
DEFEND (FORMERLY KNOWN AS NATIONAL PARK RESCUE)
(A company limited by guarantee)

UNAUDITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2023

DEFEND
(A company limited by guarantee)

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Trustees K Mahdavi
 M Hiley
 J Lorenz
 Dr N McCann
 S Stoneman (appointed 29 April 2024)
 M Walker (appointed 20 March 2024)

**Company registered
number** 10037212

**Charity registered
number** 1170025

Registered office 124 Finchley Road
 London
 NW3 5JS

Accountants Nyman Libson Paul LLP
 Chartered Accountants
 124 Finchley Road
 London
 NW3 5JS

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2023

The Trustees present their annual report together with the financial statements of the Company for the year 1 January 2023 to 31 December 2023. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition effective 1 January 2019).

Since the company qualifies as small under section 382, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

In 2024 the charity rebranded from National Park Rescue (NPR) to Defend, a brand that better reflects their work and will help to scale their impact.

Objectives and Activities

a. Policies and objectives

The charity's objective is the advancement of environmental protection or improvement and the advancement of animal welfare for the public benefit, by preventing poaching and promoting law enforcement in national parks in Africa. In shaping the objectives of the charity, the trustees have considered the Charity Commission's guidance on public benefit.

b. Activities for achieving objectives and review of activities

The principal objectives of Defend (formerly known as National Park Rescue) for 2023 were to consolidate the successes we have achieved in the field over the past few years, to commence negotiations with our Government partners in Zimbabwe for the long-term co-management of Chizarira National Park, to open negotiations with the government of Mozambique, and to further develop relations with major conservation donors that will help in our expansion over the coming years.

Field site management has been greatly improved with the roll out of our iPad-based Electronic Park Management and Control System (EPARCS), which enables secure task allocation, oversight and reporting from anywhere.

Field performance continued at a high level, with daily reporting tracking personnel and assets, and monthly reporting tracking our activities and results. We continue to have an overwhelmingly positive impact on conservation, building law enforcement capacity, investing in infrastructure, and providing meaningful jobs and trade for local people.

As a direct result of the high level of security our brave staff and pioneering systems provide, elephant numbers at our site in Chizarira National Park, Zimbabwe, have increased by approximately 1100 since 2020, as confirmed by the KAZA elephant survey published in August 2023.

We met with the Government wildlife authority (ZimParks) in Zimbabwe and agreed to commence negotiations on a long-term co-management agreement for Chizarira National Park, after a successful 5-year intervention under "Operation Christina Knudsen" (OCK). OCK, a partnership between NPR and ZimParks, transformed the park from being in a state of peril to being a highly effective protected area, a refuge for threatened wildlife, and the largest local employer. In 2023 we entered a formal transition period between OCK and a new 20-year agreement, which is under negotiation.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

We met with the Government wildlife authority (ANAC) in Mozambique, and visited a potential new field site at Mago National Park. Negotiations for a co-management agreement for Mago have now begun between NPR and ANAC.

Our public fundraising campaign continued to deliver impressive results, despite changes to Meta's advertising regulations that have impacted many charities' fundraising capacity, and we have continued to grow our presence and audience online. We also received significant ongoing support from a number of donors, grant giving organisations and commercial partners.

The Trustees met periodically across the year, providing guidance and support for all ongoing Defend activities.

We have recruited two new Trustees to add new skills, expertise and networks to the existing Board.

Defend Directors continued to meet with key international stakeholders and subject matter experts, to engage with government and industry on conservation matters, and to present at international conferences and events, ensuring that Defend are at the forefront of the international conservation movement.

Statement of best fundraising practice

Defend is registered with the Fundraising Regulator and has committed to adhere to its Code of Fundraising Practice and Fundraising Promise. In the year, Defend did not engage in any material fundraising activities and did not incur any material expenditure to raise income in the future.

Financial review

a. Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

b. Principal risks and uncertainties

The political climate in Africa continues to be of concern. Political, social and financial instability remain very real possibilities, and Defend remain in close contact with the relevant British Embassy staff should we ever require diplomatic assistance.

Defend keep minimal cash and physical assets in Africa to protect against changes in the political and financial climate. Assets – including vehicles, electronics and any other items – purchased with UK funds and sent to Defend field sites, remain the property of Defend, unless explicitly donated to the National Parks where we work.

c. Reserves policy

Total reserves as at 31 December 2023 were £100,495 (2022: £55,224). This includes income from donations of £645,383 and direct charitable expenditure of £600,112. Restricted reserves as at 31 December 2023 were £Nil (2023: £Nil) and unrestricted reserves were £100,495 (2023: £Nil).

The trustees are seeking to ensure that going forward unrestricted reserves are at a level that will fund 3 months expenditure. The trustees consider that holding reserves at this level will ensure that the charity's activities could continue in the event of a significant drop in donations. Free reserves as at 31 December 2023 were £74,338 which is slightly below this target based on expected expenditure, but the Trustees expect free reserves will increase going forward.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

Structure, governance and management

a. Constitution

The company is registered as a charitable company limited by guarantee, set up by a Memorandum of Association on 2 March 2016 and subsequently registered with the Charity Commission on 3 November 2016.

b. Method of appointment or election of Trustees

The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association.

Apart from the first charity Trustees, every Trustee must be appointed by a resolution passed at a properly convened meeting of the charity Trustees.

In selecting individuals for appointment, the Charity Trustees must have regard to the skills, knowledge and experience needed for the effective administration of the charity.

The charity trustees will make available to each new Charity Trustee, on or before his or her first appointment:

- (a) a copy of the current version of their constitution; and
- (b) a copy of the latest Trustees' Annual Report and statement of accounts.

c. Organisational structure and decision making

There are no employees and strategy and activities of the charity are directly controlled by the Trustees.

Plans for future periods

a. Future developments

Defend aims to secure funding to allow it to mount further rescue operations for national parks suffering the highest losses of wildlife and habitat. Defend also wishes to secure funding to continue our work in existing sites for many years; Defend Directors have identified multiple grants and grant giving organisations and have submitted applications for institutional funding for elements of this ongoing work.

Trustees' responsibilities statement

The Trustees (who are also directors of National Park Rescue for the purposes of company law) are responsible for preparing the Trustees' Report and the 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by order of the members of the board of Trustees on 28 November 2024 and signed on their behalf by:

Dr N McCann
Trustee

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**INDEPENDENT EXAMINER'S REPORT
FOR THE YEAR ENDED 31 DECEMBER 2023**

Independent Examiner's Report to the Trustees of Defend ('the Company')

I report to the charity Trustees on my examination of the accounts of the Company for the year ended 31 December 2023.

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

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

Independent Examiner's Statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of (enter body here), which is one of the listed bodies.

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

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

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

Signed:

Dated: 28 November 2024

Andrew Thomas ACA

Nyman Libson Paul LLP
Chartered Accountants
124 Finchley Road
London
NW3 5JS

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**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2023**

	Note	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	3	160,708	484,675	645,383	339,873
Total income		<u>160,708</u>	<u>484,675</u>	<u>645,383</u>	<u>339,873</u>
Expenditure on:					
Charitable activities	4	160,708	439,404	600,112	419,707
Total expenditure		<u>160,708</u>	<u>439,404</u>	<u>600,112</u>	<u>419,707</u>
Net movement in funds		<u>-</u>	<u>45,271</u>	<u>45,271</u>	<u>(79,834)</u>
Reconciliation of funds:					
Total funds brought forward		-	55,224	55,224	135,058
Net movement in funds		-	45,271	45,271	(79,834)
Total funds carried forward		<u>-</u>	<u>100,495</u>	<u>100,495</u>	<u>55,224</u>

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 10 to 20 form part of these financial statements.

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REGISTERED NUMBER: 10037212

BALANCE SHEET
AS AT 31 DECEMBER 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	8	26,157	41,793
		<u>26,157</u>	<u>41,793</u>
Current assets			
Debtors	9	1,422	1,569
Cash at bank and in hand		142,546	49,779
		<u>143,968</u>	<u>51,348</u>
Creditors: amounts falling due within one year	10	(69,630)	(37,917)
Net current assets		<u>74,338</u>	<u>13,431</u>
Total net assets		<u>100,495</u>	<u>55,224</u>
Charity funds			
Restricted funds:			
Unrestricted funds	11	100,495	55,224
Total funds		<u>100,495</u>	<u>55,224</u>

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

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

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

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

The financial statements were approved and authorised for issue by the Trustees on 28 November 2024 and signed on their behalf by:

Dr N McCann
Trustee

The notes on pages 10 to 20 form part of these financial statements.

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**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2023**

	2023 £	2022 £
Cash flows from operating activities		
Net cash used in operating activities	92,767	(67,547)
	<hr/>	<hr/>
Change in cash and cash equivalents in the year	92,767	(67,547)
Cash and cash equivalents at the beginning of the year	49,779	117,326
	<hr/>	<hr/>
Cash and cash equivalents at the end of the year	<u>142,546</u>	<u>49,779</u>

The notes on pages 10 to 20 form part of these financial statements

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

1. General information

The charity is a private company limited by guarantee and incorporated in England and Wales. Its registered office address is 124 Finchley Road, London, NW3 5JS.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Defend meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Preparation of accounts on a going concern basis

At the reporting date the charity held £142,546 in cash and had net current assets of £74,338. There are no restrictions in place on the charity's assets.

The trustees have reviewed the charity's position carefully. They consider that the reserves held are adequate for the foreseeable future and there are no material uncertainties about the charity's ability to continue as a going concern.

Accordingly, the trustees consider it appropriate to continue to adopt the going concern basis in preparing its financial statements.

2.3 Income

The charity receives voluntary income by way of donations and income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity.

Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

Charitable activities and governance costs are costs incurred on the company's operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £3,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities incorporating Income and Expenditure Account.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Depreciation is provided on the following basis:

Motor vehicles	- Straight line basis over 4 years
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2.6 Debtors

Trade and other debtors are recognised at the settlement amount. Prepayments are valued at the amount prepaid.

2.7 Cash at bank and in hand

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

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

2. Accounting policies (continued)

2.8 Liabilities and provisions

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

2.9 Financial instruments

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

2.10 Fund accounting

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.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company 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.

2.11 Critical accounting estimates and areas of judgment

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the reporting date and the amounts reported for revenues and expenses during the year. However the nature of estimation means that actual outcomes could differ from those estimates. The charity did not have any critical accounting estimates during the year.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

3. Income from donations and legacies

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Donations	160,708	484,675	645,383	339,873

4. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total 2023 £	Total 2022 £
Charitable activities	160,708	439,404	600,112	419,707

5. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £	Total funds 2022 £
Charitable activities	591,996	8,116	600,112	419,707
Total 2022	412,313	7,394	419,707	

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

5. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds 2023 £	Total funds 2022 £
Travel, subsistence and related expenses	32,567	29,313
Miscellaneous expenses	3,006	2,273
Depreciation	15,636	22,081
Consultancy	110,800	97,368
Equipment and maintenance	26,764	16,711
Vehicle running and insurance	22,308	38,825
Security costs	2,867	9,427
Park operational costs	381,914	196,488
Foreign exchange gain	(3,866)	(173)
	<u>591,996</u>	<u>412,313</u>

Analysis of support costs

	Total funds 2023 £	Total funds 2022 £
Governance costs	<u>8,116</u>	<u>7,394</u>

6. Independent examiner's remuneration

	2023 £	2022 £
Fees payable to the Charity's independent examiner for the independent examination of the Charity's annual accounts	5,200	4,800
Fees payable to the Company's independent examiner in respect of:		
Taxation	600	600
All other services not included above	<u>840</u>	<u>840</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

7. Trustees' remuneration and expenses

Details of all remuneration, expenses and benefits in kind paid to trustees are disclosed in Note 16.

8. Tangible fixed assets

	Motor vehicles £
Cost or valuation	
At 1 January 2023	126,969
At 31 December 2023	<u>126,969</u>
Depreciation	
At 1 January 2023	85,176
Charge for the year	15,636
At 31 December 2023	<u>100,812</u>
Net book value	
At 31 December 2023	<u>26,157</u>
At 31 December 2022	<u>41,793</u>

9. Debtors

	2023 £	2022 £
Due within one year		
Prepayments and accrued income	1,422	1,569
	<u>1,422</u>	<u>1,569</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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10. Creditors: Amounts falling due within one year

	2023 £	2022 £
Other creditors	150	150
Accruals and deferred income	69,480	37,767
	<u>69,630</u>	<u>37,917</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

11. Statement of funds

Statement of funds - current year

	Balance at 1 January 2023 £	Income £	Expenditure £	Balance at 31 December 2023 £
Unrestricted funds				
General Funds - all funds	55,224	484,675	(439,404)	100,495
Restricted funds				
Lions of Chizarira	-	160,708	(160,708)	-
Total of funds	55,224	645,383	(600,112)	100,495

Income received from Lions of Chizarira National Park is restricted specifically for an initiative designed to halt the decline in lion numbers and range.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

11. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 January 2022 £	Income £	Expenditure £	Balance at 31 December 2022 £
Unrestricted funds				
General Funds - all funds	135,058	316,285	(396,119)	55,224
Restricted funds				
Space for Giants	-	8,588	(8,588)	-
Modiphuis	-	15,000	(15,000)	-
	-	23,588	(23,588)	-
Total of funds	135,058	339,873	(419,707)	55,224

12. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	26,157	26,157
Current assets	143,968	143,968
Creditors due within one year	(69,630)	(69,630)
Total	100,495	100,495

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**NOTES TO THE FINANCIAL STATEMENTS
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12. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	41,793	41,793
Current assets	51,348	51,348
Creditors due within one year	(37,917)	(37,917)
Total	<u>55,224</u>	<u>55,224</u>

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

	2023 £	2022 £
Net income/expenditure for the year (as per Statement of Financial Activities)	45,271	(79,834)
Adjustments for:		
Depreciation charges	15,636	22,081
Decrease/(increase) in debtors	147	(458)
Increase/(decrease) in creditors	31,713	(9,336)
Net cash provided by/(used in) operating activities	<u>92,767</u>	<u>(67,547)</u>

14. Analysis of cash and cash equivalents

	2023 £	2022 £
Cash in hand	142,546	49,779
Total cash and cash equivalents	<u>142,546</u>	<u>49,779</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

15. Analysis of changes in net debt

	At 1 January 2023	Cash flows	At 31 December 2023
	£	£	£
Cash at bank and in hand	49,779	92,767	142,546
	<u>49,779</u>	<u>92,767</u>	<u>142,546</u>

16. Related party transactions

Two of the trustees, K Mahdavi and J Lorenz, provided services to the company for which they did not charge.

During the year, one of the Trustees, M Hiley (trading as National Park Security & Management (NPSM), Zimbabwe), invoiced / was due £46,800 (2022: £46,800) for consultancy and advisory services. At the Balance Sheet date £46,800 (2022: £1,600) was outstanding and included in creditors.

During the year one of the Trustees, Dr N McCann invoiced £55,000 (2022: £48,000) for consultancy and advisory services. At the Balance Sheet date £5,000 (2022: £4,800) was outstanding and included in creditors.

During the year expenditure reimbursed to two trustees totalled £70,427 (2022: £80,866) in respect of park operational costs. £9,190 (2022: £1,308) was outstanding at the year end and included in creditors.