protect vulnerable people and other members of the public from behaviour which could be seen as an unreasonable intrusion on a person's privacy.

Approved by the Trustees:


Steve Tanner
Trustee and Treasurer

Approved on: June 9th, 2023

Independent auditor's report to the members of A Rocha International

Opinion

We have audited the financial statements of A Rocha International (the 'charitable company') for the year ended 31 December 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2022 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. 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.

Other information (continued)
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 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 for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the strategic 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 accounting records have not been kept,
- 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; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees
As explained more fully in the Trustees' responsibilities statement, the Trustees 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.

Responsibilities of Trustees (continued)
In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements
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 these 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. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

How the audit was considered capable of detecting irregularities including fraud
Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

- We identified the laws and regulations applicable to the charity through discussions with key management and from our knowledge and experience of the charity sector;

- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charity. These included but were not limited to the Companies Act 2006, the Charities Act 2011, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2019); and

- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of key management and review of minutes of Trustees' meetings.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of key management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

Auditor's responsibilities for the audit of the financial statements (continued)

How the audit was considered capable of detecting irregularities including fraud *(continued)*

- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested and reviewed journal entries to identify unusual transactions;
- Tested the authorisation of expenditure;
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

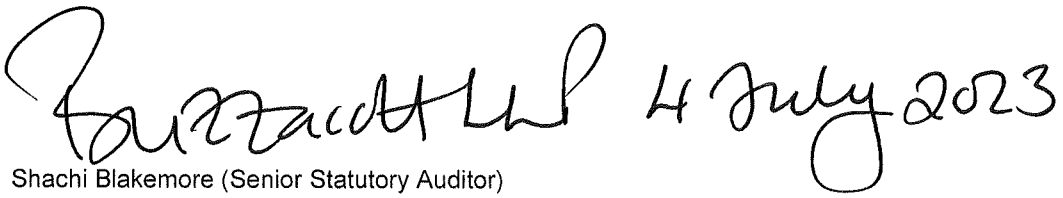
- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of Trustees; and
- Enquiring of as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of key management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

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



4 July 2023

Shachi Blakemore (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Statement of financial activities Year ended 31 December 2022

	Notes	Restricted funds £	Un-restricted funds £	Total 2022 £	Restricted funds £	Un-restricted funds £	Total 2021 £
Income from:							
. Donation and legacies	1	**399,199**	**497,476**	**896,675**	453,271	819,341	1,272,612
. Charitable activities	2	**2,357**	**71,841**	**74,198**	50	98,710	98,760
. Trading activities		**—**	**10,078**	**10,078**	—	—	—
. Other: Income		**—**	**31,530**	**31,530**	402	25,039	25,441
Total incoming resources		**401,556**	**610,925**	**1,012,481**	453,723	943,090	1,396,813
Expenditure on:							
. Raising funds	3	**35,297**	**13,189**	**48,486**	276	13,030	13,306
. Charitable activities	4	**378,633**	**977,786**	**1,356,419**	442,605	1,088,058	1,530,663
. Other expenditure		**—**	**44,427**	**44,427**	—	—	—
Total resources expended		**413,930**	**1,035,402**	**1,449,332**	442,881	1,101,088	1,543,969
Net (expenditure) before (losses)/gains on investments	9	**(12,374)**	**(424,477)**	**(436,851)**	10,842	(157,998)	(147,156)
(Losses)/gains on investments							
. Unrealised (loss)/gain	13	**—**	**(89,929)**	**(89,929)**	—	179,958	179,958
. Realised (loss)/gain	13	**—**	**(27,202)**	**(27,202)**	—	—	—
Net movement in funds for the year		**(12,374)**	**(541,608)**	**(553,982)**	10,842	21,960	32,802
Total funds at 1 January 2022		**204,772**	**2,169,535**	**2,374,307**	193,930	2,147,575	2,341,505
Total funds at 31 December 2022		**192,398**	**1,627,927**	**1,820,325**	204,772	2,169,535	2,374,307

All of the charity's activities derived from continuing operations during the above two financial periods.

All recognised gains and losses are included in the above statement of financial activities.

The notes on pages 34 to 42 form part of these financial statements.

Balance sheet Year ended 31 December 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible fixed assets	12		**320,117**		325,686
Investments	13		**836,342**		1,253,473
			1,156,459		1,579,159
Current assets					
Debtors	14	**381,666**		569,324	
Cash at bank and in hand		**410,819**		343,768	
		792,485		913,092	
Creditors					
Amounts falling due within one year	15	**(128,619)**		(117,944)	
Net current assets			**663,866**		795,148
Net assets			**1,820,325**		2,374,307
Funds of the charity					
Restricted funds	16		**192,398**		204,772
Unrestricted funds					
. General funds	16		**1,076,369**		1,380,017
. Designated funds	16		**551,558**		789,518
Total funds			**1,820,325**		2,374,307

Approved by the Trustees and signed on their behalf by:

Steve Tanner
Trustee and Treasurer

Trustee (Chair) Soohwan Park

Approved on: 9th of June, 2023

A Rocha International
Company Registration Number 06852417 (England and Wales)

Statement of cash flows Year ended 31 December 2022

	Notes	2022 £	2021 £
Cash outflow from operating activities:			
Net cash (used in) operating activities	A	**(232,949)**	(349,136)
Cash inflow from investing activities:			
Proceeds from sale of investments		**300,000**	—
Net cash provided by investing activities		**300,000**	—
Change in cash and cash equivalents in the year		**67,051**	(349,136)
Cash and cash equivalents at 1 January	B	**343,768**	692,904
Cash and cash equivalents at 31 December	B	**410,819**	343,768

Notes to the statement of cash flows for the year to 31 December:

A Reconciliation of net movement in funds to net cash flow from operating activities

	2022 £	2021 £
Net movement in funds (as per the statement of financial activities)	**(553,982)**	32,802
Adjustments for:		
Depreciation charge	**5,569**	5,569
Losses (gains) on investments	**117,131**	(179,958)
Decrease (increase) in debtors	**187,658**	(227,307)
Increase in creditors	**10,675**	19,758
Net cash (used in) operating activities	**(232,949)**	(349,136)

B Analysis of cash, cash equivalents, and net debt

	2022 £	2021 £
Cash at bank and in hand	**410,819**	343,768
Total cash and cash equivalents	**410,819**	343,768

Principal accounting policies Year to 31 December 2022

The principal accounting policies adopted, judgements and key sources of estimation and uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation
These financial statements have been prepared for the year to 31 December 2022 and have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements are presented in sterling and are rounded to the nearest pound.

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 United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011 and the Companies Act 2006.

ARI is the body that supports AROs around the world as detailed in the Trustees' report. Each ARO is a separate independent legal entity to ARI whose activities are not controlled by the charity although it is mutually supportive through a Memorandum of Understanding and Statement of Faith. The results of each ARO are therefore not consolidated within these financial statements.

The charity constitutes a public benefit entity as defined by FRS 102.

Critical accounting estimates and areas of judgement
Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- estimating the useful economic life of tangible fixed assets;
- estimating the value of gifts in kind; and
- determining the basis for allocating support costs across expenditure categories.

Assessment of going concern
The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment within respect to a period of one year from the date of approval of these financial statements.

The Trustees have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The Trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The Trustees monitor cash flow throughout the year including future sources of income via a system which tracks fundraising expectations month by month.

Assessment of going concern (continued)
The most significant areas of judgement that affect items in the financial statements are detailed above. With regard to the next accounting period, the year ending 31 December 2023, the most significant areas that affect the carrying value of the assets held by the charity are the level of investment return and the performance of the investment markets.

Income recognition
Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably, and it is probable that the income will be received.

Income comprises donations and grants, legacies, investment income and other income for charitable activities.

Donations and grants are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations and grants pledged but not received, the amount is accrued for where the receipt is considered probable, unless there are implied time-related conditions which limit entitlement to a grant. In the event that a donation or grant is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity, and it is probable that those conditions will be fulfilled in the reporting period.

Donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain facilities or services of equivalent economic benefit on the open market.

Legacies are included in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

Entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, but the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title of the asset having being transferred to the charity.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Income recognition (continued)
In accordance with the Charities SORP FRS 102 volunteers time is not included as income in charity accounts. A description of the role played by volunteers is included as a note to the accounts.

Expenditure recognition
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- Expenditure on raising funds includes all expenditure associated with raising funds for the charity. This includes costs associated with fundraising.

- Expenditure on charitable activities includes all costs associated with furthering the charitable purposes of the charity through the provision of its charitable activities. Such costs include charitable grants and donations, and direct and support costs in respect to the co-ordination of global activities and conservation programmes.

- Charitable grants and donations are made where the Trustees consider there is real, need following a review of the details of each particular case, and comprise single year payments rather than multi-year grants. Grants and donations are included in the statement of financial activities when approved.

All expenditure is stated inclusive of irrecoverable VAT.

Allocation of support and governance costs
Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity, it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment, and a suitable working environment.

Governance costs comprise the costs involving the public accountability of the charity (including audit costs) and costs in respect to its compliance with regulation and good practice.

Support costs are apportioned between charitable activities in proportion to the direct costs incurred in relation to each activity.

Tangible fixed assets
All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised. Assets are retired at the end of their useful economic life.

Tangible fixed assets (continued)
Tangible fixed assets are stated at cost less depreciation. Depreciation is not charged on freehold or leasehold land. Depreciation on other tangible fixed assets is provided at rates calculated to write off the cost of those assets, less their estimated residual value, over their expected useful lives on the following bases:

♦ Leasehold property and improvements	–	the shorter of 70 years or the remaining lease term
♦ Freehold property	–	70 years
♦ Office equipment	–	25% on cost

Investments
Listed investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price.

The charity does not acquire put options, derivatives or other complex financial instruments.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date.

Debtors
Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand
Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions
Creditors and provisions 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. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Foreign currencies
Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Exchange differences are taken into account in arriving at the net movement in funds.

Pension contributions

Contributions in respect of the charity's defined contribution pension scheme are charged to the statement of financial activities when they are payable to the scheme. The charity's contributions are restricted to the contributions disclosed in note 10. There were no outstanding contributions at the year end. The charity has no liability beyond making its contributions and paying across the deductions for the employees' contributions.

Funds structure

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1 Donations and legacies

	Restricted funds £	Un-restricted funds £	2022 Total funds £	Restricted funds £	Un-restricted funds £	2021 Total funds £
Donations	**241,614**	**398,000**	**639,614**	218,018	704,863	922,881
Legacies	**—**	**20,000**	**20,000**	—	8,475	8,475
Grants	**157,585**	**79,476**	**237,061**	235,253	106,003	341,256
Total funds	**399,199**	**497,476**	**896,675**	453,271	819,341	1,272,612

In 2022, four individuals donated their time to work for ARI. The Trustees and employees of ARI greatly appreciate the difference this makes to our work.

2 Income from charitable activities

	Restricted funds £	Un-restricted funds £	2022 Total funds £	Restricted funds £	Un-restricted funds £	2021 Total funds £
Coordination of global activity	**—**	**71,841**	**71,841**	50	98,710	98,760
Threatened habitats & species	**2,357**	**—**	**2,357**	—	—	—
Total funds	**2,357**	**71,841**	**74,198**	50	98,710	98,760

3 Cost of raising funds

	Restricted funds £	Un-restricted funds £	2022 Total funds £	Restricted funds £	Un-restricted funds £	2021 Total funds £
Cost of books sold	**—**	**5,437**	**5,437**	—	—	—
Promotional costs	**35,297**	**7,752**	**43,049**	276	13,030	13,306
Total funds	**35,297**	**13,189**	**48,486**	276	13,030	13,306

4 Charitable activities

	Direct costs (note 5) £	Grant funding of activities (note 6) £	Support costs (note 7) £	**2022 Total funds £**
Co-ordination of global activities	1,069,814	52,015	88,562	**1,210,391**
Protection of threatened habitats and species	11,736	123,609	10,683	**146,028**
2022 total funds	1,081,550	175,624	99,245	**1,356,419**

4 Charitable activities (continued)

	Direct costs (note 5) £	*Grant funding of activities (note 6)* £	*Support costs (note 7)* £	*2021 Total funds* £
Co-ordination of global activities	*777,564*	*525,747*	*57,259*	*1,360,570*
Protection of threatened habitats and species	*33,481*	*129,454*	*7,158*	*170,093*
2021 total funds	*811,045*	*655,201*	*64,417*	*1,530,663*

5 Direct costs

	Coordination of global activities £	Protection of threatened habitats and species £	**2022 Total funds £**
Premises costs	1,298	—	**1,298**
Travel	72,366	118	**72,484**
Donations	179,728	9,341	**189,069**
Other project costs	53,325	2,277	**55,602**
Web site development costs	4,843	—	**4,843**
Communications	4,266	—	**4,266**
Other administration costs	16,419	—	**16,419**
Meetings and conferences	3,095	—	**3,095**
Staff costs	728,905	—	**728,905**
Depreciation (note 12)	5,569	—	**5,569**
2022 total funds	1,069,814	11,736	**1,081,550**

	Co-ordination of global activities £	*Protection of threatened habitats and species* £	*2021 Total funds* £
Premises costs	*6,718*	—	*6,718*
Travel	*12,339*	—	*12,339*
Donations	—	*33,302*	*33,302*
Other project costs	*23,734*	*179*	*23,913*
Web site development costs	*2,954*	—	*2,954*
Other administration costs	*44,132*	—	*44,132*
Meetings and conferences	*5,671*	—	*5,671*
Staff costs	*676,447*	—	*676,447*
Depreciation (note 12)	*5,569*	—	*5,569*
2021 total funds	*777,564*	*33,481*	*811,045*

6 Grant funding of activities

	Restricted funds £	**Un-restricted funds £**	**2022 Total funds £**	Restricted funds £	Un-restricted funds £	2021 Total funds £
Grants to A Rocha Organisations	**125,609**	**50,015**	**175,624**	307,716	347,485	655,201
Total funds	**125,609**	**50,015**	**175,624**	307,716	347,485	655,201

7 Support costs

	Co-ordination of global activities £	**Protection of threatened habitats and species** £	**2022 Total funds** £	Co-ordination of global activities £	Protection of threatened habitats and species £	2021 Total funds £
Insurance	**1,097**	**132**	**1,229**	1,329	166	1,495
Office administration	**4,524**	**546**	**5,070**	7,892	987	8,879
Legal and professional fees	**8,939**	**1,078**	**10,017**	3,352	419	3,771
Exchange rate loss	**9,966**	**1,202**	**11,168**	10,672	1,333	12,005
Staff costs	**35,172**	**4,243**	**39,415**	25,428	3,179	28,607
Governance costs:						
. Auditor's remuneration	**15,741**	**1,899**	**17,640**	8,325	1,041	9,366
. Trustees' meetings and expenses	**13,123**	**1,583**	**14,706**	261	33	294
Total funds	**88,562**	**10,683**	**99,245**	57,259	7,158	64,417

8 Expenditure by charitable activity

Summary by fund type

	Restricted funds £	**Un-restricted funds** £	**2022 Total funds** £	Restricted funds £	Un-restricted funds £	2021 Total funds £
Co-ordination of global activities	**271,206**	**939,185**	**1,210,391**	279,670	1,080,900	1,360,570
Protection of threatened habitats and species	**107,427**	**38,601**	**146,028**	162,935	7,158	170,093
Total funds	**378,633**	**977,786**	**1,356,419**	442,605	1,088,058	1,530,663

Summary by expenditure type

	Staff costs (note 10) £	Depreciation £	Other costs £	**Total 2022 £**
Co-ordination of global activities	764,077	5,569	440,745	**1,210,391**
Protection of threatened habitats and species	4,243	—	141,785	**146,028**
	768,320	5,569	582,530	**1,356,419**

	Staff costs (note 10) £	*Depreciation* £	*Other costs* £	*Total 2021* £
Co-ordination of global activities	*701,875*	*5,569*	*653,126*	*1,360,570*
Protection of threatened habitats and species	*3,179*	—	*166,914*	*170,093*
	705,054	*5,569*	*820,040*	*1,530,663*

9 Net expenditure before losses/(gains) on investments

This is stated after charging the following:

	2022 £	2021 £
Depreciation (note 12)	**5,569**	5,569
Auditors' remuneration		
. Current year	**9,840**	9,366
. Prior year	**7,800**	—

10 Staff costs

Staff costs were as follows:

	2022 £	2021 £
Wages and salaries	**707,828**	598,408
Social security costs	**49,160**	78,039
Pension cost	**28,628**	28,607
	785,616	705,054

The average monthly number of employees during the year was as follows:

	2022	2021
Direct programme staff (including staff seconded to national projects)	**16**	15
Administrative staff	**1**	1
	17	16

The number of higher paid employees was:

	2022	2021
£60,001 - £70,000	**3**	2
£70,001 - £80,000	—	1

The key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day-to-day basis comprise the Trustees and the senior management team of the charity. The total remuneration (including taxable benefits and employer's national insurance and pension contributions) of the key management personnel for the year was £370,001 (2021 – £435,829). The number of key management personnel decreased to seven in 2022 (2021 – eight).

11 Trustees' expenses and remuneration

No Trustee received any emoluments during the year in connection with his or her duties as trustee to the charity (2021 – £nil).

During the year, six Trustees (2021 – none) were reimbursed travel expenses totalling £8,091 (2021 – £nil).

12 Tangible fixed assets

	Leasehold property and improvements £	Freehold property £	**Total £**
Cost			
At 1 January 2022	309,844	119,520	**429,364**
At 31 December 2022	309,844	119,520	**429,364**
Depreciation			
At 1 January 2022	72,262	31,416	**103,678**
Charge for the year	4,141	1,428	**5,569**
At 31 December 2022	76,403	32,844	**109,247**
Net book values			
At 31 December 2022	233,441	86,676	**320,117**
At 31 December 2021	237,582	88,104	**325,686**

Included within freehold and leasehold property is land with value of £39,545 which is not depreciated (2021 – £39,545). The freehold property comprises the field study centre 'Cruzinha' in Mexilhoeira Grande, Portugal, which is used exclusively by the A Rocha Associação Cristã de Estudo e Defesa Ambiente. Leasehold property comprises 'Karara' in Nairobi, Kenya, used exclusively by A Rocha Kenya. Although the charity was left the freehold title to the property, under local legislation introduced in 2010, freehold titles held by foreign bodies were revoked in favour of long leasehold arrangements. Legal title of the properties is held by A Rocha Limited, a company registered in the UK and limited by guarantee. Beneficial ownership has been assigned to A Rocha International. The land and buildings are shown at cost, or estimated cost at the point of donation.

13 Investments – listed securities

	2022 £	2021 £
Market value		
At 1 January	**1,253,473**	1,073,515
Disposals – proceeds	**(300,000)**	—
Disposals – realised gain	**(27,202)**	—
Unrealised (loss)/gain in the year	**(89,929)**	179,958
At 31 December	**836,342**	1,253,473
Historic cost of investments	**428,096**	579,319
Listed investments at the year-end comprised of the following:		
COIF Charities Ethical Investment fund	**836,342**	1,253,473

14 Debtors

	2022 £	2021 £
Amounts due from other A Rocha organisations	**337,669**	510,309
Gift aid receivable	**33,176**	45,089
Other debtors	**10,821**	13,926
	381,666	569,324

15 Creditors: amounts falling due within one year

	2022 £	2021 £
Taxation and social security	**10,775**	11,017
Accruals	**68,101**	42,504
Other creditors	**49,743**	64,423
	128,619	117,944

16 Funds

Unrestricted funds	1 January 2022 £	Income £	Expenditure £	Gains, transfers and designations £	**31 December 2022 £**
Designated funds					
Fixed asset funds	325,686	—	(5,569)	—	**320,117**
Global Conservation Fund	334,939	9,849	(159,768)	—	**185,020**
Other funds	128,893	—	(82,472)	—	**46,421**
	789,518	9,849	(247,809)	—	**551,558**
General funds					
General Funds - all funds	1,380,017	601,076	(787,593)	(117,131)	**1,076,369**
Total Unrestricted funds	2,169,535	610,925	(1,035,402)	(117,131)	**1,627,927**

Unrestricted funds	*1 January 2021* £	*Income* £	*Expenditure* £	*Gains, transfers and designations* £	*31 December 2021* £
Designated funds					
Fixed asset funds	*331,255*	—	*(5,569)*	—	*325,686*
Global Conservation Fund	—	*341,049*	*(6,110)*	—	*334,939*
Other funds	*124,150*	*10,069*	*(5,326)*	—	*128,893*
	455,405	*351,118*	*(17,005)*	—	*789,518*
General funds					
General Funds - all funds	*1,692,170*	*591,972*	*(1,084,083)*	*179,958*	*1,380,017*
Total Unrestricted funds	*2,147,575*	*943,090*	*(1,101,088)*	*179,958*	*2,169,535*

The fixed assets fund represents the net book value of the charity's fixed assets. A decision was made to separate this fund from the general fund of the charity in recognition of the fact that the tangible fixed assets are essential to the day-to-day work of the charity and as such their value should not be regarded as funds that would be realisable with ease, in order to meet future contingencies.

16 Funds (continued)

The Global Conservation fund is to provide strategic funding for ARI and the A Rocha Worldwide Family. Given the wider strategic purpose of this fund the Trustees deem this fund to be a designated fund.

Restricted funds

	1 January 2022 £	Income £	Expenditure £	Transfers £	**31 December 2022 £**
A Rocha Australia	3,104	2,480	(5,027)	—	**557**
A Rocha Brazil	906	354	(24)	—	**1,236**
A Rocha Canada	1,151	475	(1,626)	—	—
CIC Philippines	—	705	(697)	—	**8**
A Rocha Czech Republic	6,585	18,148	(13,971)	—	**10,762**
A Rocha France	37	3,065	(45)	—	**3,057**
A Rocha Germany	75	—	—	—	**75**
A Rocha Ghana	6,199	5,895	(13,190)	—	**(1,096)**
A Rocha India	9,464	20,734	(27,610)	—	**2,588**
A Rocha Kenya	22,516	59,433	(25,739)	30,643	**86,853**
A Rocha Lebanon	32,618	17,309	(27,827)	—	**22,100**
A Rocha Netherlands	252	9	—	—	**261**
A Rocha New Zealand	(4)	1,000	(428)	—	**568**
A Rocha Peru	15,111	2,554	(16,013)	—	**1,652**
A Rocha Portugal	(28)	9,707	(4,289)	—	**5,390**
A Rocha South Africa	1,058	46,987	(47,087)	—	**958**
A Rocha Switzerland	43	9	(43)	—	**9**
A Rocha Uganda	7,698	14,163	(15,872)	—	**5,989**
A Rocha UK	(1,705)	8,428	(5,066)	—	**1,657**
A Rocha USA	220	—	—	—	**220**
Eden Creation Care (Nigeria)	493	756	(234)	—	**1,015**
KriNa (Sweden)	—	9	—	—	**9**
Climate Stewards	570	650	(1,745)	—	**(525)**
Projects	98,409	188,686	(207,397)	*(30,643)*	**49,055**
	204,772	401,556	(413,930)	—	**192,398**

The income funds listed for each of the AROs represent donations and grants for A Rocha's work, including specific projects in that country and for running the respective field study centres.

16 Funds (continued)

***Restricted funds** (continued)*

	1 January 2021 £	*Income £*	*Expenditure £*	*Transfers £*	*31 December 2021 £*
A Rocha Australia	*1,625*	*3,437*	*(1,958)*	*—*	*3,104*
A Rocha Brazil	*3,635*	*593*	*(3,322)*	*—*	*906*
A Rocha Canada	*750*	*441*	*(40)*	*—*	*1,151*
A Rocha Czech Republic	*2,260*	*13,048*	*(8,723)*	*—*	*6,585*
A Rocha France	*386*	*5,655*	*(6,004)*	*—*	*37*
A Rocha Germany	*75*	*—*	*—*	*—*	*75*
A Rocha Ghana	*3,922*	*5,320*	*(3,043)*	*—*	*6,199*
A Rocha India	*401*	*44,218*	*(35,155)*	*—*	*9,464*
A Rocha Kenya	*10,034*	*43,850*	*(31,368)*	*—*	*22,516*
A Rocha Lebanon	*31,315*	*23,218*	*(21,915)*	*—*	*32,618*
A Rocha Netherlands	*271*	*162*	*(181)*	*—*	*252*
A Rocha New Zealand	*(4)*	*—*	*—*	*—*	*(4)*
A Rocha Peru	*1,593*	*17,797*	*(4,279)*	*—*	*15,111*
A Rocha Portugal	*14,065*	*13,226*	*(27,319)*	*—*	*(28)*
A Rocha South Africa	*837*	*2,236*	*(2,015)*	*—*	*1,058*
A Rocha Switzerland	*43*	*—*	*—*	*—*	*43*
A Rocha Uganda	*3,055*	*25,144*	*(20,501)*	*—*	*7,698*
A Rocha UK	*4,401*	*7,912*	*(14,018)*	*—*	*(1,705)*
A Rocha USA	*220*	*—*	*—*	*—*	*220*
Eden Creation Care (Nigeria)	*493*	*—*	*—*	*—*	*493*
Climate Stewards	*—*	*1,467*	*(897)*	*—*	*570*
Projects	*114,553*	*245,999*	*(262,143)*	*—*	*98,409*
	193,930	*453,723*	*(442,881)*	*—*	*204,772*

17 Analysis of net assets between funds

		Unrestricted funds		
	Restricted funds £	General funds £	Designated funds £	**2022 Total funds £**
Tangible fixed assets	—	—	320,117	**320,117**
Investments	—	836,342	—	**836,342**
Current assets	192,398	368,646	231,441	**792,485**
Creditors due within one year	—	(128,619)	—	**(128,619)**
	192,398	1,076,369	551,558	**1,820,325**

	Unrestricted funds			
	Restricted funds £	*General funds £*	*Designated funds £*	*2021 Total funds £*
Tangible fixed assets	*—*	*—*	*325,686*	*325,686*
Investments	*—*	*1,253,473*	*—*	*1,253,473*
Current assets	*204,772*	*244,488*	*463,832*	*913,092*
Creditors due within one year	*—*	*(117,944)*	*—*	*(117,944)*
	204,772	*1,380,017*	*789,518*	*2,374,307*

17 Analysis of net assets between funds (continued)

	2022 £	2021 £
Unrealised gains included above on investments	**557,023**	674,154
Reconciliation of movement in unrealised gains		
Unrealised gains at 1 January	**674,154**	494,196
Unrealised (losses) released on disposal	**(27,202)**	—
Net (losses)/gains arising on revaluation	**(89,929)**	179,958
Total unrealised gains at 31 December	**557,023**	674,154

18 Transactions with related parties

A Rocha UK acted as the agent of A Rocha International regarding the receipt and banking of funds from UK donors intended for the support of A Rocha International and other national A Rocha organisations outside the UK. In the year to 31 December 2022, A Rocha International received £25,559 (2021 – £20,154) via A Rocha UK under this arrangement (including Gift Aid tax reclaims). This included £16,357 (2021 – £8,678) income and gains for A Rocha International and £9,202 (2021 – £11,471) for other AROs.

During 2022 three Trustees (2021 – two Trustees) donated £3,428 (2021 – £61,531) and six members of staff (2021 – seven staff) donated a total of £10,558 (2021 – £179,022) to A Rocha International.

19 Liability of members

The charity is constituted as a company limited by guarantee. In the event of the charity being wound up the members are required to contribute an amount not exceeding £10.

A ROCHA INTERNATIONAL

England & Wales - Charity number 1136041

Accounts

A Rocha International

Annual Report and Financial Statements

31 December 2021

Company registration number
06852417(England and Wales)

Charity Registration number
1136041

A Rocha International

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Reference and administrative information

President Emeritus	Rev Peter Harris
Trustees	Soohwan Park (Chair) Geoffrey Cowper Dr Hilary Marlow Dr Florence Muindi Graham Wright
	Regionally nominated trustees (Appointed 1 January 2021) Prof Rodel Lasco Prof Alfred Oteng-Yeboah Prof Jan van der Stoep Steve Tanner Rev Dr Benjamin Lowe (resigned 1 August 2021) Christine Warner (Appointed 22 September 2021)
Company Secretary	Ken Brown (appointed 11 August 2021) David McKay (resigned 11 August 2021)
Management team	
Executive Director	Dr Simon Stuart
Deputy Executive Director	Rev Dr Benjamin Lowe (appointed 14 February 2022)
Chief Operating Officer	Ken Brown (appointed 1 July 2021)
Director of Finance and Administration	David McKay (resigned 31 October 2021)
Director of Science and Conservation	Dr Jeremy Lindsell
Director of International Operations	Sarah French
Director of Theology	Rev Dr David Bookless
Director of Communications	Joanna Swinney
Registered office	180 Piccadilly London W1J 9HF
Charity registration number	1136041
Company registration number	06852417
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL

Reference and administrative information

Investment managers	CCLA Investment Management Limited One Angel Lane London EC4R 3AB
Bankers	CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
	HSBC 31 The Pyramids Grange Road Birkenhead Wirral CH41 2ZL

The trustees present their report together with the financial statements of A Rocha International (the "charity" or "ARI") for the year ended 31 December 2021.

The report has been prepared in accordance with Part 8 of the Charities Act 2011 and constitutes a directors' report for the purposes of company legislation.

The financial statements have been prepared in accordance with the accounting policies set out on pages 27 to 31 of the attached financial statements and comply with the charitable company's memorandum and articles of association, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

Introduction

A Rocha International (ARI) is an international environmental conservation organisation working to show God's love for all creation.

ARI was incorporated as a company limited by guarantee on 19 March 2009 and became a UK registered charity (number 1136041) on 20 May 2010. The Memorandum and articles of association were amended by special resolutions dated 3 May 2013 and 31 October 2020. On 1 July 2010, the activities of The A Rocha Trust (charity number 288634 and formerly known as A Rocha International) were transferred to A Rocha International. Prior to 1 July 2010, A Rocha International had been dormant.

GOVERNANCE, STRUCTURE AND MANAGEMENT

Method of appointment or election of trustees

On 24 October 2020 ARI and 20 A Rocha Organisations (AROs) signed a Covenant which replaced existing bi-lateral memoranda of association (between ARI and each ARO) with effect from 1 January 2021. The Covenant allocates AROs into 5 regions and each region can make a recommendation for a trustee of ARI. A further 5 trustees are appointed by the existing trustees with due consideration for the skills and experience required to assist the growth and development of ARI, being careful to ensure a breadth of diversity. Trustees can serve for up to two terms of four years. All trustees are required to sign the statement of A Rocha's Mission and Beliefs.

Policies adopted for the induction and training of trustees

New trustees follow an established induction procedure, which includes an introduction to the work of ARI and receipt of a copy of the governing documents. The new trustee is also briefed on the current aims and objectives and fully advised on the financial position of the charity.

Organisational structure and decision making

The trustees of ARI govern the charity in accordance with its memorandum and articles of association.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Organisational structure and decision making (continued)

The Family of A Rocha Organisations (AROs) include ARI, A Rocha National Organisations (ARNOs), A Rocha Associated Projects (ARAPs) and A Rocha Thematic Organisations (ARTOs). Each ARO is a separate, independent legal entity from ARI whose activities are not controlled by the charity, although it is mutually supportive through the global Covenant. The results of each ARO are therefore not consolidated within these financial statements.

The trustees agree the strategic policy to be implemented by the management team to whom all other team members report.

Traditionally, as the trustees resided in six countries, they met twice a year to save costs. Each meeting was residential and held over two days and at least one of the meetings was at an ARO, enabling trustees to visit projects. This pattern allowed time for discussion of substantive issues and facilitated the strengthening of the relationship between the trustees. The business of trustees' meetings includes receiving a set of financial statements and a review of operational issues from the management team, discussions on strategic priorities and relations between the A Rocha family of organisations, and considering the implications for A Rocha's resource needs, policies and priorities. In 2020 and 2021, it was not possible to meet physically due to the COVID-19 pandemic. During 2021, 7 trustees' meetings took place by Zoom. Following the implementation of the Covenant from 1 January 2021, the new trustees now reside in eight countries. It is planned that in 2022 there will be four trustee meetings, two held virtually and two in person.

The Board is supported by two sub-committees that report to all trustees:

- The Finance and Compliance Committee comprises four trustees. It met twice during 2021, and conducted some business virtually.

- An Executive Trustee Committee which, if required, meets with the management team between full trustee meetings to review operational issues. The Executive Committee comprises four trustees. The Executive Committee met three times during 2021, and oversaw the recruitment of the Deputy Executive Director.

Risk management

Trustees identify potential risks to the charity by carrying out regular detailed reviews of the activities and future strategy of the charity. These risks are kept under regular review. A full risk register has been prepared and the trustees have asked the management team to monitor risks under the headings below. The following specific measures have been put in place to mitigate each of the risk areas.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Risk management (continued)

Identified risk	Action Taken
Dependence upon a few donors making large donations	The ED assists the Founder with fundraising with major donors. A Fundraising Working Group (FRWG) has been set up and continues to meet regularly to review fundraising opportunities and progress. The fundraising strategy was updated in 2021. An A Rocha Development Fund, recently renamed the Global Conservation Fund has been created to help, among other things, to increase charitable giving. The 2022 budget included the appointment of 2 new positions to focus on increasing the supporter base in North America.
Financial Reserves	Reserves are above the target of £772,000 which represents approximately 6 months expenditure. Please refer to page 16 for further details on the reserves policy.
Capacity of ARI Staff	Additional part time appointments were made and staff hours increased in 2021. These roles were made permanent in 2022. In addition an international operations consultant and deputy executive director were appointed in early 2022.
Governance and Reporting by AROs	A new Covenant between ARI and 20 AROs was signed on 24 October 2020 to replace bi-lateral memoranda of understandings. The Director of International Operations is supporting AROs with reporting and is implementing stricter project monitoring and evaluation processes. Training of staff in project management cycle and project risk assessment has been undertaken. Governance and Finance checklists have been undertaken with ARO staff and trustees. The development of a Learning Organisation ethos is being developed to share experience and good practice.
Theological or Mission Drift	An international forum involving representatives from each ARO are held every 3 years and are seen as key in avoiding theological and mission drift. Resources have been made available in other languages. At Your Service website has been created which brings together sermons and talks on Creation Care. This will be updated in 2022. The Director of Theology has been significantly involved in a number of Lausanne conferences and has involved members from a number of AROs. The Basis of Faith (which is signed by senior staff and trustees of ARI and AROs) is being reviewed in 2022.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Risk management (continued)

Reputational risk	A Branding Exercise was completed, and compliance is constantly being monitored. A further brand refresh commenced in 2021 and consultation on it is ongoing. An Intranet has been created which contains best practice material for all AROs. The Director of Communications has started a Communications Collective. These zoom meetings links communications staff from AROs so that communications updates and best practice can be shared. A new ARI website was designed and launched in 2021. Potential reputational risks arising from discussions with groups wishing to become AROs are assessed. A Code of Conduct for trustees, staff, volunteers, interns and seconded staff has been prepared and adopted.

The management team monitors the effectiveness of the actions annually and presents its evaluation to trustees. In addition to the above specific actions taken during the year, potential risks are mitigated on an on-going basis by the following actions:

- The trustees provide an appropriate variety of professional skills and experience;
- The maintenance of a prudent level of reserves;
- The employment of professionally qualified staff in key areas;
- A comprehensive and adequate suite of insurance policies;
- Effective internal communications and controls; and
- A comprehensive range of written policies and procedures covering all areas of the charity's activities.

All staff are required to complete a Comprehensive Safety in Travel review of their international travel arrangements prior to departure and their completed review is filed with the Director of International Operations. All staff and volunteers are covered by a travel insurance policy. ARI's International Travel Policy and Risk Register has been amended to limit the number of staff members, ARI directors or board members who are allowed to travel together on the same flight, vehicle, train or boat.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Risk management (continued)

The management team will keep under close and constant review the impact of COVID-19. In particular, the impact of the virus on the health of the A Rocha International team members as well as their ability to perform and control project activities in a number of countries with differing lockdown restrictions will be closely monitored. In addition, the economic impact of the virus on the value of investments will be monitored to consider if there is likely to be any implications for future activities.

In addition, further risks are still being monitored from previous years. These are:

- Kidnap and Terrorism threats;
- The health of key ARI staff; and
- The outcome of the A Rocha global consultation.

Key management personnel

The management team is led by Dr Simon Stuart and is responsible for implementing policy as well as overseeing the operations of ARI.

Employees of the charity are remunerated in accordance with the charity's pay scales as set by the Board. Subject to funds being available, it is the charity's policy to increase salary bands each year in line with the UK consumer prices index.

All trustees give their time freely. No trustees were remunerated during the year (2020 - no remuneration). Details of trustee expenses are disclosed in note 11.

Statement of trustees' responsibilities

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

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

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

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Statement of trustees' responsibilities (continued)

- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

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

Each of the trustees confirms that:

- so far as the trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and

- the trustee has taken all the steps that he or she ought to have taken as a trustee in order to make himself or herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

The trustees are responsible for the maintenance and integrity of the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from other jurisdictions.

OBJECTIVES AND ACTIVITIES

Policies and objectives

ARI is an international environmental conservation organisation working to show God's love for all creation.

The objects of the charity are:

- The advancement of the Christian faith and the understanding of its relevance to environmental issues.

- Education of the public by promotion of conservation and the study of ecology and the environment.

- Promotion of the conservation, protection and improvement of the physical and natural environment in a community context.

OBJECTIVES AND ACTIVITIES (continued)

- **Policies and objectives** (continued)

In setting objectives and planning the charity's activities, the trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit.

Strategies for achieving objectives

ARI currently global biodiversity conservation programmes to protect and restore forests in Kenya, Uganda, Nigeria and Ghana, and to address challenges facing the marine environment in many other countries including Portugal, New Zealand, Netherlands and the US. ARI team members support many AROs including visiting to review their conservation programmes, to train local staff and their partners, and to teach at locally organised events in schools, colleges, universities and churches.

ARI also coordinates and supports the conservation and environmental education activities of nationally registered AROs around the world. At the end of 2021 ARNOs were active in 17 countries – Australia, Canada, Czech Republic, France, Ghana, India, Kenya, Lebanon, Netherlands, New Zealand, Peru, Portugal, South Africa, Switzerland, Uganda, UK and USA. During 2021, ARAPs were active in Nigeria, the Philippines and Sweden. Climate Stewards was an ARTO member of the A Rocha Family operating globally. ARI receives many requests from organisations wishing to become an ARO; where such organisations have existing national reach, they may become ARNOs, but where not, they are encouraged to apply instead for ARAP status. It is anticipated that some ARAPs will remain local and therefore will remain ARAPs without progressing to become an ARNO.

ARI is the body that supports AROs around the world as detailed above. Each ARO is a separate, independent legal entity from ARI whose activities are not controlled by the charity, although it is mutually supportive through the global Covenant. The results of each ARO are therefore not consolidated within these financial statements.

This dispersed structure avoids the overhead expenses of maintaining an office while allowing team members to be in touch and involved with the environmental conservation work and associated activities of the various national teams. In addition, staff were seconded to ARI by A Rocha USA, A Rocha Canada, A Rocha France and A Rocha Switzerland. These costs are included in ARI's financial statements.

OBJECTIVES AND ACTIVITIES (continued)

Specific objectives for the year

Our objectives for 2021 and progress in meeting them is set out below:

What we said we would do	What we did
The multi-year African Forest Programme in Ghana and Kenya will continue and funding will be sought for forests in Nigeria and Uganda	The African Forest Programme expanded partnerships and received funding from multiple major foundations and conservation donors. A key milestone was achieved in Ghana by having Atewa Forest listed for protection under the most stringent Key Biodiversity Area criteria. The area of protected woodland in Kenya has been expanded to 1,500 hectares, which now makes it the largest fully protected area within the Dakatcha landscape. Recruitment is underway for the new post of African Forest Programme Coordinator, and progress continues in mobilising biodiversity data for conservation of African forests through the Global Biodiversity Information Facility.
ARI will continue to present and promote the underlying Christian basis of A Rocha's care for creation both with AROs and also in churches, theological colleges as well as international conferences online and in person as COVID-19 travel restrictions allow	We promoted A Rocha's underlying Christian basis of faith by giving talks on Creation Care in churches, theological colleges, universities, and at international conferences during 2021.
Establishing a new modus operandi for our international trustee board	In 2021, the international trustees welcomed six new trustees, including five regionally nominated trustees under the new Covenant-led governance model. The Board has held regular meetings via video conference and will have its first in-person meeting since the COVID-19 pandemic in France in June 2022.
Reviewing A Rocha's basis of faith, 5 Commitments, Vision and Mission	Representative working groups have been formed from across the A Rocha Worldwide Family of organizations that have solicited input on these core statements and have been meeting regularly with the goal of proposing revised statements for consideration at the June 2022 forum in France.

OBJECTIVES AND ACTIVITIES (continued)

Specific objectives for the year (continued)

What we said we would do	What we did
An A Rocha Environmental Education conference will be held. The format of this will depend on COVID-19 travel restrictions	A virtual Environmental Education conference was held by ARI in November that included representatives from seven A Rocha organizations and focused on nature-based solutions and UN high-level events.
Global programmes for Theology and Churches and Marine will continue	These global programmes continued to expand across the worldwide Family. ARI held consultations with all AROs and other key stakeholders on the development of a Family-wide Theology and Churches Strategy that is currently being drafted. The marine programme continues its work on plastics pollution as well as projects in marine/fisheries governance and shark/ray surveys on the coast of Kenya. Additionally, a multiple year grant was obtained to build capacity for marine work in Florida, USA.
A Rocha will contribute to the Convention on Biodiversity (COP15) in Kunming, China and the UN Climate Change Conference (COP26) in Glasgow.	Representatives from the A Rocha Worldwide Family met together ahead of the UNFCC COP26 in Glasgow to develop our first-ever joint position paper on a technical subject: "Nature-based Solutions to Climate Change" A Rocha was given official observer status at the COP for the first time and coordinated a delegation to the conference that included members from UK, Canada, France, Ghana, and Climate Stewards, as well as ARI. Our presence attracted good press coverage, including on BBC World Service and in numerous Christian media outlets as well. The CBD COP15 was postponed again due to the pandemic. ARI continues to plan to have representation at this conference and is coordinating the development of a major Family-wide policy statement on the CBD Post-2020 Global Biodiversity Framework.

OBJECTIVES AND ACTIVITIES (continued)

Specific objectives for the year (continued)

What we said we would do	What we did
Work will continue to establish ARAPs in Sweden, Singapore and Germany	We welcomed Kristna för naturvård i Sverige as our new AR Associated Project in Sweden, and continue to work with the Friends of A Rocha in Singapore and Germany to support the growing work there.
Establishing a "Friends of A Rocha" category and bringing new groups into it as a possible entry point to becoming an ARO	The A Rocha Friends Network was launched in 2021 and four new Friends of A Rocha groups were accepted in early 2022 – in Brazil, Croatia, Nepal and Spain.
A new Chief Operating Officer will be appointed	An extensive recruitment process took place in early 2021 to recruit a new Chief Operating Officer for ARI, in part due to the retirement of long-serving Director of Finance and Administration, David McKay. As a result of this process, Ken Brown was appointed and started part-time in July, and full-time from September. He rapidly grew into the job and is helping us move forward on a number of fronts to manage and improve our internal systems.
The tri-annual forum which brings together delegates from all AROs together for training and teaching will be held online in June	Due to the pandemic, we held the first ever virtual A Rocha Forum Festival in June featuring Katharine Hayhoe as a keynote speaker. The virtual format enabled so many more participants to join from around the world. A follow up forum is being planned in person at A Rocha France's Les Courmettes centre for June 2022.

OBJECTIVES AND ACTIVITIES (continued)

Specific objectives for the year (continued)

What we said we would do	What we did
Funding will be sought for an A Rocha Development Fund to provide strategic funding for ARI and AROs	After consulting with experts in the fundraising sector, the A Rocha Global Conservation Fund (formerly 'Development Fund') was established in 2021 with an initial donation of US$200,000. Subsequently, this has nearly quadrupled to US$750,000, with some additional fundraising approaches. We hope to grow this to at least USD 3 million by 2024 through a major gifts approach, with a view to increasing the capacity and effectiveness of the A Rocha Worldwide Family.
The raising of unrestricted income to ensure that ARI remains financially sustainable with a balanced budget will continue to be a focus of the management team and trustees in 2021	The Trustees approved a deficit budget for 2022 to invest in fundraising to increase the level of unrestricted reserves.
Agreeing new fundraising protocols between AROs	Draft fundraising protocols were prepared for the A Rocha Worldwide Family but time has not allowed them to be discussed more thoroughly in the Family due to all the other work ongoing. We will return to them once some of our other consultations are complete.
Communications materials and resources will be produced to make the work of ARI more accessible by more diverse and younger age groups	A new ARI website was built for ARI and work is ongoing to build new sites for any of the AROs who would like. The Field Notes podcast was launched and has featured twenty episodes with guests from over twelve countries. Two print newsletters and ten electronic news updates were sent out and three films were produced, along with regular posts on social media channels. The first John Stott Memorial Birding Day was held in May and work in ongoing on a family-wide brand refresh process.

ACHIEVEMENTS AND PERFORMANCE

Review of the year

It has been another very busy year for the A Rocha Worldwide Family across the world despite the prolonged challenges with the COVID-19 pandemic. Highlights include:

- Revamping ARI's leadership with Dr. Simon Stuart as Executive Director and Ken Brown as Chief Operation Officer, and the promotion of Jo Swinny to Director of Communications.
- Over 26,000 people reached through environmental education activities and theological speaking engagements (about half of the 2019 number, prior to COVID).
- Over 221,000 hectares under A Rocha's management or advice.
- Just over 1 million hectares benefiting from A Rocha's research and conservation activities.
- 215 globally threatened species (listed on the IUCN Red List of Threatened Species) monitored, studied or protected by AROs.
- 214 nationally threatened species monitored, studied or protected by AROs.
- Welcoming Kristna för naturvård i Sverige as our new A Rocha Associated Project in Sweden.
- Launching the process to develop a new Family-wide Statement of Belief and Purpose.
- Similarly launching the process to review our Commitments, Vision and Mission, and to develop the first ever high-level strategic direction for the Family.
- Hosting the first ever virtual A Rocha Forum/Festival which enabled so many more participants from around the world to participate.
- Initiating the family-wide work to refresh our brand.
- Agreeing a new process for establishing "Friends of A Rocha" (Friends Network).
- Sending A Rocha delegations from across the Family to the IUCN World Conservation Congress in September, and the UN Climate Change Convention COP26 in November.
- Launching the new website for A Rocha International and beginning work on new websites for other AROs.
- Completing the first year of Covenant-led governance – we welcomed six new trustees, including five nominated from the regions.
- Reducing our travel footprint by increasing the usage of virtual meetings and continuing to offset carbon from remaining travel.

FUTURE PLANS

ARI's plans for 2022 are based in our four purposes as defined in the A Rocha Worldwide Covenant:

1. Giving operational, scientific and theological support for A Rocha Organizations

    a. The African Forest and Marine programmes will continue across the A Rocha Worldwide Family, a coordinator will be hired for the African Forest Programme, and additional funding will be sought to support and expand both Programmes.

    b. An ARI Theology and Churches Strategy will be developed with consultation from A Rocha Organizations.

    c. An A Rocha Environmental Education conference will be held in April in Uganda.

    d. The tri-annual forum which brings together delegates from all AROs for training and teaching will be hosted by A Rocha France in June at the Les Courmettes Centre.

2. Representing the A Rocha Worldwide Family in a collective context

    a. ARI will continue to present the underlying Christian basis of A Rocha's care for creation both with AROs and also in churches, theological colleges as well as international conferences online and in person.

    b. ARI will develop a Family-wide policy statement and coordinate representation based on this at the Convention on Biological Diversity (COP15) being held in Kunming, China.

    c. Communications materials and resources will be produced to make the work of ARI more accessible by more diverse and younger age groups.

    d. A Rocha will continue its collaborations with key partners and networks including the Lausanne Movement, World Evangelical Alliance, Micah Global, Renew Our World, the John Stott London Lecture, and more.

3. Assisting the strategic development of new A Rocha initiatives

    a. Work will continue to establish additional AROs.

    b. Work will continue to expand the A Rocha Friends Network with a focus on key biodiversity areas around the world.

    c. The A Rocha Global Conservation Fund will be publicly launched to provide strategic funding for ARI and the A Rocha Worldwide Family. The initial fundraising focus will be on North America, with seed funding from multiple sources and staff capacity from two new roles that will be recruited: a director of development and a communications manager.

FUTURE PLANS (continued)

4. Ensuring that the A Rocha Worldwide Family strives to comply with standards agreed through the decision-making processes outlined in this Covenant

   a. Revisions to A Rocha's basis of faith, 5 Commitments, Vision and Mission will be developed for consideration at the A Rocha Worldwide Family Forum in June 2022.

   b. Work will commence on the development of a first ever high-level strategic direction for the A Rocha Worldwide Family.

   c. A brand refresh will be developed and implemented in multiple stages through a Family-wide consultation process.

FINANCIAL REVIEW

Financial position

A summary of the year's results can be found on page 24 of this report and financial statements

During 2021, total income amounted to £1,396,813 (2020 - £1,187,933). Of the income, a total of £1,272,612 (2020 - £1,075,339) related to donations and legacies.

Expenditure totalled £1,543,969 compared to £1,028,895 in 2020. Expenditure incurred on charitable activities amounted to £1,530,663 (2020 - £1,018,008). This included staff costs of £705,054 (2020 - £522,159). Charitable grants and donations made amounted to £655,201 (2020 - £356,309).

Net expenditure for the year before investment gains was £147,156 (2020 – net income of £159,038). Investment gains of £179,958 (2020 - £95,530) resulted in a net increase in funds for the year of £32,802 (2020 – net increase of £254,568).

The charity's net assets at 31 December 2021 were £2,374,307 (2020 - £2,341,505). Of this £204,772 (2020 - £193,930) related to restricted funds; £789,518 (2020 - £455,405) had been designated by the trustees; leaving the general funds balance of £1,380,017 (2020 - £1,692,170).

Reserves policy

The charity's reserves are held in support of the organisation's ongoing activities, recognising its commitment to the employment of staff, the lack of substantial regular income from grants, and the fluctuation of income in relation to appeals, seasonal donations and legacies and the need to ensure funds are available for planned developments.

For the purposes outlined above, the trustees aim to maintain free reserves at around 50% of annual expenditure, which equates to approximately £772,000. The Board have defined reserves for the purpose of this policy as unrestricted funds, excluding designated funds. Liquid reserves, i.e. those reserves held in cash or easily converted to cash, should normally not be less than 25% of the annual expenditure budget. The reserves policy was reviewed in 2022 and will be reviewed again in 2023 prior to the signing of those accounts.

FINANCIAL REVIEW (continued)

Reserves policy (continued)

The annual work plan and budget includes a forecast for income, expenditure and reserves for the next three years to illustrate how this target is expected to be met.

The level of free reserves held at 31 December 2021 was £1,380,017 comprising of the unrestricted general funds balance. This level of free reserves is greater than the target of £772,000.

During 2013, a trust which had previously made a quarterly gift to ARI to support its activities was wound up and a capital sum of over US$3,000,000 was made to the charity. The trustees have to manage this income in such a way as best assists the charity's financial challenges over the next few years. The management team and trustees are committed to grow its regular donor base but recognise that this will take a number of years to achieve. The Trustees have decided to use some of these reserves to invest in additional fundraising, marketing and development staffing with the aim of increasing both the level of unrestricted income for ARI and to bring in additional funds for the Worldwide A Rocha Family. Based on the planned expenditure of the charity, the level of free reserves will, in the medium term, be in line with the level set by the trustees.

Going concern assessment

There is a reasonable expectation that ARI has adequate resources to continue in operational existence for the foreseeable future. The trustees believe that there are no material uncertainties that call into doubt the charity's ability to continue operating as a going concern. In making this decision, the trustees have taken into consideration the risks and uncertainties arising from the Coronavirus pandemic and conclude that the charity can sustain its operations for a period of at least twelve months from date of signing these financial statements. Consequently, the financial statements have therefore been prepared on the basis that the charity remains a going concern.

Transactions with related parties

David McKay, who was ARI's Finance Director and Company Secretary until the summer/autumn of 2021, is Company Secretary and Treasurer of Climate Stewards (company registration number 7442207 (England and Wales), charity registration number 1141108). The activities of Climate Stewards were previously carried out as a project within ARI. On 1 June 2011, the activities and reserves of Climate Stewards (the project) were transferred to the separate legal entity.

Details of related party transactions during the year are included within note 18.

Investment policy

The charity holds funds with CAF Bank Limited and HSBC plc in addition to holding accumulated units in the COIF Charities Ethical Investment Fund with CCLA.

The charity's investment policy is to give priority to banks or other institutions that have an ethical policy. The trustees benchmark and review interest rates regularly to ensure the investments deliver a suitable return.

FINANCIAL REVIEW

Investment policy (continued)

At 31 December 2021, the market value of listed investments was £1,253,473 (2020 - £1,073,515). Details of movements in investments during 2021 are included within note 13.

Fundraising policy

All fundraising is carried out by the charity's own staff and volunteers. ARI does not employ external fundraisers. When supporters contact ARI asking to be removed from its database this is done without undue delay. A thorough review of all donors and supporters was undertaken in 2018 as part of ARI's preparation for GDPR and a further check of permissions is undertaken on a biannual basis. As such, all donors and supporters have been contacted to confirm that they wish to remain on ARI's database and to ascertain how they would like us to contact them in respect of the various marketing and fundraising publications. Trustees were fully involved in the preparation for GDPR and have approved a Privacy policy and a Data Breach policy which are displayed on ARI's website.

During 2021, ARI did not receive any complaints relating to its fundraising approach.

A Code of Conduct has been prepared to further protect vulnerable people and other members of the public from behaviour which could be seen as an unreasonable intrusion on a person's privacy.

Approved by the trustees:

Graham Wright
Trustee and Treasurer

Approved on: 5/8/22

Independent auditor's report to the members of A Rocha International

Opinion

We have audited the financial statements of A Rocha International (the 'charitable company') for the year ended 31 December 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2021 and of its 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information
The trustees are responsible for the other information. The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. 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 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 for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic 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 accounting records have not been kept,
- 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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 these 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. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the charity through discussions with key management and from our knowledge and experience of the charity sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charity. These included but were not limited to the Companies Act 2006, the Charities Act 2011, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2019); and

Auditor's responsibilities for the audit of the financial statements (continued)

- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of key management and review of minutes of Trustees' meetings.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of key management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested and reviewed journal entries to identify unusual transactions;
- Tested the authorisation of expenditure;
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of trustees; and
- Enquiring of as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of key management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

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



Shachi Blakemore (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 14 September 2022

Statement of financial activities Year ended 31 December 2021

	Notes	Restricted funds £	Unrestricted funds £	**Total funds 2021 £**	Restricted funds £	Unrestricted funds £	Total funds 2020 £
Income from:							
Donations and legacies	1	453,271	819,341	**1,272,612**	448,608	626,731	1,075,339
Charitable activities	2	50	98,710	**98,760**	—	76,245	76,245
Other: gain on disposal of property	12	—	—	—	—	10,152	10,152
Other: sundry		402	25,039	**25,441**	70	26,127	26,197
Total income		453,723	943,090	**1,396,813**	448,678	739,255	1,187,933
Expenditure on:							
Raising funds	3	276	13,030	**13,306**	—	10,887	10,887
Charitable activities	4, 8	442,605	1,088,058	**1,530,663**	377,757	640,251	1,018,008
Total expenditure		442,881	1,101,088	**1,543,969**	377,757	651,138	1,028,895
Net income (expenditure) before gains on investments	9	10,842	(157,998)	**(147,156)**	70,921	88,117	159,038
Gains on investments . Unrealised gains	13	—	179,958	**179,958**	—	95,530	95,530
Net income and net movement in funds for the year		10,842	21,960	**32,802**	70,921	183,647	254,568
Total funds brought forward at 1 January		193,930	2,147,575	**2,341,505**	123,009	1,963,928	2,086,937
Total funds carried forward at 31 December		204,772	2,169,535	**2,374,307**	193,930	2,147,575	2,341,505

All of the charity's activities derived from continuing operations during the above two financial periods.

All recognised gains and losses are included in the above statement of financial activities.

The notes on pages 27 to 40 form part of these financial statements.

Balance sheet as at 31 December 2021

		2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible assets	12		**325,686**		331,255
Investments	13		**1,253,473**		1,073,515
			1,579,159		1,404,770
Current assets					
Debtors	14	**569,324**		342,017	
Cash at bank		**343,768**		692,904	
		913,092		1,034,921	
Creditors: amounts falling due within one year	15	**(117,944)**		(98,186)	
Net current assets			**795,148**		936,735
Total net assets			**2,374,307**		2,341,505
The funds of the charity					
Restricted funds	16		**204,772**		193,930
Unrestricted funds					
. Tangible fixed assets	16		**325,686**		331,255
. Other designated	16		**463,832**		124,150
. General	16		**1,380,017**		1,692,170
Total funds			**2,374,307**		2,341,505

Approved by the trustees and signed on their behalf by:

Graham Wright
Trustee and Treasurer

Approved on: 5/8/22

A Rocha International
Company Registration Number 06852417 (England and Wales)

Statement of cash flows Year ended 31 December 2021

	Notes	2021 £	2020 £
Cash outflow from operating activities:			
Net cash (used in) provided by operating activities	A	**(349,136)**	139,329
Change in cash and cash equivalents in the year		**(349,136)**	139,329
Cash and cash equivalents at 1 January	B	**692,904**	553,575
Cash and cash equivalents at 31 December	B	**343,768**	692,904

Notes to the statement of cash flows for the year to 31 December:

A Reconciliation of net movement in funds to net cash flow from operating activities

	2021 £	2020 £
Net movement in funds (as per the statement of financial activities)	**32,802**	254,568
Adjustments for:		
Depreciation charge	**5,569**	5,569
Gains on investments	**(179,958)**	(95,530)
Increase in debtors	**(227,307)**	(6,610)
Increase (decrease) in creditors	**19,758**	(18,668)
Net cash (used in) provided by operating activities	**(349,136)**	139,329

B Analysis of cash, cash equivalents, and net debt

	2021 £	2020 £
Cash at bank and in hand	**343,768**	692,904
Total cash and cash equivalents	**343,768**	692,904

Principal accounting policies Year to 31 December 2021

The principal accounting policies adopted, judgements and key sources of estimation and uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year to 31 December 2021 and have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements are presented in sterling and are rounded to the nearest pound.

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 United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011 and the Companies Act 2006.

ARI is the body that supports AROs around the world as detailed in the trustees' report. Each ARO is a separate independent legal entity to ARI whose activities are not controlled by the charity although it is mutually supportive through a Memorandum of Understanding and Statement of Faith. The results of each ARO are therefore not consolidated within these financial statements.

The charity constitutes a public benefit entity as defined by FRS 102.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the trustees and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- estimating the useful economic life of tangible fixed assets;
- estimating the value of gifts in kind; and
- determining the basis for allocating support costs across expenditure categories.

In addition to the above, the full impact of the continuing global coronavirus pandemic is still unknown. It is therefore not currently possible to evaluate all the potential implications for the charity's activities, suppliers, beneficiaries and the wider economy.

Assessment of going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements and have considered the impact of the coronavirus pandemic on the charity's operations.

Assessment of going concern (continued)
The trustees of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The trustees monitor cash flow throughout the year including future sources of income via a system which tracks fundraising expectations month by month.

The most significant areas of judgement that affect items in the financial statements are detailed above. With regard to the next accounting period, the year ending 31 December 2022, the most significant areas that affect the carrying value of the assets held by the charity are the level of investment return and the performance of the investment markets.

Income recognition
Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received.

Income comprises donations and grants, legacies, investment income and other income for charitable activities.

Donations and grants are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations and grants pledged but not received, the amount is accrued for where the receipt is considered probable, unless there are implied time-related conditions which limit entitlement to a grant. In the event that a donation or grant is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain facilities or services of equivalent economic benefit on the open market.

Legacies are included in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

Income recognition (continued)

Entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, but the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title of the asset having being transferred to the charity.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

In accordance with the Charities SORP FRS 102 volunteer time is not recognised.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- Expenditure on raising funds includes all expenditure associated with raising funds for the charity. This includes costs associated with fundraising.

- Expenditure on charitable activities includes all costs associated with furthering the charitable purposes of the charity through the provision of its charitable activities. Such costs include charitable grants and donations, direct and support costs in respect to the co-ordination of global activities and conservation programmes.

- Charitable grants and donations are made where the trustees consider there is real, need following a review of the details of each particular case, and comprise single year payments rather than multi-year grants. Grants and donations are included in the statement of financial activities when approved.

All expenditure is stated inclusive of irrecoverable VAT.

Allocation of support and governance costs

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity, it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment.

Allocation of support and governance costs (continued)
Governance costs comprise the costs involving the public accountability of the charity (including audit costs) and costs in respect to its compliance with regulation and good practice.

Support costs are apportioned between charitable activities in proportion to the direct costs incurred in relation to each activity.

Tangible fixed assets
All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised. Assets are retired at the end of their useful economic life.

Tangible fixed assets are stated at cost less depreciation. Depreciation is not charged on freehold or leasehold land. Depreciation on other tangible fixed assets is provided at rates calculated to write off the cost of those assets, less their estimated residual value, over their expected useful lives on the following bases:

- Leasehold property and improvements – the shorter of 70 years or the remaining lease term
- Freehold property – 70 years
- Office equipment – 25% on cost

Investments
Listed investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price.

The charity does not acquire put options, derivatives or other complex financial instruments.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value is acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date. Realised and unrealised investment gains (or losses) are combined in the statement of financial activities and are credited (or debited) in the year in which they arise.

Debtors
Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand
Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions 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. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Exchange differences are taken into account in arriving at the net movement in funds.

Pension contributions

Contributions in respect of the charity's defined contribution pension scheme are charged to the statement of financial activities when they are payable to the scheme. The charity's contributions are restricted to the contributions disclosed in note 10. There were no outstanding contributions at the year end. The charity has no liability beyond making its contributions and paying across the deductions for the employees' contributions.

Funds structure

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1 Donations and legacies

	Restricted funds £	**Unrestricted funds £**	**2021 Total funds £**	Restricted funds £	Unrestricted funds £	2020 Total funds £
Donations	**218,018**	**704,863**	**922,881**	213,038	491,510	704,548
Legacies	**—**	**8,475**	**8,475**	—	62,250	62,250
Grants	**235,253**	**106,003**	**341,256**	235,570	72,971	308,541
Total funds	**453,271**	**819,341**	**1,272,612**	448,608	626,731	1,075,339

Donations in kind amounting to £nil (2020 — £2,680) are included above within donations. There is a corresponding increase in salary costs under expenditure.

2 Income from charitable activities

	Restricted funds £	**Unrestricted funds £**	**2021 Total funds £**	Restricted funds £	Unrestricted funds £	2020 Total funds £
Co-ordination of global events	**50**	**98,710**	**98,760**	—	76,245	76,245

3 Cost of raising funds

	Restricted funds £	**Unrestricted funds £**	**2021 Total funds £**	Restricted funds £	Unrestricted funds £	2020 Total funds £
Promotional costs	**276**	**13,030**	**13,306**	—	10,887	10,887

4 Charitable activities

	Direct costs (note 5) £	Grant funding of activities (note 6) £	Support costs (note 7) £	**2021 Total funds £**
Co-ordination of global activities	777,564	525,747	57,259	**1,360,570**
Protection of threatened habitats and species	33,481	129,454	7,158	**170,093**
2021 total funds	811,045	655,201	64,417	**1,530,663**

	Direct costs (note 5) £	*Grant funding of activities (note 6) £*	*Support costs (note 7) £*	*2020 Total funds £*
Co-ordination of global activities	*566,950*	*256,604*	*39,129*	*862,683*
Protection of threatened habitats and species	*48,576*	*99,705*	*7,044*	*155,325*
2020 total funds	*615,526*	*356,309*	*46,173*	*1,018,008*

5 Direct costs

	Co-ordination of global activities £	Protection of threatened habitats and species £	**2021 Total funds £**
Premises costs	6,718	—	**6,718**
Travel	12,339	—	**12,339**
Donations	—	33,302	**33,302**
Other project costs	23,734	179	**23,913**
Web site development costs	2,954	—	**2,954**
Other administration costs	44,132	—	**44,132**
Meetings and conferences	5,671	—	**5,671**
Staff costs	676,447	—	**676,447**
Depreciation (note 12)	5,569	—	**5,569**
2021 total funds	777,564	33,481	**811,045**

	Co-ordination of global activities £	*Protection of threatened habitats and species* £	*2020 Total funds* £
Premises costs	*6,449*	—	*6,449*
Travel	*8,564*	—	*8,564*
Donations	—	*48,216*	*48,216*
Other project costs	*12,846*	*360*	*13,206*
Web site development costs	*9,795*	—	*9,795*
Other administration costs	*19,649*	—	*19,649*
Meetings and conferences	*1,158*	—	*1,158*
Staff costs	*502,920*	—	*502,920*
Depreciation (note 12)	*5,569*	—	*5,569*
2020 total funds	*566,950*	*48,576*	*615,526*

6 Grant funding of activities

	Restricted funds £	**Unrestricted funds £**	**2021 Total funds £**	Restricted funds £	Unrestricted funds £	2020 Total funds £
Grants to A Rocha National Projects	**307,716**	**347,485**	**655,201**	311,916	44,393	356,309
2021 total funds	**307,716**	**347,485**	**655,201**	311,916	44,393	356,309

7 Support costs

	Co-ordination of global activities £	Protection of threatened habitats and species £	2021 Total funds £	Co-ordination of global activities £	Protection of threatened habitats and species £	2020 Total funds £
Premises costs	**1,329**	**166**	**1,495**	1,223	220	1,443
Office administration	**7,892**	**987**	**8,879**	3,953	712	4,665
Legal and professional fees	**3,352**	**419**	**3,771**	2,502	450	2,952
Exchange rate loss	**10,672**	**1,333**	**12,005**	—	—	—
Staff costs	**25,428**	**3,179**	**28,607**	16,304	2,935	19,239
Governance costs:						
. Auditor's remuneration	**8,325**	**1,041**	**9,366**	7,474	1,346	8,820
. Trustees' meetings and expenses	**261**	**33**	**294**	7,673	1,381	9,054
	57,259	**7,158**	**64,417**	39,129	7,044	46,173

8 Expenditure by charitable activity

Summary by fund type

	Restricted funds £	Unrestricted funds £	2021 £	Restricted funds £	Unrestricted funds £	2020 £
Co-ordination of global activities	**279,670**	**1,080,900**	**1,360,570**	229,837	632,846	862,683
Protection of threatened habitats and species	**162,935**	**7,158**	**170,093**	147,920	7,405	155,325
2020 total funds	**442,605**	**1,088,058**	**1,530,663**	377,757	640,251	1,018,008

Summary by expenditure type

	Staff costs (note 10) £	Depreciation £	Other costs £	**Total 2021 £**
Co-ordination of global activities	701,875	5,569	653,126	**1,360,570**
Protection of threatened habitats and species	3,179	—	166,914	**170,093**
	705,054	5,569	820,040	**1,530,663**

	Staff costs (note 10) £	*Depreciation £*	*Other costs £*	*Total 2020 £*
Co-ordination of global activities	*519,224*	*5,569*	*337,890*	*862,683*
Protection of threatened habitats and species	*2,935*	—	*152,390*	*155,325*
	522,159	*5,569*	*490,280*	*1,018,008*

9 Net income (expenditure) before gains on investments

This is stated after charging the following:

	2021 £	2020 £
Depreciation (note 12)	**5,569**	5,569
Auditors' remuneration		
. Current year	**9,366**	8,820

10 Staff costs

Staff costs were as follows:

	2021 £	2020 £
Wages and salaries	**598,408**	443,466
Social security costs	**78,039**	59,454
Pension cost	**28,607**	19,239
	705,054	522,159

The average monthly number of employees during the year was as follows:

	2021 No	2020 No
Direct programme staff (including staff seconded to national projects)	**15**	9
Administrative staff	**1**	2
	16	11

The number of higher paid employees was:

	2021 No	2020 No
£60,001 - £70,000	**1**	1
£70,001 - £80,000	**2**	1

The key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis comprise the trustees and the senior management team of the charity. The total remuneration (including taxable benefits and employer's national insurance and pension contributions) of the key management personnel for the year was £435,829 (2020: £298,302). The number of key management personnel increased to 8 in 2021 (2020: 6).

In 2020 Peter Harris, the co-founder of the charity, was remunerated £38,215 for his services to the charity until his retirement on 31 May 2020. Since that time he has become a volunteer for the charity.

11 Trustees' expenses and remuneration

No trustee received any emoluments during the year in connection with his or her duties as trustee to the charity (2020 - £nil).

During the year, no trustees (2020: three) were reimbursed travel expenses (2020: £1,714). During the year, trustees made unrestricted donations to the charity totalling £61,531 (2020: £51,622).

12 Tangible fixed assets

	Leasehold property and improvements £	Freehold property £	**Total £**
Cost			
At 1 January 2021	309,844	119,520	**429,364**
Disposals	—	—	**—**
At 31 December 2021	309,844	119,520	**429,364**
Depreciation			
At 1 January 2021	68,121	29,988	**98,109**
Charge for the year	4,141	1,428	**5,569**
Disposals	—	—	**—**
At 31 December 2021	72,262	31,416	**103,678**
Net book values			
At 31 December 2021	237,582	88,104	**325,686**
At 31 December 2020	241,723	89,532	**331,255**

Included within freehold and leasehold property is land with value of £39,545 which is not depreciated (2020: £39,545). The freehold property comprises of the field study centre 'Cruzinha' in Mexilhoeira Grande, Portugal, which is used exclusively by the A Rocha Associação Cristã de Estudo e Defesa Ambiente. The Trustees have recently become aware of a potential liability for three years of unpaid property taxes on the property. Enquiries are ongoing in respect of this potential liability but it is believed to be below €10,000. Leasehold property comprises 'Karara' in Nairobi, Kenya, used exclusively by A Rocha Kenya. Although the charity was left the freehold title to the property, under local legislation introduced in 2010, freehold titles held by foreign bodies were revoked in favour of long leasehold arrangements. Legal title of the properties is held by A Rocha Limited, a company registered in the UK and limited by guarantee. Beneficial ownership has been assigned to A Rocha International. The land and buildings are shown at cost, or estimated cost at the point of donation.

13 Investments – listed securities

	2021 £	2020 £
Market value		
At 1 January	**1,073,515**	977,985
Unrealised gains in the year	**179,958**	95,530
At 31 December	**1,253,473**	1,073,515
Historic cost of investments	**579,319**	579,319
Listed investments at the year end comprised of the following:		
COIF Charities Ethical Investment fund	**1,253,473**	1,073,515

14 Debtors

	2021 £	2020 £
Amounts due from other A Rocha organisations	**510,309**	74,297
Gift aid receivable	**45,089**	19,801
Other debtors	**13,926**	247,919
	569,324	342,017

15 Creditors: amounts falling due within one year

	2021 £	2020 £
Taxation and social security	**11,017**	65,965
Accruals	**42,504**	4,566
Other creditors	**64,423**	27,655
	117,944	98,186

16 Funds

Unrestricted funds	1 January 2021 £	Income £	Expenditure £	Gains, transfers and designations £	**31 December 2021 £**
Designated funds					
Fixed asset funds	331,255	—	(5,569)	—	**325,686**
Global Conservation Fund	—	341,049	(6,110)		**334,939**
Other funds	124,150	10,069	(5,326)	—	**128,893**
	455,405	351,118	(17,005)	—	**789,518**
General funds					
General Funds - all funds	1,692,170	591,972	(1,084,083)	179,958	**1,380,017**
Total Unrestricted funds	2,147,575	943,090	(1,101,088)	179,958	**2,169,535**

Unrestricted funds	*1 January 2020 £*	*Income £*	*Expenditure £*	*Gains, transfers and designations £*	*31 December 2020 £*
Designated funds					
Fixed asset funds	*336,824*	—	*(5,569)*	—	*331,255*
Other funds	*62,592*	*61,946*	*(388)*	—	*124,150*
	399,416	*61,946*	*(5,957)*	—	*455,405*
General funds					
General Funds - all funds	*1,564,512*	*677,309*	*(645,181)*	*95,530*	*1,692,170*
Total Unrestricted funds	*1,963,928*	*739,255*	*(651,138)*	*95,530*	*2,147,575*

16 Funds (continued)

The fixed assets fund represents the net book value of the charity's fixed assets. A decision was made to separate this fund from the general fund of the charity in recognition of the fact that the tangible fixed assets are essential to the day-to-day work of the charity and as such their value should not be regarded as funds that would be realisable with ease, in order to meet future contingencies.

The Global Conservation fund is to provide strategic funding for ARI and the A Rocha Worldwide Family. Given the wider strategic purpose of this fund the trustees deem this fund to be a designated fund.

Other funds include funds designated to the John Stott memorial lectures.

Restricted funds

	1 January 2021 £	Income £	Expenditure £	Transfers £	**31 December 2021 £**
A Rocha Australia	1,625	3,437	(1,958)	—	**3,104**
A Rocha Brazil	3,635	593	(3,322)	—	**906**
A Rocha Canada	750	441	(40)	—	**1,151**
A Rocha Czech Republic	2,260	13,048	(8,723)	—	**6,585**
A Rocha France	386	5,655	(6,004)	—	**37**
A Rocha Germany	75	—	—	—	**75**
A Rocha Ghana	3,922	5,320	(3,043)	—	**6,199**
A Rocha India	401	44,218	(35,155)	—	**9,464**
A Rocha Kenya	10,034	43,850	(31,368)	—	**22,516**
A Rocha Lebanon	31,315	23,218	(21,915)	—	**32,618**
A Rocha Netherlands	271	162	(181)	—	**252**
A Rocha New Zealand	(4)	—	—	—	**(4)**
A Rocha Peru	1,593	17,797	(4,279)	—	**15,111**
A Rocha Portugal	14,065	13,226	(27,319)	—	**(28)**
A Rocha South Africa	837	2,236	(2,015)	—	**1,058**
A Rocha Switzerland	43	—	—	—	**43**
A Rocha Uganda	3,055	25,144	(20,501)	—	**7,698**
A Rocha UK	4,401	7,912	(14,018)	—	**(1,705)**
A Rocha USA	220	—	—	—	**220**
Eden Creation Care (Nigeria)	493	—	—	—	**493**
Climate Stewards	—	1,467	(897)	—	**570**
Projects	114,553	245,999	(262,143)	—	**98,409**
	193,930	453,723	(442,881)	—	**204,772**

The income funds listed for each of the AROs represent donations and grants for A Rocha's work, including specific projects in that country and for running the respective field study centres.

16 Funds (continued)

***Restricted funds** (continued)*

	1 January 2020 £	*Income £*	*Expenditure £*	*Transfers £*	*31 December 2020 £*
A Rocha Australia	*2,334*	*3,003*	*(3,712)*	*—*	*1,625*
A Rocha Brazil	*2,708*	*994*	*(67)*	*—*	*3,635*
A Rocha Canada	*485*	*295*	*(30)*	*—*	*750*
A Rocha Czech Republic	*3,609*	*21,871*	*(23,220)*	*—*	*2,260*
A Rocha France	*14,313*	*19,953*	*(33,880)*	*—*	*386*
A Rocha Germany	*75*	*—*	*—*	*—*	*75*
A Rocha Ghana	*2,852*	*6,666*	*(5,596)*	*—*	*3,922*
A Rocha India	*6,563*	*13,114*	*(19,276)*	*—*	*401*
A Rocha Kenya	*19,443*	*51,809*	*(61,218)*	*—*	*10,034*
A Rocha Lebanon	*18,263*	*23,357*	*(10,305)*	*—*	*31,315*
A Rocha Netherlands	*271*	*—*	*—*	*—*	*271*
A Rocha New Zealand	*94*	*—*	*(98)*	*—*	*(4)*
A Rocha Peru	*1,765*	*17,048*	*(17,220)*	*—*	*1,593*
A Rocha Portugal	*5,811*	*32,092*	*(23,838)*	*—*	*14,065*
A Rocha South Africa	*388*	*1,430*	*(981)*	*—*	*837*
A Rocha Switzerland	*43*	*—*	*—*	*—*	*43*
A Rocha Uganda	*949*	*9,736*	*(7,630)*	*—*	*3,055*
A Rocha UK	*4,052*	*5,437*	*(5,088)*	*—*	*4,401*
A Rocha USA	*220*	*—*	*—*	*—*	*220*
Eden Creation Care (Nigeria)	*206*	*308*	*(21)*	*—*	*493*
Climate Stewards	*—*	*(244)*	*244*	*—*	*—*
Projects	*38,565*	*241,809*	*(165,821)*	*—*	*114,553*
	123,009	*448,678*	*(377,757)*	*—*	*193,930*

17 Analysis of net assets between funds

		Unrestricted funds		
	Restricted funds £	General funds £	Designated funds £	**2021 Total funds £**
Tangible fixed assets	—	—	325,686	**325,686**
Investments	—	1,253,474	—	**1,253,474**
Current assets	204,772	244,486	463,832	**913,091**
Creditors due within one year	—	(117,944)	—	**(117,944)**
	204,772	1,380,017	789,518	**2,374,307**

		Unrestricted funds		
	Restricted funds £	*General funds £*	*Designated funds £*	*2020 Total funds £*
Tangible fixed assets	*—*	*—*	*331,255*	*331,255*
Investments	*—*	*1,073,515*	*—*	*1,073,515*
Current assets	*193,930*	*716,841*	*124,150*	*1,034,921*
Creditors due within one year	*—*	*(98,186)*	*—*	*(98,186)*
	193,930	*1,692,170*	*455,405*	*2,341,505*

17 Analysis of net assets between funds (continued)

	2021 £	2020 £
Unrealised gains included above on investments	**674,154**	494,196
Reconciliation of movement in unrealised gains		
Unrealised gains at 1 January	**494,196**	398,666
Unrealised gains released on disposal	**—**	—
Net gains arising on revaluation	**179,958**	95,530
Total unrealised gains at 31 December	**674,154**	494,196

18 Transactions with related parties

A Rocha UK acted as the agent of A Rocha International regarding the receipt and banking of funds from UK donors intended for the support of A Rocha International and other national A Rocha organisations outside the UK. In the year to 31 December 2021, A Rocha International received £20,154 (2020: £23,113) via A Rocha UK under this arrangement (including Gift Aid tax reclaims). This included £8,678 (2020: £14,263) income and gains for A Rocha International and £11,471 (2020: £8,850) for other A Rocha national organisations.

During 2021 two trustees (2020: five trustees) donated £61,531 (2020: £51,621) and seven members of staff (2020: six staff) donated a total of £179,022 (2020: £558) to A Rocha International.

In 2020 Peter Harris, the co-founder of the charity, was remunerated £38,215 for his services to the charity until his retirement on 31 May 2020. Since that time he has become a volunteer for the charity.

19 Liability of members

The charity is constituted as a company limited by guarantee. In the event of the charity being wound up the members are required to contribute an amount not exceeding £10.

A ROCHA INTERNATIONAL

England & Wales - Charity number 1136041

Accounts

A Rocha International

Annual Report and Financial Statements

31 December 2020

Company registration number
06852417(England and Wales)

Charity Registration number
1136041

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Reference and administrative information

President	Rev Peter Harris
Trustees	Soohwan Park (Chair) Dr Steve Beck (resigned 31 December 2020) Geoffrey Cowper Rebecca Irvin (resigned 31 December 2020) Paul Jeanson (resigned 31 December 2020) Ian Marlow (resigned 11 January 2020) Dr Hilary Marlow (appointed 24 April 2020) Dr Florence Muindi (appointed 29 October 2020 Stephen Osei Mensah (resigned 11 January 2020) Dr Ruth Padilla DeBorst (resigned 11 January 2020) Dr Simon Stuart (resigned 26 June 2020) Graham Wright
	Regionally nominated trustees **(**Appointed 1 January 2021) Prof Rodel Lasco Benjamin Lowe Prof Alfred Oteng-Yeboah Prof Jan van der Stoep Steve Tanner
Secretary	David McKay
Management team	
Executive Director	Dr Simon Stuart (from 1 December 2020)
Interim Executive Director	David McKay (to 30 November 2020)
Director of Finance and Administration	David McKay
Director of Conservation Science	Dr Jeremy Lindsell
Director of International Operations	Sarah French
Director of Theology	Rev Dr David Bookless
Director of Communications	Joanna Swinney
Chief Operating Officer	Kenneth Brown (from 1 July 2021)
Registered office	180 Piccadilly London W1J 9HF
Charity registration number	1136041
Company registration number	06852417

Reference and administrative information

Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Investment managers	CCLA Investment Management Limited Senator House 85 Queen Victoria Street London EC4V 4ET
Bankers	HSBC 31 The Pyramids Grange Road Birkenhead CH41 2ZL CAF Bank Limited Kings Hill West Malling Kent ME19 4TA

The trustees present their report together with the financial statements of A Rocha International (the "charity" or "ARI") for the year ended 31 December 2020.

The report has been prepared in accordance with Part 8 of the Charities Act 2011 and constitutes a directors' report for the purposes of company legislation.

The financial statements have been prepared in accordance with the accounting policies set out on pages 26 to 30 of the attached financial statements and comply with the charitable company's memorandum and articles of association, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

Introduction

A Rocha International (ARI) is an international environmental conservation organisation working to show God's love for all creation.

ARI was incorporated as a company limited by guarantee on 19 March 2009 and became a UK registered charity (number 1136041) on 20 May 2010. On 1 July 2010, the activities of The A Rocha Trust (charity number 288634 and formerly known as A Rocha International) were transferred to A Rocha International. Prior to 1 July 2010, A Rocha International had been dormant.

GOVERNANCE, STRUCTURE AND MANAGEMENT

Method of appointment or election of trustees

On 24 October 2020 ARI and 20 A Rocha Organisations (AROs) signed a Covenant which replaced existing bi-lateral memoranda of association (between ARI and each ARO) with effect from 1 January 2021. The Covenant allocates AROs into 5 regions and each region can make a recommendation for a trustee of ARI. A further 5 trustees are appointed by the existing trustees with due consideration for the skills and experience required to assist the growth and development of ARI, being careful to ensure a breadth of diversity. Trustees can serve for up to two terms of four years. All trustees are required to sign the statement of A Rocha's Mission and Beliefs.

Policies adopted for the induction and training of trustees

New trustees follow an established induction procedure, which includes an introduction to the work of ARI and receipt of a copy of the governing documents. The new trustee is also briefed on the current aims and objectives and fully advised on the financial position of the charity.

Organisational structure and decision making

The trustees of ARI govern the charity in accordance with its memorandum and articles of association. In addition, the trustees appointed Peter Harris to a post recognising his role as Founder of A Rocha, with him becoming President and Co-Founder. He was responsible to the trustees through the Chair, and in attendance at trustee meetings as a non-voting member during the year until his retirement on 31 May 2020. Since then, Peter has remained as a volunteer and advocate for A Rocha but with no formal governance role.

The family of A Rocha Organisations (AROs) include ARI, A Rocha National Organisations (ARNOs), A Rocha Associated Projects (ARAPs) and A Rocha Thematic Organisations (ARTOs).

The trustees agree the strategic policy to be implemented by the management team which consisted of the following staff during 2020: the Executive Director, the Director of Conservation Science, the Director of Operations, the Director of Theology, the Director of Finance and Administration and the Head of Communications. The day to day running of ARI is devolved to the management team, to whom all other team members report.

Traditionally, as the trustees resided in six countries, they met twice a year to save costs. Each meeting was residential and held over two days and at least one of the meetings was at an ARO, enabling trustees to visit projects. This pattern allowed time for discussion of substantive issues and facilitated the strengthening of the relationship between the trustees. The business of trustees meetings includes receiving a set of financial statements and a review of operational issues from the management team, discussions on strategic priorities and relations between the A Rocha family of organisations, and considering the implications for A Rocha's resource needs, policies and priorities. In 2020, it was not possible to meet physically due to the COVID-19 pandemic. During the year 4 trustees' meetings took place by Zoom. Following the implementation of the Covenant from 1 January 2021, the new trustees now reside in 8 countries and initial meetings have taken place by Zoom. This will be reviewed when travel restrictions resulting from the COVID-19 pandemic are relaxed.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Organisational structure and decision making (continued)

The Board is supported by two sub-committees that report to all trustees:

- The Finance Committee comprises three trustees. The Finance Committee met twice during the year as part of the Executive Trustee Committee. In March 2021 the committee widened its scope and became the Finance and Compliance Committee and comprises 4 trustees.

- An Executive Trustee Committee which will, if required, meet with the management team between full trustee meetings to review operational issues. The Executive Committee comprises five trustees. The Executive Committee met twice during 2020.

Risk management

Trustees identify potential risks to the charity by carrying out regular detailed reviews of the activities and future strategy of the charity. These risks are kept under regular review. A full risk register has been prepared and the trustees have asked the management team to monitor risks under the headings below. The following specific measures have been put in place to mitigate each of the risk areas.

Identified risk	Action Taken
Dependence upon a few donors making large donations	A Fundraising Working Group has been set up which includes the Head of Communications The Executive Trustee Committee has met twice during 2020 to consider fundraising activities to reduce ARI's dependence on a few donors making large donations The Fundraising Working Group discusses increasing the donor base at each of its meetings The Chairperson has written to a number of longstanding supporters asking them to commit to regular financial support over 3 years An A Rocha Development Fund has been started to increase the donor base
Financial Reserves	Reserves are above the target of £600,000 and this represents approximately 10 months expenditure. Please refer to page 15 for further details on the reserves policy.
Capacity of ARI Staff	A Conservation Projects Manager has been appointed An Operations Manager has been appointed A Head of Communications has been appointed Several other part time posts have been created for the next 12 months

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Risk management (continued)

Governance and Reporting by AROs	A new Covenant between ARI and 20 AROs was signed on 24 October 2020 to replace bi-lateral memoranda of understandings. The Director of Operations is supporting AROs with reporting and is implementing stricter project monitoring and evaluation processes. Training of staff in project management cycle and project risk assessment has been undertaken.
Theological or Mission Drift	A Director of Theology has been appointed. An international forum involving representatives from each ARO are held every 3 years and are seen as key in avoiding theological and mission drift. The next stage of the governance review is helping AROs focus on the core theological and mission values which binds the A Rocha family
Reputational risk	Compliance with the application of the brand is kept under review. Potential reputational risks arising from discussions with groups wishing to become AROs are assessed A Code of Conduct for trustees, staff, volunteers, interns and seconded staff has been prepared and adopted

The management team monitors the effectiveness of the actions annually and presents its evaluation to trustees. In addition to the above specific actions taken during the year, potential risks are mitigated on an on-going basis by the following actions:

- The trustees provide an appropriate variety of professional skills and experience;
- The maintenance of a prudent level of reserves;
- The employment of professionally qualified staff in key areas;
- A comprehensive and adequate suite of insurance policies;
- Effective internal communications and controls; and
- A comprehensive range of written policies and procedures covering all areas of the charity's activities.

All staff are required to complete a Comprehensive Safety in Travel review of their international travel arrangements prior to departure and their completed review is filed with the Director of Operations. All staff and volunteers are covered by a travel insurance policy. ARI's International Travel Policy and Risk Register has been amended to limit the number of staff members, ARI directors or board members who are allowed to travel together on the same flight, vehicle, train or boat.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Risk management (continued)

The management team will keep under close and constant review the impact of COVID-19. In particular, the impact of the virus on the health of the A Rocha International team members as well as their ability to perform and control project activities in a number of countries with differing lockdown restrictions will be closely monitored. In addition, the economic impact of the virus on the value of investments will be monitored to consider if there is likely to be any implications for future activities.

In addition, further risks are still being monitored from previous years. These are:

- Kidnap and Terrorism threats particularly relating to activities in Lebanon, Kenya, Uganda and Nigeria;
- The health of key ARI staff; and
- The outcome of the A Rocha global consultation.

Key management personnel

The trustees consider that they together with the management team of the charity comprise the key management in charge of directing and controlling, running and operating the charity on a day to day basis.

Employees of the charity are remunerated in accordance with the charity's pay scales as set by the Board. Subject to funds being available, it is the charity's policy to increase salary bands each year in line with the UK consumer prices index.

All trustees give their time freely. No trustees were remunerated during the year (2019 - no remuneration). Details of trustee expenses are disclosed in note 11.

Statement of trustees' responsibilities

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

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

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

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Statement of trustees' responsibilities (continued)

- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the trustees confirms that:

- so far as the trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- the trustee has taken all the steps that he or she ought to have taken as a trustee in order to make himself or herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

The trustees are responsible for the maintenance and integrity of the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from other jurisdictions.

OBJECTIVES AND ACTIVITIES

Policies and objectives

ARI is an international environmental conservation organisation working to show God's love for all creation.

The objects of the charity are:

- The advancement of the Christian faith and the understanding of its relevance to environmental issues.
- Education of the public by promotion of conservation and the study of ecology and the environment.
- Promotion of the conservation, protection and improvement of the physical and natural environment in a community context.

OBJECTIVES AND ACTIVITIES (continued)

Policies and objectives (continued)
In setting objectives and planning the charity's activities, the trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit.

Strategies for achieving objectives
ARI implements global environmental conservation programmes in France, Ghana, India, Peru, Portugal, Uganda and USA. In addition, team members visit AROs to review conservation programmes, to teach local staff and their supporters as well as teaching at locally organised events in schools, colleges, universities and churches. Trustees visit international projects annually (although this was impractical throughout 2020).

ARI also coordinates and supports the conservation and environmental education activities of nationally registered AROs around the world. At the end of 2020 ARNOs were active in 19 countries – Australia, Brazil, Canada, Czech Republic, Finland, France, Ghana, India, Kenya, Lebanon, Netherlands, New Zealand, Peru, Portugal, South Africa, Switzerland, Uganda, UK and USA. During 2020, ARAPs were active in Nigeria and the Philippines. Climate Stewards was an ARTO member of the A Rocha family operating globally. ARI receives many requests from organisations wishing to become an ARO; where such organisations have existing national reach, they may become ARNOs, but where not, they are encouraged to apply instead for ARAP status as an interim measure. It is anticipated that some ARAPs will remain local and therefore will remain ARAPs without progressing to become an ARNO.

ARI is the body that supports AROs around the world as detailed above. Each ARO is a separate, independent legal entity from ARI whose activities are not controlled by the charity, although it is mutually supportive through the global Covenant. The results of each ARO are therefore not consolidated within these financial statements.

This dispersed structure avoids the overhead expenses of maintaining an office while allowing team members to be in touch and involved with the environmental conservation work and associated activities of the various national teams. In addition, staff were seconded to ARI by A Rocha USA, A Rocha Canada, A Rocha France and A Rocha Switzerland.

OBJECTIVES AND ACTIVITIES (continued)

Specific objectives for the year

Our objectives for 2020 and progress in meeting them is set out below:

What we said we would do	What we did
The multi-year African Forest projects in Ghana and Kenya will continue and will be expanded to include Uganda and Nigeria	The African Forest projects in Ghana and Nigeria continued in 2020 and have secured multi-year grants. Funding is being sought for forest sites at Benue and Taraba in Nigeria and West Bugwe in Uganda
ARI will continue to present and promote the underlying Christian basis of A Rocha's care for creation both with AROs and also in churches, theological colleges as well as international conferences	We promoted A Rocha's underlying Christian basis of faith by speaking in churches, theological colleges and at international conferences during 2020. As most of these took place by video, the number of events increased and we were able to speak at events in a greater number of countries.
An Environmental Education conference will be held in Uganda	Due to COVID-19 travel constraints, it was not possible to hold a physical Environmental Education conference in Uganda in 2020. However, an Environmental conference and two workshops were held by Zoom and these included delegates from 17 countries.
Global programmes for Theology and Marine will continue	The Marine Conservation Programme has involved activities by AROs across the globe and the Marine team has grown to 11 scientists. The Theology and Churches Global Programme involve representatives from the great majority of A Rocha Organisations and they are meeting regularly online.
Work will continue to establish ARAPs in Sweden, Spain, Singapore and Germany	We continue to work with groups in Sweden, Spain, Singapore and Germany to establish ARAPs. The group in Sweden has submitted a formal application to become an ARAP.
The agreement by AROs of a covenant as part of the new governance structure for ARI will be signed	The global A Rocha covenant was signed by ARI and 20 AROs on 24 October 2020.

OBJECTIVES AND ACTIVITIES (continued)

Strategies for achieving objectives (continued)

A new Executive Director will be appointed	Dr Simon Stuart was appointed Executive Director and took up his post on 1 December 2020.
Continued focus of the management and trustees will be given to raising unrestricted income to ensure ARI becomes financially sustainable	Unrestricted income continued to increase in 2020 and a surplus for the year was achieved.

ACHIEVEMENTS AND PERFORMANCE

Review of the year

Given A Rocha's organisational structure, the primary function of ARI is as an implementer, inspirer and enabler of activities carried out locally by AROs. During 2020, ARI assisted and resourced growth of national activities in many places including building the capacity of national committees and teams, recruiting new volunteers and supporters as well as implementing, monitoring and evaluating conservation programme and reviewing governance and financial capacity.

Whilst ARI's achievements and performance are easiest assessed in terms of working in partnership with AROs and the direct support provided to those organisations, the real measure of achievement is in the practical impact that the family of organisations is then able to make.

Implementation and coordination of A Rocha's global activities

There has been ongoing liaison with and support for AROs through frequent communication, training workshops and conferences with the aim of strengthening their organisational development, leadership, governance, theological, scientific capacity and the sharing of best practice and resources. Due to COVID-19 travel restrictions it was not possible to visit any AROs in 2020 but visits are seen as an important part of ARO support and these will be resumed as soon as travel restrictions are lifted and it is safe for staff to do so. The International Operations Team has greatly assisted and supported AROs with strategic planning, leadership development and project monitoring and evaluation.

ACHIEVEMENTS AND PERFORMANCE (continued)

Implementation and coordination of A Rocha's global activities (continued)
This will enable AROs to develop their management of practical environmental programmes more effectively as well as building their capacity. COVID-19 has impacted AROs in many different ways and at different times during 2020.The financial impact has been greatest for those AROs which rely on income from visitors to their centres. Other AROs have been constrained in visiting project sites. ARI's role has been to support, encourage and resource AROs through these difficulties.

ARI implemented and resourced global conservation activities in Ghana, India, Kenya, Peru, Portugal, Uganda and USA. In addition to support of existing ARO initiatives, ARI expanded its micro-plastics project through Dr Robert Sluka, Lead Scientist Marine and Conservation Programme. This project has expanded to include most AROs. A micro-plastics tool-kit has been developed to assist those involved in such projects. These activities will assist in understanding the impact of micro-plastics on fish and other marine life. ARI's Marine projects also include looking at the bleaching and damage of corals off the coast of Kenya. These projects led to a new research partnership with St Andrews University funded by the UK Government's Global Challenges Research Fund. Activities in Kenya will be expanded to include Madagascar.

The COVID-19 travel restrictions in 2020 allowed ARI to have many more opportunities to speak online with theological colleges, conferences, workshops and meetings across the world on the biblical basis for environmental responsibility. As a result more people heard about A Rocha and the biblical case for creation care in 2020 than in any previous year.

In particular, ARI partnered with the Lausanne and World Evangelical Alliance Creation Care network to organise a global conference on "Creation at the Crossroads" which had participants from over 40 countries.

The Global Programme for Theology and Churches was convened by ARI with active participation from a large majority of A Rocha Organisations. During 2020, there were regular online meetings of this group.

Throughout 2020, the International Operations Team has been in regular contact with AROs to consider and assess how their project work has been impacted by the COVID-19 pandemic and to consider what additional support and resources can be given to them. The International Operations Team is also in regular contact with a number of groups across the globe that wish to become part of A Rocha.

The appointment of Joanna Swinney as Head of Communications has enabled the communication of an integrated programme of activities across AROs. Joanna has also been able to form a Communications Collective which brings together communications staff and volunteers from a number of AROs for the sharing of ideas and trainingDi. She was appointed Director of Communications in July 2021.

ACHIEVEMENTS AND PERFORMANCE (continued)

Implementation and coordination of A Rocha's global activities (continued)
On 24 October 2020, ARI and 20 AROs signed a global A Rocha Covenant as part of a new governance structure for ARI. This replaced bi-lateral memoranda of understandings between ARI and individual AROs. Executing the new Covenant required extensive changes in trustee appointments, hence the unusually large number of changes in the past year.

Protection of threatened habitats and species
A Rocha's range of conservation programmes in 2020 focused on scientific research, theology, environmental education and community participation linked to the United Nations' Sustainable Development Goals. A key focus during the year has been to improve the collection and conservation of data and statistical analysis, practical environmental education and communication within AROs. Project work has, at times during 2020, been difficult due to COVID-19 travel restrictions to project site.

The Director of Conservation Science and his team have also been able to assist the publication of 9 peer-reviewed scientific papers published in leading scientific journals including *Nature*, *Ecology and Evolution*, *Conservation Letters*, *Journal of Insect Conservation* and *Bird Study*. ARI has also established its trans-national initiatives linking teams in various countries through common programmes. One such initiative was the completion of phase 2 and the commencement of phase 3 of a marine governance project linking coastal conservation efforts in Ghana, Kenya and Madagascar benefitting over 9000 hectares of coastal habitat.

During 2020, ARI continued its multi-year African Forest programme, which will plant and conserve forests in Ghana and Kenya as well as providing income for the local communities by educating them to manage their natural resources in a sustainable way. During the year forest sites at Benue and Taraba in Nigeria and West Bugwe in Uganda have been included in the programme.

Substantial support and resources were given to the global campaign by A Rocha Ghana and ARI to counter the threats of bauxite and gold mining and illegal logging in the Atewa mountain range. The mountain range is important as it is the watershed for four rivers which supply drinking water for 5 million people in Accra and the local villages that the river flows through. This work is bringing A Rocha into partnership with many conservation organisations, government agencies, corporations and global influencers. We have also published a significant report on the biodiversity of Atewa Forest. In November 2020 A Rocha Ghana was successful in having a motion calling on the government of Ghana to protect the 250 Km2 Atewa Forest passed by members of the International Union for Conservation of Nature (IUCN). IUCN is the global authority on the status of the natural world.

A Rocha's nature reserve in the Dakatcha Woodland in Kenya was expanded to 600 hectares of forest. The land purchase strategy helps save the highly threatened habitat of the Sokoke Scops Owl - Africa's smallest owl species. The land purchase strategy has also influenced other leading conservation agencies in Kenya, including Nature Kenya, to follow suit and embark on land purchase to protect other globally threatened species in the region.

ACHIEVEMENTS AND PERFORMANCE (continued)

Protection of threatened habitats and species (continued)
A Rocha's engagement with students has been significant over the year despite COVID-19 restrictions with Masters students being hosted as interns, mentored and supervised by A Rocha staff in Ghana, Kenya, UK and USA.

Gifts with a Difference was developed to enable individuals and churches to be involved in supporting practical conservation projects at low cost. All the gifts have a positive environmental impact. The gifts are allocated to recipients within existing A Rocha projects and the purchaser receives a gift card of their choice at the time of purchase. Projects in Ghana, India, Kenya, Lebanon, Peru and Uganda as well as the marine and coastal conservation programme are being supported through this initiative.

Raising A Rocha's profile
Despite the travel restrictions caused by the COVID-19 pandemic, the Director of Theology was able to give theological leadership through online and pre-recorded conference addresses to many countries across the world on the biblical basis for environmental responsibility. More people heard about A Rocha and the biblical case for creation care in 2020 than in any previous year.

New theological resources were produced including a bible study and discussion course to accompany the Lausanne Global Classroom video series, and a global statement on the biblical arguments for Biodiversity Conservation in partnership with the World Evangelical Alliance.

With stories from A Rocha Organisations, Rev Dr Dave Bookless was a major contributor to the Archbishop of Canterbury's 2020 Lent book, "Saying Yes to Life" written by Dr Ruth Valerio.

A Rocha's profile and reputation continues to grow as a result of our campaign to protect the Atewa Forest campaign in Ghana. This was increased significantly by the actor Leonardo DiCaprio's promotion of the campaign on social media.

Two of A Rocha's proposals, "Hope for the oceans" talking about the marine toolkit and "The roots of our ecological hope", were accepted as contributions to the IUCN World Conservation Congress in Marseille, which was to be held in June 2020. This has now been moved to September 2021.

In parallel with these and other events, there is a steady, on-going programme of communication and influence. Blogs, websites and newsletters were translated in a number of different languages to spread the important message of Creation Care to a wider audience. The appointment of Joanna Swinney as Head of Communications in June 2020 has increased the spread, clarity and accessibility of the A Rocha message. A key component of this has been the use of social media to reach and influence a younger age group.

ACHIEVEMENTS AND PERFORMANCE (continued)

Raising A-Rocha's profile (continued)
The trustees wish to acknowledge their gratitude to A Rocha's partners in this international work; Crosslinks and the Church Missionary Society through the secondment of team members. A Rocha Canada, France, Switzerland and USA have also seconded staff to the ARI team.

FUTURE PLANS
ARI's plans for 2021 are primarily about maintaining momentum on the many initiatives which have progressed positively during 2020. Headline priorities include:

- The multi-year African Forest projects in Ghana and Kenya will continue and funding will be sought for forests in Nigeria and Uganda
- ARI will continue to present the underlying Christian basis of A Rocha's care for creation both with AROs and also in churches, theological colleges as well as international conferences online and in person as COVID-19 travel restrictions allow
- Establishing a new modus operandi for our international trustee board
- Reviewing A Rocha's basis of faith, 5 Commitments, Vision and Mission
- An A Rocha Environmental Education conference will be held. The format of this will depend on COVID-19 travel restrictions
- Global programmes for Theology and Churches and Marine will continue
- A Rocha will contribute to the Convention on Biodiversity (COP15) in Kunming, China and the UN Climate Change Conference (COP26) in Glasgow
- Work will continue to establish ARAPs in Sweden, Singapore and Germany
- Establishing a "Friends of A Rocha" category and bringing new groups into it as a possible entry point to becoming an ARO
- A new Chief Operating Officer will be appointed
- The tri-annual forum which brings together delegates from all AROs together for training and teaching will be held online in June
- Funding will be sought for an A Rocha Development Fund to provide strategic funding for ARI and AROs
- The raising of unrestricted income to ensure that ARI remains financially sustainable with a balanced budget will continue to be a focus of the management team and trustees in 2021
- Agreeing new fundraising protocols between AROs

FUTURE PLANS (continued)

- Communications materials and resources will be produced to make the work of ARI more accessible by more diverse and younger age groups

We have considered the effects of the COVID-19 pandemic on the charity's operations and have concluded that the impact on it is likely to be limited. Most members of staff already work from home. However, following advice from the governments where staff were office based, these staff members will continue to work from home and will only return to their office when advised by their government and satisfactory social distancing working conditions are assured and travel is safe. Travel to project sites will only be undertaken when governments advise that it can be undertaken and appropriate social distancing measures can be satisfactorily demonstrated.

FINANCIAL REVIEW

Financial position

A summary of the year's results can be found on page 23 of this report and financial statements

During 2020, total income amounted to £1,187,933 (2019 - £1,123,070). Of the income, a total of £1,075,339 (2019 - £805,434) related to donations and legacies.

Expenditure totalled £1,028,895 compared to £1,091,138 in 2019. Expenditure incurred on charitable activities amounted to £1,018,008 (2019 - £1,082,656). This included staff costs of £522,159 (2019 - £620,174). Charitable grants and donations made amounted to £356,309 (2019 - £288,091).

Net income for the year before investment gains was £159,038 (2019 – £31,932). Investment gains of £95,530 (2019 - £194,839) resulted in a net increase in funds for the year of £254,568 (2019 – net increase of £226,771).

The charity's net assets at 31 December 2020 were £2,341,505 (2019 - £2,086,937). Of this £193,930 (2019 - £123,009) related to restricted funds; £455,405 (2019 - £399,416) had been designated by the trustees; leaving the general funds balance of £1,692,170 (2019 - £1,564,512).

Reserves policy

The charity's reserves are held in support of the organisation's ongoing activities, recognising its commitment to the employment of staff, the lack of substantial regular income from grants, and the fluctuation of income in relation to appeals, seasonal donations and legacies and the need to ensure funds are available for planned developments.

For the purposes outlined above, the trustees aim to maintain free reserves at around 50% of annual expenditure, which equates to approximately £600,000, but the minimum acceptable level is 25%. The reserves policy will be reviewed in 2021.

The annual work plan and budget includes a forecast for income, expenditure and reserves for the next two years to illustrate how this target is expected to be met.

FINANCIAL REVIEW (continued)

Reserves policy (continued)

This policy is monitored and reviewed by the trustees regularly when the draft annual financial statements are presented for approval. The level of free reserves held at 31 December 2020 was £1,692,170 comprising of the unrestricted general funds balance. This level of free reserves is greater than the target of £600,000.

During 2013, a trust which had previously made a quarterly gift to ARI to support its activities was wound up and a capital sum of over US$3,000,000 was made to the charity. The trustees have to manage this income in such a way as best assists the charity's financial challenges over the next few years. The management team and trustees are committed to grow its regular donor base but recognise that this will take a number of years to achieve. It was envisaged that expenditure would exceed income, on a reducing annual basis, until approximately 2019 but that these amounts would be covered by the major gifts received in 2012 and 2013. By reducing staff costs and increasing unrestricted income, ARI has been able to have a balanced budget without the need to utilise reserves. Based on the planned expenditure of the charity, the level of free reserves will, in the medium term, be in line with the level set by the trustees.

Going concern assessment

There is a reasonable expectation that ARI has adequate resources to continue in operational existence for the foreseeable future. The trustees believe that there are no material uncertainties that call into doubt the charity's ability to continue operating as a going concern. In making this decision, the trustees have taken into consideration the risks and uncertainties arising from the Coronavirus pandemic and conclude that the charity can sustain its operations for a period of at least twelve months from date of signing these accounts. Consequently, the financial statements have therefore been prepared on the basis that the charity remains a going concern.

Transactions with related parties

Peter Harris, the co-founder of the charity, was remunerated £38,215 (2019 - £67,007) for his services to the charity until his retirement on 31 May 2020. Since that time he has become a volunteer for the charity. In 2019, Miranda Harris, the co-founder of the charity, was remunerated £56,973 for services to the charity.

David McKay is Company Secretary and Treasurer of Climate Stewards (company registration number 7442207 (England and Wales), charity registration number 1141108). The activities of Climate Stewards were previously carried out as a project within ARI. On 1 June 2011, the activities and reserves of Climate Stewards (the project) were transferred to the separate legal entity.

Details of related party transactions during the year are included within note 18.

Investment policy

The charity holds funds with CAF Bank Limited and HSBC plc in addition to holding accumulated units in the COIF Charities Ethical Investment Fund with CCLA.

FINANCIAL REVIEW (continued)

Investment policy (continued)
The charity's investment policy is to give priority to banks or other institutions that have an ethical policy. The trustees benchmark and review interest rates regularly to ensure the investments deliver a suitable return.

At 31 December 2020, the market value of listed investments was £1,073,515 (2019 - £977,985). Details of movements in investments during 2020 are included within note 13.

Fundraising policy
All fundraising is carried out by the charity's own staff and ARI does not employ external fundraisers. When supporters contact ARI asking to be removed from its database this is done without undue delay. A thorough review of all donors and supporters was undertaken in 2018 as part of ARI's preparation for GDPR. As such, all donors and supporters have been contacted to confirm that they wish to remain on ARI's database and to ascertain how they would like us to contact them in respect of the various marketing and fundraising publications. Trustees were fully involved in the preparation for GDPR and have approved a Privacy policy and a Data Breach policy which are displayed on ARI's website.

During 2020, ARI did not receive any complaints relating to its fundraising approach.

A Code of Conduct has been prepared to further protect vulnerable people and other members of the public from behaviour which could be seen as an unreasonable intrusion on a person's privacy.

Approved by the trustees:



Graham Wright
Trustee and Treasurer

Approved on: 7 July 2021

Independent auditor's report to the members of A Rocha International

Opinion

We have audited the financial statements of A Rocha International (the 'charitable company') for the year ended 31 December 2020 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information
The trustees are responsible for the other information. The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. 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 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 for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic 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 accounting records have not been kept,
- 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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 these 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. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

- We identified the laws and regulations applicable to the charity through discussions with key management and from our knowledge and experience of the charity sector;

- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charity. These included but were not limited to the Companies Act 2006, the Charities Act 2011, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2019); and

Auditor's responsibilities for the audit of the financial statements (continued)

- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of key management and review of minutes of Trustees' meetings.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of key management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested and reviewed journal entries to identify unusual transactions;
- Tested the authorisation of expenditure;
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of trustees; and
- Enquiring of as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of key management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

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



Shachi Blakemore (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Dated: 07 September 2021

Statement of financial activities Year ended 31 December 2020

	Notes	Restricted funds £	Unrestricted funds £	**Total funds 2020 £**	Restricted funds £	Unrestricted funds £	Total funds 2019 £
Income from:							
Donations and legacies	1	448,608	626,731	**1,075,339**	334,918	470,516	805,434
Other trading activities		—	—	—	—	18,025	18,025
Charitable activities	2	—	76,245	**76,245**	—	60,696	60,696
Other: gain on disposal of property	12	—	10,152	**10,152**	—	232,084	232,084
Other: sundry		70	26,127	**26,197**	—	6,831	6,831
Total income		448,678	739,255	**1,187,933**	334,918	788,152	1,123,070
Expenditure on:							
Raising funds	3	—	10,887	**10,887**	—	8,482	8,482
Charitable activities	4, 8	377,757	640,251	**1,018,008**	264,502	818,154	1,082,656
Total expenditure		377,757	651,138	**1,028,895**	264,502	826,636	1,091,138
Net income (expenditure) before gains on investments	9	70,921	88,117	**159,038**	70,416	(38,484)	31,932
Gains on investments							
. Realised gains	13	—	—	—	—	17,202	17,202
. Unrealised gains	13	—	95,530	**95,530**	—	177,637	177,637
Net income and net movement in funds for the year		70,921	183,647	**254,568**	70,416	156,355	226,771
Total funds brought forward at 1 January		123,009	1,963,928	**2,086,937**	52,593	1,807,573	1,860,166
Total funds carried forward at 31 December		193,930	2,147,575	**2,341,505**	123,009	1,963,928	2,086,937

All of the charity's activities derived from continuing operations during the above two financial periods.

All recognised gains and losses are included in the above statement of financial activities.

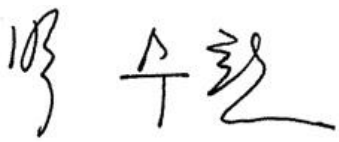
The notes on pages 26 to 39 form part of these financial statements.

Balance sheet As at 31 December 2020

		2020 £	2020 £	2019 £	2019 £
Fixed assets					
Tangible assets	12		**331,255**		336,824
Investments	13		**1,073,515**		977,985
			1,404,770		1,314,809
Current assets					
Debtors	14	**342,017**		335,407	
Cash at bank		**692,904**		553,575	
		1,034,921		888,982	
Creditors: amounts falling due within one year	15	**(98,186)**		(116,854)	
Net current assets			**936,735**		772,128
Total net assets			**2,341,505**		2,086,937
The funds of the charity					
Restricted funds	16		**193,930**		123,009
Unrestricted funds					
. Tangible fixed assets	16		**331,255**		336,824
. Other designated	16		**124,150**		62,592
. General	16		**1,692,170**		1,564,512
Total funds			**2,341,505**		2,086,937

Approved by the trustees and signed on their behalf by:





Graham Wright

Trustee and Treasurer

Soohwan Park

Trustee (Chair)

Approved on: 7 July 2021

A Rocha International
Company Registration Number 06852417 (England and Wales)

Statement of cash flows Year ended 31 December 2020

	Notes	**2020** **£**	2019 £
Cash outflow from operating activities:			
Net cash provided by (used in) operating activities	A	**139,329**	(301,941)
Cash inflow from investing activities:			
Proceeds from sale of tangible fixed assets		—	581,897
Disposal of investments		—	150,000
Net cash provided by investing activities		—	731,897
Change in cash and cash equivalents in the year		**139,329**	429,956
Cash and cash equivalents at 1 January	B	**553,575**	123,619
Cash and cash equivalents at 31 December	B	**692,904**	553,575

Notes to the statement of cash flows for the year to 31 December:

A Reconciliation of net movement in funds to net cash flow from operating activities

	2020 **£**	2019 £
Net movement in funds (as per the statement of financial activities)	**254,568**	226,771
Adjustments for:		
Depreciation charge	**5,569**	5,569
Gain on disposal of tangible fixed assets	—	(232,084)
Gains on investments	**(95,530)**	(194,839)
Increase in debtors	**(6,610)**	(178,582)
(Decrease) increase in creditors	**(18,668)**	71,224
Net cash provided by (used in) operating activities	**139,329**	(301,941)

B Analysis of cash, cash equivalents, and net debt

	2020 **£**	2019 £
Cash at bank and in hand	**692,904**	553,575
Total cash and cash equivalents	**692,904**	553,575

Principal accounting policies Year to 31 December 2020

The principal accounting policies adopted, judgements and key sources of estimation and uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation
These financial statements have been prepared for the year to 31 December 2020 and have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements are presented in sterling and are rounded to the nearest pound.

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 United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011 and the Companies Act 2006.

ARI is the body that supports AROs around the world as detailed in the trustees' report. Each ARO is a separate independent legal entity to ARI whose activities are not controlled by the charity although it is mutually supportive through a Memorandum of Understanding and Statement of Faith. The results of each ARO are therefore not consolidated within these financial statements.

The charity constitutes a public benefit entity as defined by FRS 102.

Critical accounting estimates and areas of judgement
Preparation of the financial statements requires the trustees and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- estimating the useful economic life of tangible fixed assets;
- estimating the value of gifts in kind; and
- determining the basis for allocating support costs across expenditure categories.

In addition to the above, the full impact of the continuing global coronavirus pandemic is still unknown. It is therefore not currently possible to evaluate all the potential implications for the charity's activities, suppliers, beneficiaries and the wider economy.

Assessment of going concern
The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements and have considered the impact of the coronavirus pandemic on the charity's operations.

Assessment of going concern (continued)
The total eventual impact of the ongoing global coronavirus pandemic is still unknown. Therefore, currently it is not possible to evaluate all the potential implications for the charity's activities, suppliers, beneficiaries and the wider economy.

The trustees of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The trustees monitor cash flow throughout the year including future sources of income via a system which tracks fundraising expectations month by month.

The most significant areas of judgement that affect items in the financial statements are detailed above. With regard to the next accounting period, the year ending 31 December 2021, the most significant areas that affect the carrying value of the assets held by the charity are the level of investment return and the performance of the investment markets.

Income recognition
Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received.

Income comprises donations and grants, legacies, investment income and other income for charitable activities.

Donations and grants are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations and grants pledged but not received, the amount is accrued for where the receipt is considered probable, unless there are implied time-related conditions which limit entitlement to a grant. In the event that a donation or grant is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain facilities or services of equivalent economic benefit on the open market.

Legacies are included in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

Income recognition (continued)
Entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, but the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title of the asset having being transferred to the charity.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

In accordance with the Charities SORP FRS 102 volunteer time is not recognised.

Expenditure recognition
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- Expenditure on raising funds includes all expenditure associated with raising funds for the charity. This includes costs associated with fundraising.

- Expenditure on charitable activities includes all costs associated with furthering the charitable purposes of the charity through the provision of its charitable activities. Such costs include charitable grants and donations, direct and support costs in respect to the co-ordination of global activities and conservation programmes.

- Charitable grants and donations are made where the trustees consider there is real, need following a review of the details of each particular case, and comprise single year payments rather than multi-year grants. Grants and donations are included in the statement of financial activities when approved.

All expenditure is stated inclusive of irrecoverable VAT.

Allocation of support and governance costs
Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity, it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment.

Allocation of support and governance costs (continued)
Governance costs comprise the costs involving the public accountability of the charity (including audit costs) and costs in respect to its compliance with regulation and good practice.

Support costs are apportioned between charitable activities in proportion to the direct costs incurred in relation to each activity.

Tangible fixed assets
All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised. Assets are retired at the end of their useful economic life.

Tangible fixed assets are stated at cost less depreciation. Depreciation is not charged on freehold or leasehold land. Depreciation on other tangible fixed assets is provided at rates calculated to write off the cost of those assets, less their estimated residual value, over their expected useful lives on the following bases:

- Leasehold property and improvements – the shorter of 70 years or the remaining lease term
- Freehold property – 70 years
- Office equipment – 25% on cost

Investments
Listed investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price.

The charity does not acquire put options, derivatives or other complex financial instruments.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value is acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date. Realised and unrealised investment gains (or losses) are combined in the statement of financial activities and are credited (or debited) in the year in which they arise.

Debtors
Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand
Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions 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. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Exchange differences are taken into account in arriving at the net movement in funds.

Pension contributions

Contributions in respect of the charity's defined contribution pension scheme are charged to the statement of financial activities when they are payable to the scheme. The charity's contributions are restricted to the contributions disclosed in note 10. There were no outstanding contributions at the year end. The charity has no liability beyond making its contributions and paying across the deductions for the employees' contributions.

Funds structure

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1 Donations and legacies

	Restricted funds £	**Unrestricted funds £**	**2020 Total funds £**	Restricted funds £	Unrestricted funds £	2019 Total funds £
Donations	**196,696**	**491,510**	**688,206**	176,473	314,528	491,001
Legacies	—	**62,250**	**62,250**	**—**	**—**	**—**
Grants	**235,570**	**72,971**	**308,541**	158,445	155,988	314,433
Total funds	**432,266**	**626,731**	**1,058,997**	334,918	470,516	805,434

Donations in kind amounting to £2,680 (2019 - £12,450) are included above within donations. There is a corresponding increase in salary costs under expenditure.

2 Income from charitable activities

	Restricted funds £	**Unrestricted funds £**	**2020 Total funds £**	Restricted funds £	Unrestricted funds £	2019 Total funds £
Co-ordination of global events	—	**76,245**	**76,245**	—	60,696	60,696

3 Cost of raising funds

	Restricted funds £	**Unrestricted funds £**	**2020 Total funds £**	Restricted funds £	Unrestricted funds £	2019 Total funds £
Promotional costs	—	**10,887**	**10,887**	—	8,482	8,482

4 Charitable activities

	Direct costs (note 5) £	Grant funding of activities (note 6) £	Support costs (note 7) £	**2020 Total funds £**
Co-ordination of global activities	566,950	256,604	39,129	**862,683**
Protection of threatened habitats and species	48,576	99,705	7,044	**155,325**
2020 total funds	615,526	356,309	46,173	**1,018,008**

	Direct costs (note 5) £	*Grant funding of activities (note 6) £*	*Support costs (note 7) £*	*2019 Total funds £*
Co-ordination of global activities	*685,305*	*210,723*	*63,692*	*959,720*
Protection of threatened habitats and species	*37,410*	*77,368*	*8,158*	*122,936*
2019 total funds	*722,715*	*288,091*	*71,850*	*1,082,656*

5 Direct costs

	Co-ordination of global activities £	Protection of threatened habitats and species £	**2020 Total funds £**
Premises costs	6,449	—	**6,449**
Travel	8,564	—	**8,564**
Donations	—	48,216	**48,216**
Other project costs	12,846	360	**13,206**
Web site development costs	9,795	—	**9,795**
Other administration costs	19,649	—	**19,649**
Meetings and conferences	1,158	—	**1,158**
Staff costs	502,920	—	**502,920**
Depreciation (note 12)	5,569	—	**5,569**
2020 total funds	566,950	48,576	**615,526**

	Co-ordination of global activities £	*Protection of threatened habitats and species £*	*2019 Total funds £*
Premises costs	*7,839*	*—*	*7,839*
Travel	*46,602*	*—*	*46,602*
Donations	*—*	*23,857*	*23,857*
Other project costs	*10,310*	*13,553*	*23,863*
Web site development costs	*2,592*	*—*	*2,592*
Other administration costs	*15,265*	*—*	*15,265*
Meetings and conferences	*2,787*	*—*	*2,787*
Staff costs	*594,341*	*—*	*594,341*
Depreciation (note 12)	*5,569*	*—*	*5,569*
2019 total funds	*685,305*	*37,410*	*722,715*

6 Grant funding of activities

	Restricted funds £	**Unrestricted funds £**	**2020 Total funds £**	Restricted funds £	Unrestricted funds £	2019 Total funds £
Grants to A Rocha National Projects	**311,916**	**44,393**	**356,309**	226,563	61,528	288,091
2020 total funds	**311,916**	**44,393**	**356,309**	226,563	61,528	288,091

7 Support costs

	Co-ordination of global activities £	**Protection of threatened habitats and species £**	**2020 Total funds £**	Co-ordination of global activities £	Protection of threatened habitats and species £	2019 Total funds £
Premises costs	**1,223**	**220**	**1,443**	1,490	191	1,681
Office administration	**3,953**	**712**	**4,665**	11,109	1,423	12,532
Legal and professional fees	**2,502**	**450**	**2,952**	3,141	402	3,543
Staff costs	**16,304**	**2,935**	**19,239**	22,900	2,933	25,833
Governance costs:						
. Auditor's remuneration	**7,474**	**1,346**	**8,820**	7,446	954	8,400
. Trustees' meetings and expenses	**7,673**	**1,381**	**9,054**	17,606	2,255	19,861
	39,129	**7,044**	**46,173**	63,692	8,158	71,850

8 Expenditure by charitable activity

Summary by fund type

	Restricted funds £	**Unrestricted funds £**	**2020 £**	Restricted funds £	Unrestricted funds £	2019 £
Co-ordination of global activities	**229,837**	**632,846**	**862,683**	169,941	789,779	959,720
Protection of threatened habitats and species	**147,920**	**7,405**	**155,325**	94,561	28,375	122,936
2020 total funds	**377,757**	**640,251**	**1,018,008**	264,502	818,154	1,082,656

Summary by expenditure type

	Staff costs £	Depreciation £	Other costs £	**Total 2020 £**
Co-ordination of global activities	519,224	5,569	337,890	**862,683**
Protection of threatened habitats and species	2,935	—	152,390	**155,325**
	522,159	5,569	490,280	**1,018,008**

	Staff costs £	*Depreciation £*	*Other costs £*	*Total 2019 £*
Co-ordination of global activities	*617,241*	*5,569*	*336,910*	*959,720*
Protection of threatened habitats and species	*2,933*	*—*	*120,003*	*122,936*
	620,174	*5,569*	*456,913*	*1,082,656*

9 Net income (expenditure) before gains on investments

This is stated after charging the following:

	2020 £	2019 £
Depreciation (note 12)	**5,569**	5,569
Auditors' remuneration		
. Current year	**8,820**	8,400

10 Staff costs

Staff costs were as follows:

	2020 £	2019 £
Wages and salaries	**443,466**	530,945
Social security costs	**59,454**	62,137
Pension cost	**19,239**	27,092
	522,159	620,174

The average monthly number of employees during the year was as follows:

	2020 No	2019 No
Direct programme staff (including staff seconded to national projects)	**9**	9
Administrative staff	**2**	3
	11	12

The number of higher paid employees was:

	2020 No	2019 No
£60,001 - £70,000	**1**	1
£70,001 - £80,000	**1**	1

The key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis comprise the trustees and the senior management team of the charity. The total remuneration (including taxable benefits and employer's national insurance and pension contributions) of the key management personnel for the year was £298,302 (2019 - £450,402).

Peter Harris, the co-founder of the charity, was remunerated £38,215 (2019 - £67,007) for his services to the charity until his retirement on 31 May 2020. Since that time he has become a volunteer for the charity. In 2019, Miranda Harris, the co-founder of the charity, was remunerated £56,973 for services to the charity.

11 Trustees' expenses and remuneration

No trustee received any emoluments during the year in connection with his or her duties as trustee to the charity (2019 - £nil).

During the year, three trustees (2019 - four) were reimbursed travel expenses amounting to £1,714 (2019 - £4,735). During the year, trustees made unrestricted donations to the charity totalling £51,622 (2019 - £15,950).

12 Tangible fixed assets

	Leasehold property and improvements £	Freehold property £	**Total £**
Cost			
At 1 January 2020	309,844	119,520	**429,364**
Disposals	—	—	—
At 31 December 2020	309,844	119,520	**429,364**
Depreciation			
At 1 January 2020	63,980	28,560	**92,540**
Charge for the year	4,141	1,428	**5,569**
Disposals	—	—	—
At 31 December 2020	68,121	29,988	**98,109**
Net book values			
At 31 December 2020	241,723	89,532	**331,255**
At 31 December 2019	245,864	90,960	**336,824**

Included within freehold and leasehold property is land with value of £39,545 which is not depreciated (2019 - £39,545). The freehold property comprises of the field study centre 'Cruzinha' in Mexilhoeira Grande, Portugal, which is used exclusively by the A Rocha Associação Cristã de Estudo e Defesa Ambiente. Leasehold property comprises 'Karara' in Nairobi, Kenya, used exclusively by A Rocha Kenya. Although the charity was left the freehold title to the property, under local legislation introduced in 2010, freehold titles held by foreign bodies were revoked in favour of long leasehold arrangements. Legal title of the properties is held by A Rocha Limited, a company registered in the UK and limited by guarantee. Beneficial ownership has been assigned to A Rocha International. The land and buildings are shown at cost, or estimated cost at the point of donation.

13 Investments – listed securities

	2020 £	2019 £
Market value		
At 1 January	**977,985**	933,146
Disposals	—	(132,798)
Unrealised gains in the year	**95,530**	177,637
At 31 December	**1,073,515**	977,985
Historic cost of investments	**579,319**	579,319
Listed investments at the year end comprised of the following:		
COIF Charities Ethical Investment fund	**1,073,515**	977,985

14 Debtors

	2020 £	2019 £
Amounts due from other A Rocha organisations	**74,297**	23,080
Gift aid receivable	**19,801**	15,565
Other debtors	**247,919**	296,762
	342,017	335,407

15 Creditors: amounts falling due within one year

	2020 £	2019 £
Taxation and social security	**65,965**	63,269
Accruals	**4,566**	45,485
Other creditors	**27,655**	8,100
	98,186	116,854

16 Funds

Unrestricted funds	1 January 2020 £	Income £	Expenditure £	Gains, transfers and designations £	**31 December 2020 £**
Designated funds					
Fixed asset funds	336,824	—	(5,569)	—	**331,255**
Other funds	62,592	61,946	(388)	—	**124,150**
	399,416	61,946	(5,957)	—	**455,405**
General funds					
General Funds - all funds	1,564,512	677,309	(645,181)	95,530	**1,692,170**
Total Unrestricted funds	1,963,928	739,255	(651,138)	95,530	**2,147,575**

Unrestricted funds	*1 January 2019 £*	*Income £*	*Expenditure £*	*Gains, transfers and designations £*	*31 December 2019 £*
Designated funds					
Fixed asset funds	*692,206*	*—*	*(355,382)*	*—*	*336,824*
Other funds	*—*	*32,161*	*(7,438)*	*—*	*24,723*
	730,075	*32,161*	*(362,820)*	*—*	*399,416*
General funds					
General Funds - all funds	*1,077,498*	*755,991*	*(463,816)*	*194,839*	*1,564,512*
Total Unrestricted funds	*1,807,573*	*788,152*	*(826,636)*	*194,839*	*1,963,928*

16 Funds (continued)

The fixed assets fund represents the net book value of the charity's fixed assets. A decision was made to separate this fund from the general fund of the charity in recognition of the fact that the tangible fixed assets are essential to the day-to-day work of the charity and as such their value should not be regarded as funds that would be realisable with ease, in order to meet future contingencies.

Other funds include funds designated to the John Stott memorial lectures.

Restricted funds

	1 January 2020 £	Income £	Expenditure £	Transfers £	**31 December 2020 £**
A Rocha Australia	2,334	3,003	(3,712)	—	**1,625**
A Rocha Brazil	2,708	994	(67)	—	**3,635**
A Rocha Canada	485	295	(30)	—	**750**
A Rocha Czech Republic	3,609	21,871	(23,220)	—	**2,260**
A Rocha France	14,313	19,953	(33,880)	—	**386**
A Rocha Germany	75	—	—	—	**75**
A Rocha Ghana	2,852	6,666	(5,596)	—	**3,922**
A Rocha India	6,563	13,114	(19,276)	—	**401**
A Rocha Kenya	19,443	51,809	(61,218)	—	**10,034**
A Rocha Lebanon	18,263	23,357	(10,305)	—	**31,315**
A Rocha Netherlands	271	—	—	—	**271**
A Rocha New Zealand	94	—	(98)	—	**(4)**
A Rocha Peru	1,765	17,048	(17,220)	—	**1,593**
A Rocha Portugal	5,811	32,092	(23,838)	—	**14,065**
A Rocha South Africa	388	1,430	(981)	—	**837**
A Rocha Switzerland	43	—	—	—	**43**
A Rocha Uganda	949	9,736	(7,630)	—	**3,055**
A Rocha UK	4,052	5,437	(5,088)	—	**4,401**
A Rocha USA	220	—	—	—	**220**
Eden Creation Care (Nigeria)	206	308	(21)	—	**493**
Climate Stewards	—	(244)	244	—	—
Projects	38,565	241,809	(165,821)	—	**114,553**
	123,009	448,678	(377,757)	—	**193,930**

The income funds listed for each of the AROs represent donations and grants for A Rocha's work, including specific projects in that country and for running the respective field study centres.

16 Funds (continued)

Restricted funds *(continued)*

	1 January 2019 £	*Income £*	*Expenditure £*	*Transfers £*	*31 December 2019 £*
A Rocha Australia	*512*	*2,832*	*(1,010)*	*—*	*2,334*
A Rocha Brazil	*1,733*	*1,056*	*(81)*	*—*	*2,708*
A Rocha Canada	*1,284*	*604*	*(1,403)*	*—*	*485*
A Rocha Czech Republic	*612*	*18,222*	*(15,225)*	*—*	*3,609*
A Rocha France	*6,557*	*16,052*	*(8,296)*	*—*	*14,313*
A Rocha Germany		*81*	*(6)*	*—*	*75*
A Rocha Ghana	*2,858*	*3,794*	*(3,800)*	*—*	*2,852*
A Rocha India	*46*	*7,961*	*(1,444)*	*—*	*6,563*
A Rocha Kenya	*16,094*	*57,038*	*(53,689)*	*—*	*19,443*
A Rocha Lebanon	*6,056*	*28,121*	*(15,914)*	*—*	*18,263*
A Rocha Netherlands	*62*	*225*	*(16)*	*—*	*271*
A Rocha New Zealand	*8,593*	*852*	*(9,351)*	*—*	*94*
A Rocha Peru	*754*	*11,802*	*(10,791)*	*—*	*1,765*
A Rocha Portugal	*2,467*	*14,748*	*(11,404)*	*—*	*5,811*
A Rocha South Africa	*307*	*86*	*(5)*	*—*	*388*
A Rocha Switzerland	*20*	*25*	*(2)*	*—*	*43*
A Rocha Uganda	*1,304*	*8,061*	*(8,416)*	*—*	*949*
A Rocha UK	*1,147*	*3,145*	*(240)*	*—*	*4,052*
A Rocha USA	*656*	*687*	*(1,123)*	*—*	*220*
Eden Creation Care (Nigeria)	*183*	*25*	*(2)*	*—*	*206*
Climate Stewards	*—*	*18,691*	*(18,691)*	*—*	*—*
Science projects	*1,348*	*140,810*	*(103,593)*	*—*	*38,565*
	52,593	*334,918*	*(264,502)*	*—*	*123,009*

17 Analysis of net assets between funds

		Unrestricted funds		
	Restricted funds £	General funds £	Designated funds £	**2020 Total funds £**
Tangible fixed assets	—	—	331,255	**331,255**
Investments	—	1,073,515	—	**1,073,515**
Current assets	193,930	716,841	124,150	**1,034,921**
Creditors due within one year	—	(98,186)	—	**(98,186)**
	193,930	1,692,170	455,405	**2,341,505**

		Unrestricted funds		
	Restricted funds £	*General funds £*	*Designated funds £*	*2019 Total funds £*
Tangible fixed assets	—	—	336,824	336,824
Investments	—	977,985	—	977,985
Current assets	123,009	703,381	62,592	888,982
Creditors due within one year	—	(116,854)	—	(116,854)
	123,009	1,564,512	399,416	2,086,937

17 Analysis of net assets between funds (continued)

	2020 £	2019 £
Unrealised gains included above on investments	**494,196**	398,666
Reconciliation of movement in unrealised gains		
Unrealised gains at 1 January	**398,666**	257,703
Unrealised gains released on disposal	**—**	(36,674)
Net gains arising on revaluation	**95,530**	177,637
Total unrealised gains at 31 December	**494,196**	398,666

18 Transactions with related parties

Peter Harris, the co-founder of the charity, was remunerated £38,215 (2019 - £67,007) for his services to the charity until his retirement on 31 May 2020. Since that time he has become a volunteer for the charity. In 2019, Miranda Harris, the co-founder of the charity, was remunerated £56,973 for services to the charity.

David McKay is Company Secretary and Treasurer of Climate Stewards (company registration number 7442207 (England and Wales), charity registration number 1141108). The activities of Climate Stewards were previously carried out as a project of A Rocha International. On 1 June 2011 the activities and reserves of Climate Stewards (the project) were transferred to the separate legal entity.

During the year, A Rocha International received income of £244 (2019 - £18,691) on behalf of Climate Stewards which was subsequently reimbursed. As at 31 December 2020, £2,765 is included in creditors relating to income yet to be reimbursed (2019 - £nil) to ARI by Climate Stewards.

A Rocha UK acted as the agent of A Rocha International regarding the receipt and banking of funds from UK donors intended for the support of A Rocha International and other national A Rocha organisations outside the UK. In the year to 31 December 2019, A Rocha International received £23,113 (2019 - £26,842) via A Rocha UK under this arrangement (including Gift Aid tax reclaims). This included £14,263 (2019 - £18,643) income and gains for A Rocha International and £8,850 (2019 - £8,199) for other A Rocha national organisations.

19 Liability of members

The charity is constituted as a company limited by guarantee. In the event of the charity being wound up the members are required to contribute an amount not exceeding £10.