

## **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

<b>Management team</b>	
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

## **Trustees' report Year to 31 December 2022**

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	<p>The fundraising strategy was updated in 2022.</p> <p>During 2022 two staff were recruited to focus on increasing the supporter base in North America.</p>
Financial Reserves	<p>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.</p> <p>Multi-year reserves forecasts are produced to try to ensure reserves do not fall below, or greatly exceed, target levels.</p>
Capacity of ARI Staff	<p>Additional part time appointments were made and staff hours increased in 2021. These roles were made permanent in 2022.</p> <p>In addition, an international operations consultant and deputy executive director were appointed in early 2022.</p>
Governance and Reporting by AROs	<p>A new Covenant between ARI and 20 AROs was signed on 24 October 2020 to replace bi-lateral memoranda of understandings.</p> <p>Training of staff in project management cycle and project risk assessment has been undertaken.</p> <p>Governance and Finance checklists have been undertaken with ARO staff and Trustees.</p> <p>The development of a Learning Organisation ethos is being developed to share experience and good practice.</p>
Theological or Mission Drift	<p>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.</p> <p>Resources have been made available in other languages.</p> <p>The At Your Service website, which brings together sermons and talks on Creation Care for use throughout A Rocha was updated in 2022.</p> <p>The Director of Theology has been significantly involved in a number of Lausanne conferences and has involved members from a number of AROs.</p>



**GOVERNANCE, STRUCTURE AND MANAGEMENT** (continued)

**Risk management** (continued)

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

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.	<p><b>African Forest Programme</b></p> <p>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.</p> <p>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.</p> <p>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.</p>

**OBJECTIVES AND ACTIVITIES** (continued)

**Specific objectives for the year** (continued)

What we said we would do	What we did
	<p>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.</p> <p>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.</p> <p>Coordination of the African Forest Programme was redesigned as a shared role with the participating organisations, overseen by ARI staff.</p> <p>The African Forest Programme grew to include A Rocha's work in South Africa restoring mist forest in Kwazulu Natal.</p> <p>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.</p> <p><b>Marine Programme</b></p> <p>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.</p> <p>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.</p> <p>Supported production of a Portuguese booklet for schoolchildren on microplastics.</p>

**OBJECTIVES AND ACTIVITIES** (continued)

**Specific objectives for the year** (continued)

What we said we would do	What we did
	<p>Visited A Rocha Canada to review their marine and riverine conservation work and develop a transboundary project with USA in the Pacific North West.</p> <p>Hosted three environmental science graduate interns at A Rocha's Florida Project and supervised two graduate student projects in Kenya.</p> <p>The Marine Conservation Programme grew to include A Rocha's work in the Philippines replanting mangroves.</p>
<p>An ARI Theology and Churches Strategy will be developed with consultation from A Rocha Organisations.</p>	<p>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.</p>
<p>An A Rocha Environmental Education Conference will be held in April in Uganda.</p>	<p>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.</p>

**OBJECTIVES AND ACTIVITIES** (continued)

**Specific objectives for the year** (continued)

What we said we would do	What we did
	<p>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.</p>
<p>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.</p>	<p>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.</p> <p>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.</p>

**OBJECTIVES AND ACTIVITIES** (continued)

**Specific objectives for the year** (continued)

What we said we would do	What we did
	<i>*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.</i>
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.	<p>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.</p> <p>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.</p>



**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
	<p>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.</p>
<p>Work will continue to establish additional AROs.</p>	<p>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.</p>
<p>Work will continue to expand the A Rocha Friends Network with a focus on key biodiversity areas around the world.</p>	<p>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.</p> <p>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.</p>

**OBJECTIVES AND ACTIVITIES** (continued)

**Specific objectives for the year** (continued)

What we said we would do	What we did
<p>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.</p>	<p>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, <i>A Place at the Table</i>.</p>
<p>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.</p>	<p>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 <i>raison d'être</i>. All key leaders in the A Rocha Worldwide Family and the Friends of A Rocha Network will be required to assent to this.</p> <p>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.</p>
<p>Work will commence on the development of a first ever high-level strategic direction for the A Rocha Worldwide Family.</p>	<p>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.</p>

## 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 40<sup>th</sup> 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 9<sup>th</sup>, 2023

## **Independent auditor's report** Year to 31 December 2022

### **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.



## **Independent auditor's report** Year to 31 December 2022

### **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.

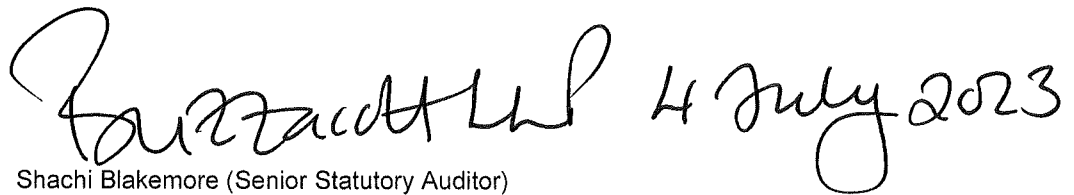
There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Independent auditor's report** Year to 31 December 2022

**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.

A handwritten signature in black ink, which appears to read 'Shachi Blakemore', followed by the date '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 £
<b>Income from:</b>							
. 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
<b>Total incoming resources</b>		<b>401,556</b>	<b>610,925</b>	<b>1,012,481</b>	<b>453,723</b>	<b>943,090</b>	<b>1,396,813</b>
<b>Expenditure on:</b>							
. 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	—	—	—
<b>Total resources expended</b>		<b>413,930</b>	<b>1,035,402</b>	<b>1,449,332</b>	<b>442,881</b>	<b>1,101,088</b>	<b>1,543,969</b>
<b>Net (expenditure) before (losses)/gains on investments</b>	9	<b>(12,374)</b>	<b>(424,477)</b>	<b>(436,851)</b>	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)	—	—	—
<b>Net movement in funds for the year</b>		<b>(12,374)</b>	<b>(541,608)</b>	<b>(553,982)</b>	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
<b>Total funds at 31 December 2022</b>		<b>192,398</b>	<b>1,627,927</b>	<b>1,820,325</b>	<b>204,772</b>	<b>2,169,535</b>	<b>2,374,307</b>

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

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

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 £
<b>Net movement in funds (as per the statement of financial activities)</b>	<b>(553,982)</b>	<b>32,802</b>
<b>Adjustments for:</b>		
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
<b>Net cash (used in) operating activities</b>	<b>(232,949)</b>	<b>(349,136)</b>

### B Analysis of cash, cash equivalents, and net debt

	2022 £	2021 £
Cash at bank and in hand	410,819	343,768
<b>Total cash and cash equivalents</b>	<b>410,819</b>	<b>343,768</b>

## **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.



## **Principal accounting policies** Year to 31 December 2022

### **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.

## **Principal accounting policies** Year to 31 December 2022

### **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.

## Principal accounting policies Year to 31 December 2022

### **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.

## **Principal accounting policies** Year to 31 December 2022

### **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 2022

### 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

## Notes to the financial statements Year to 31 December 2022

### 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

## Notes to the financial statements Year to 31 December 2022

### 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

**Notes to the financial statements** Year to 31 December 2022

**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
	<b>785,616</b>	<b>705,054</b>

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
	<b>17</b>	<b>16</b>

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).



## Notes to the financial statements Year to 31 December 2022

### 12 Tangible fixed assets

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

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

## Notes to the financial statements Year to 31 December 2022

### 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
	<b>381,666</b>	<b>569,324</b>

### 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
	<b>128,619</b>	<b>117,944</b>

### 16 Funds

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

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

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.

## Notes to the financial statements Year to 31 December 2022

### 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.

**Notes to the financial statements** Year to 31 December 2022

**16 Funds (continued)**

**Restricted funds (continued)**

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

**17 Analysis of net assets between funds**

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

	Unrestricted funds			2021 Total funds £
	Restricted funds £	General funds £	Designated 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)
	<b>204,772</b>	<b>1,380,017</b>	<b>789,518</b>	<b>2,374,307</b>

## Notes to the financial statements Year to 31 December 2022

### 17 Analysis of net assets between funds (continued)

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

