

ONE ROCK INTERNATIONAL

Annual Report 2025

Developing Christ-like leaders through Content, Coaching and Community

CHARITY NO. 1138433 · COMPANY NO. 07320145 · ONEROCKINTERNATIONAL.COM



INTRODUCTION

Formed in depth, then sent out to lead

We're delighted to present the 2025 One Rock annual report. During these 12 months One Rock has taught and coached on spiritual leadership for our Institute cohorts in the UK, Rwanda, Malaysia and Singapore.

One Rock also delivered workshops for partners including Malaysian businesses, Rwandan schools, Singaporean Christian networks, UK Christian entrepreneur summits, US churches, Malaysian church pioneers and the Rwandan Ministry of Local Government.

Members received a one-year course in spiritual formation, discerning vision and leadership skills, helping them each to start up or scale up mission projects. 73 people joined the Institute, matched with a further 73 coaches who supported them. Through this we have started or strengthened church plants, youth ministries, Christian businesses, social enterprises and outreach projects, in Africa, Asia, Europe and North America.

Thousands of people attended these training workshops, on coaching, on leadership development, on pioneering mission and on spiritual development. We continue to develop more resources in all these areas to support Christians in their mission work around the world.

Workshops reached partners in Africa, Asia, Europe and North America.

73
Members enrolled in the 2025 cohorts

73
Coaches matched to those members

12
Institute nations: US, UK, Canada, Switzerland, Uganda, Rwanda, Kenya, Ghana, Malaysia, Singapore, India, Myanmar

1000s
Trained at workshops around the world

£74,011
TOTAL INCOME 2025

£99,031
TOTAL EXPENDITURE 2025

£27,973
FUNDS CARRIED FORWARD

Figures for the year ended 31 December 2025. The independent examiner's report and the full accounts, with 2024 comparatives, follow later in this report.



THE INSTITUTE IN ASIA

Depth first, then mission

MALAYSIA AND SINGAPORE COHORTS

In 2025 the Asia cohorts ran in Malaysia and Singapore, welcoming members from across the region for a year of spiritual formation, discerning vision and leadership skills.

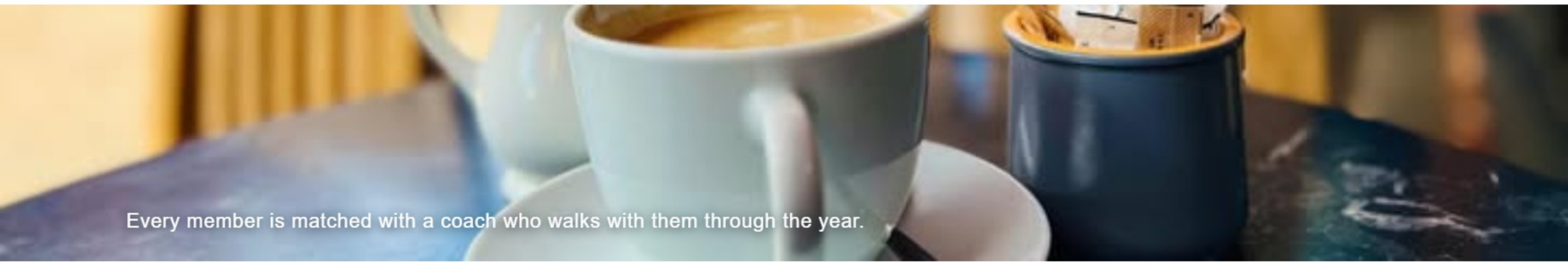
> *"Through the Institute, I've learned to lead from a place of spiritual depth, not just strategy. It gave me language for what I've been feeling for years: that true impact flows from intimacy with God, not just productivity…"*



Institute members during a Malaysia cohort session.

It's not just training. It's transformation.

Ng Kel Mynn, executive at Verdant Solar, Malaysia



Every member is matched with a coach who walks with them through the year.

VOICES FROM THE ASIA COHORTS

"The One Rock Institute is a life-changing experience, more than just a course. It helps you grow deeply in your faith, discover your purpose, and turn your God-given vision into something real."

Anoushka Kanojia
Designer and artist in India, leading others in worshipping Jesus.

"The people here are genuine, authentic and earnest! You will be able to gain a community of people who care about the Lord and His Kingdom, as well as care for you."

Ning Ling Tang
Institute member, Malaysia.



THE INSTITUTE IN AFRICA

Christ-like leadership is transformational leadership

RWANDA AND GHANA COHORTS

Members from Rwanda, Uganda, Kenya and Ghana joined the 2025 Institute, each already carrying a project of their own in development, evangelism or discipleship.

> *"The course is very relevant and very helpful. The topics are what is needed, especially in parachurch organizations… I've learned that Christ-like leadership is not weak leadership, and the coaching conversations have given me more clarity on how I lead."*
>
> **Ben Sarbah** · Faith & Development Manager, World Vision Ghana



Together at a Rwanda Institute gathering.

MEMBER REFLECTION · RWANDA

"From this course I learned a lot. But mostly the values of a good leader… I want to be a leader that is also led by the Spirit of God, doing things for God and for God's people."

Salim Mbarishimana

Salim is setting up an energy company to bring cheap solar electricity to rural homes in Rwanda too remote for the main grid.

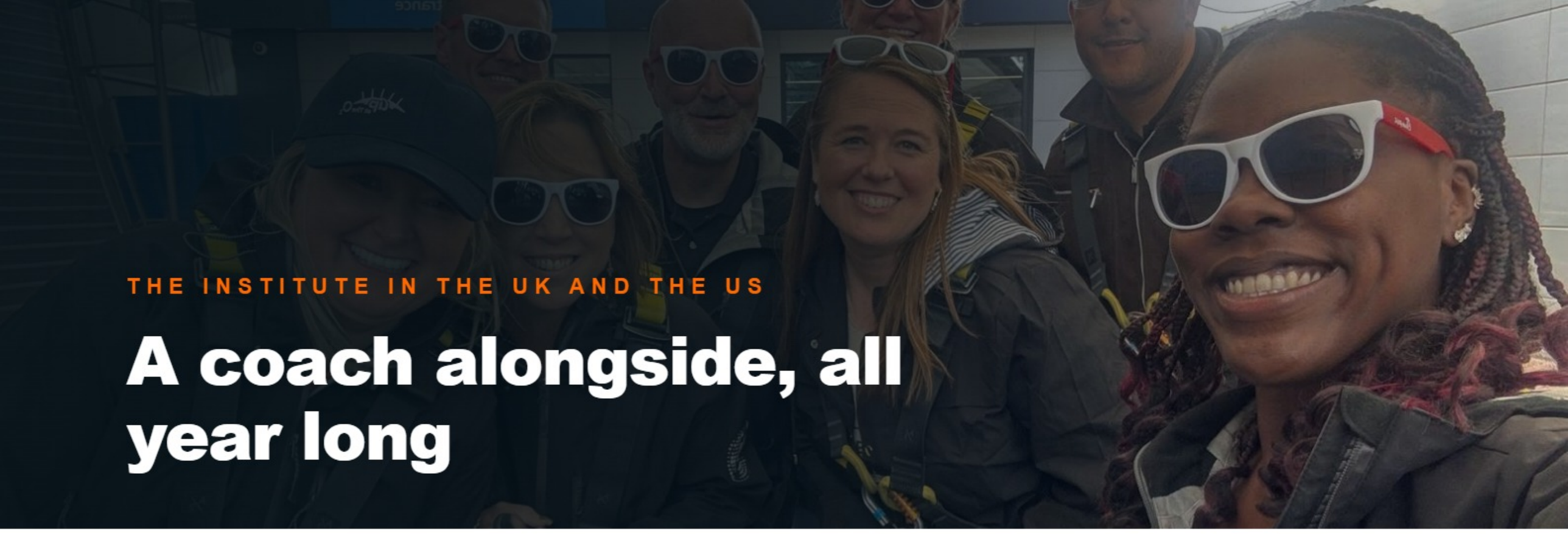
A NARRATIVE REWRITTEN

Adrien Bugiyekera works at Love & Hands in Rwanda, helping young people move from dependency towards drive and take more responsibility for their own lives. The teenagers he works with confronted their family history and the intergenerational fear passed down to them: they chose to forgive, released the fear, and received Jesus Christ as their personal Saviour. They now use Rwandan traditional dancing as a new tool for evangelism.

Adrien Bugiyekera · Love & Hands, Rwanda

"I choose service, and leadership keeps choosing me."

Winnie Uwimana, Institute member, Rwanda



THE INSTITUTE IN THE UK AND THE US

A coach alongside, all year long

UK AND US COHORTS

Cohort members in the UK and the US took the same one-year course, with teaching, spiritual formation and coaching conversations running through the year.

> *"Thank you for such a great start to the cohort! This coming month is the perfect opportunity to reflect on what's already been a great couple of weeks."*
>
> **Tom Lemmon** · UK Institute, preparing to serve as a missionary in Colombia and setting up a Christian coaching and training ministry.



Partners and cohort members gathering for a seminar in the USA.

MEMBER AND COACH REFLECTIONS

"I'm so excited to dig into what I can learn from PEAKS [the personality profile]."

Dave Drum · US Institute. Dave leads the J17 ministry, seeking to unite the body of Christ in towns and cities across the USA.

"Gosh! Your new [eLearning] website is great!"

Alanna Thompson · Institute coach, on the resources that support the cohorts.

HOW THE INSTITUTE WORKS

Content

A one-year course in spiritual formation, discerning vision and leadership skills.

Coaching

73 members were matched with 73 coaches who supported them through the year.

Community

Cohorts on the ground in the UK, Rwanda, Malaysia and Singapore, and a community that continues afterwards.



WORKSHOPS: RWANDA

Servant leadership, taught where it is needed

TRAINING PARTNERS IN RWANDA

In 2025 One Rock delivered workshops for partners in Rwanda, taking servant leadership into a Christian school in Kigali and into national government.

90 staff members from Wellspring Academy were trained in servant leadership principles. The relationship with the school is long established, and their senior team have seen a transformation in the teachers they have sent to previous Institute cohorts.

23 officials from the Ministry of Local Government attended, among them Province Executive Secretaries, District Executive Administrators and MINALOC senior managers. The ministry are keen for further workshops on leadership and integrity to strengthen local government capacity.

2025 WORKSHOPS

90

Wellspring Academy staff trained in servant leadership

23

Ministry of Local Government officials trained

Further workshops for churches, women's groups and coaching networks

WHAT THE PARTNERS SAID

"I have seen the growth in our staff members who have been part of the Institute. It's revolutionized their work and turned them into effective leaders… Your Christ-like example has inspired us to lead with humility and purpose."

Mosmi Wilson · Wellspring Academy, Kigali

"We sincerely thank you for facilitating the one-day training. Your insightful presentations, practical hands-on skills, and inspiring approach will, without a doubt, strengthen the leadership capacity of our team, enhance coordination, and promote effective service delivery."

Placide Niyodusenga · Rwanda Ministry of Local Government

AFRICA NEW LIFE MINISTRIES

Africa New Life received a workshop on building high-performance teams, for a staff team whose work reaches communities across Rwanda.

Benon Karangwa · Head of Human Resources, Africa New Life Ministries

"We were truly privileged to receive such a meaningful and impactful training on talent, skills, and community… Your investment in us is shaping leaders and strengthening the work we do every day."



WORKSHOPS: ASIA

A missional mindset, learned together

Workshops across South East Asia.

PARTNERS ACROSS MALAYSIA & SINGAPORE

One Rock delivered workshops for partners that included Malaysian businesses and Malaysian church pioneers, Singaporean Christian entrepreneur networks, Singaporean churches and non-profits.

These workshops included input from our partnerships with Lausanne Movement, Fresh Expressions and Lifeshape, all resourcing Christian leaders in their missional impact.

WHAT THE WORKSHOPS COVERED

- **Coaching**
- **Leadership development**
- **Pioneering mission**
- **Spiritual development**



VOICES FROM THE MALAYSIA WORKSHOPS

"I am truly grateful for the opportunity to learn and grow through this missionary leadership journey. It has been a time of deep reflection, stretching, and discovery — not only about ministry, but also about God's calling and purpose in my life. Through this experience, I've learned that being a missionary leader is not about position or title, but about serving others with humility, compassion, and faith."

Shirley Hew · Malaysia

"It's inspiring for me to see new ways to reach out to the community, just like how John Wesley took the gospel to the people."

Wan Ching · Malaysia

"I am grateful to God for opening my mind and hearing so many testimonies of His people in missional projects through Fresh Expressions. Step out in faith! ... It is when I step out of my comfort zone and busy schedule, I see God at work differently."

Henry Lim · Malaysia

GOVERNANCE & ACCOUNTS

Independent Examiner's Report

FOR THE YEAR ENDED 31 DECEMBER 2025

I have examined the accounts for the year ended 31 December 2025, which have been prepared on the basis of the accounting policies set out in these notes.

RESPECTIVE RESPONSIBILITIES OF DIRECTORS/TRUSTEES AND EXAMINER

The directors/trustees of the company are responsible for the preparation of accounts; they consider that the audit requirements under section 144 of the Charities Act 2011 do not apply but that an independent examination is needed. I have been appointed to conduct an Independent Examination required by section 145 of the Charities Act 2011 and to report in accordance with the regulations made under section 145 of that Act. It is my responsibility to examine the accounts, without performing an audit, and to report to the trustees.

MY RESPONSIBILITIES

Having satisfied myself that the company is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

1. examine the accounts under section 145 of the Charities Act 2011;
2. follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the Charities Act 2011;
3. state whether particular matters have come to my attention.

BASIS OF EXAMINER'S STATEMENT

This report is in respect of an examination carried out under section 145 of the Charities Act 2011, and in accordance with the general directions given by the Charity Commissioners. An examination includes a review of the accounting records kept by the charity, and a comparison of the accounts presented with those records. It also includes a review of the accounts and making such enquiries as are necessary for the purpose of this report. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

EXAMINER'S STATEMENT

Based on my examination, no matter has come to my attention which gives me reasonable cause to believe that in any material respect accounting records have not been kept in accordance with section 386 of the Companies Act 2006, or that the accounts presented do not accord with those records, or comply with the accounting requirements of section 396 of the Companies Act 2006. No matter has come to my notice in connection with my examination to which, in my opinion, attention should be drawn to enable a proper understanding of the accounts.

Susan Monckton-Rickett FCCA

Independent Examiner
21 School Lane, Lawford Manningtree, Essex CO11 2HZ
31 August 2026

The notes on the following pages form part of these accounts.

DIRECTORS & TRUSTEES

Geoff Elliott (Chair)
Luke Hamlyn
Abigail Herring
Naomi Paul
Company 07320145
Charity 1138433

OFFICERS & OFFICE

Chief Executive: Mark Williamson
International Director: Dr Asia E. Williamson
Registered office: c/o Church Office, Central Hall Westminster, Storey's Gate, London SW1H 9NH

ADVISERS

Independent examiner: Sue Monckton-Rickett, 21 School Lane, Lawford Manningtree, Essex CO11 2HZ
Bankers: Barclays Bank, 8 Alexandra Road, Wimbledon, London SW19 7JZ

US BOARD

Scott Stover (Chair)
Rev Kerry Purselle
Wallis Shoppy
Jason Rich
Keith Shelton
Dr Asia E. Williamson
Mark Williamson

ACCOUNTS

Statement of Financial Activities

FOR THE YEAR ENDED 31 DECEMBER 2025

SUMMARY INCOME AND EXPENDITURE ACCOUNT

All figures in pounds sterling

TOTAL INCOME	TOTAL EXPENDITURE	NET MOVEMENT IN FUNDS	FUNDS CARRIED FORWARD
74,011	**99,031**	**−25,020**	**27,973**
2024: 65,582	2024: 94,070	2024: −28,488	2024: 52,993

ONE ROCK INTERNATIONAL	NOTE	UNRESTRICTED 2025	RESTRICTED 2025	TOTAL 2025	TOTAL 2024
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	42,126	–	42,126	47,815
Charitable activities	–	31,885	–	31,885	17,767
Total income and endowments		**74,011**	–	**74,011**	**65,582**
EXPENDITURE ON					
Charitable activities	3	97,874	–	97,874	94,070
Governance	–	1,158	–	1,158	–
Total expenditure		**99,031**	–	**99,031**	**94,070**
Net income / (expenditure) for the year		**(25,020)**	–	**(25,020)**	**(28,488)**
RECONCILIATION OF FUNDS					
Total funds brought forward		52,993	–	52,993	81,481
Total funds carried forward		**27,973**	–	**27,973**	**52,993**

Total income for the year was £74,011, with donations and legacies of £42,126 and income from charitable activities of £31,885. Expenditure of £99,031 exceeded income, so net expenditure was £25,020 and funds carried forward fell from £52,993 to £27,973. All income and expenditure in the year was unrestricted, and the charity held no restricted funds at 31 December 2025 (2024: £nil).

ACCOUNTS

Balance Sheet

REGISTERED CHARITY 1138433 · COMPANY 07320145

AS AT 31 DECEMBER 2025

All figures in pounds sterling

ONE ROCK INTERNATIONAL	NOTE	UNRESTRICTED 2025	RESTRICTED 2025	TOTAL 2025	TOTAL 2024
CURRENT ASSETS					
Debtors and prepayments	5	–	–	–	–
Cash at bank and in hand	6	27,973	–	27,973	52,993
Total current assets		**27,973**	–	**27,973**	**52,993**
CURRENT LIABILITIES					
Liabilities falling due within one year	7	–	–	–	–
Net assets		**27,973**	–	**27,973**	**52,993**
FUND BALANCES					
General funds (unrestricted)	8	27,973	–	27,973	52,993
Restricted funds	8	–	–	–	–
Total funds		**27,973**	–	**27,973**	**52,993**

STATEMENT OF DIRECTORS' RESPONSIBILITIES

For the year ended 31 December 2025, the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the charitable company to obtain an audit of its accounts for the year in question in accordance with Section 476 of the Companies Act. In accordance with Section 145 of the Charities Act 2011, however, the accounts have been examined by an independent examiner whose report forms part of this document.

The directors/trustees acknowledge their responsibilities for complying with the requirements of the Companies Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The notes on the following pages form part of these accounts.

APPROVED BY THE DIRECTORS & TRUSTEES

Signed on their behalf on 16 October 2026 by:

Geoff Elliott
Chair, Board of Directors & Trustees

Company number 07320145
Charity number 1138433

NOTES TO THE ACCOUNTS

Accounting Policies and Voluntary Income

FOR THE YEAR ENDED 31 DECEMBER 2025

1 ACCOUNTING POLICIES

The accounts have been prepared under the historic cost convention, in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014. The following are the accounting policies which have been applied in dealing with material items.

a) Donated and grant income

Donated income and grants receivable are taken into account when received by the charity. Income received in circumstances where a claim for repayment of tax has been or will be made to HM Revenue & Customs is grossed up for the tax recoverable. Any amount of tax reclaimed from HM Revenue & Customs but not yet received is shown within the charity's debtors. The charity has relied significantly upon volunteers in carrying out its activities during the year. In accordance with paragraph 6.18 of the SORP, the role of volunteers has not been recognised as income from donated services in the accounts.

b) Other income and expenditure

Investment income is taken into account when receivable and expenditure, including irrecoverable VAT, when incurred by the charity, regardless of when payment is made. Grants payable are taken into account at the earlier of when they are paid or become constructive obligations. Fees for courses are recognised in line with stage of completion of the course.

c) Funds

Unrestricted funds are donations and other income received or generated for the objects of the charity without specified purpose and are available for purposes as directed by the trustees. Restricted funds are amounts received where the donor has specified the purpose for which it should be used.

d) Fixed assets and depreciation

Fixed assets acquired for use by the charity are capitalised and depreciated over their estimated useful life unless they cost less than £1,000, when they are written off on purchase.

e) Pension costs

The company operates a defined contribution scheme for certain of its employees. Pension premiums are charged as they are paid.

f) Taxation

The company is a registered charity and is exempt from taxation under the Income & Corporation Taxes Acts.

g) Cashflow statement

The company has taken advantage of the exemption provided by the FRS 102 SORP and has not prepared a Cash Flow Statement for the year.

2 VOLUNTARY INCOME

SOURCE OF INCOME	UNRESTRICTED 2025	RESTRICTED 2025	TOTAL 2025	TOTAL 2024
One Rock America donations	32,210	–	32,210	40,176
Other general donations	9,916	–	9,916	5,839
Grants	–	–	–	1,800
Charitable activities	31,885	–	31,885	17,767
Tax recoverable	–	–	–	–
Total income and endowments	**74,011**	–	**74,011**	**65,582**

NOTES TO THE ACCOUNTS

Staff Costs, Funds and Other Disclosures

FOR THE YEAR ENDED 31 DECEMBER 2025

3 CHARITABLE ACTIVITY

COSTS OF CHARITABLE ACTIVITY	2025	2024
Costs of training courses	16,727	17,369
Staff salaries and costs	70,987	68,238
Staff travel and expenses	4,907	3,973
Other operating costs	5,252	4,489
Direct charitable costs	**97,874**	**94,070**
Combined charitable activity costs	**99,031**	**94,070**

Support and administration costs of £1,158 (2024: £nil) are governance costs, included in the combined total above.

4 STAFF & TRUSTEES

STAFF COSTS	2025	2024
Gross wages and salaries	69,666	68,238
Employer's NI	1,322	–
Total staff costs	**70,987**	**68,238**

Remuneration payable to key management (excluding trustees) was £69,666 (2024: £63,361); key management is considered to be the international directors, who are employed by the charity. No remuneration was paid to any trustee during the year and no trustee received reimbursed expenses. No member of staff received salaries at a rate of more than £60,000 per annum.

5 DEBTORS

DEBTORS	2025	2024
Tax recoverable	–	–
Fees receivable	–	–

6 CASH AT BANK

BANK ACCOUNTS	2025	2024
Bank operating accounts	27,973	52,993

7 CREDITORS

FALLING DUE WITHIN ONE YEAR	2025	2024
Trade creditors	–	–
Accruals	–	–
Deferred income	–	–

8 FUNDS

Restricted funds represent amounts received for specific purposes. There was no restricted income or expenditure in 2025, and the balance carried forward at 31 December 2025 was nil (2024: £nil). Unrestricted funds of £27,973 (2024: £52,993) were held as bank and cash balances; the charity held no fixed assets and no other net assets.

RELATED PARTIES

Donations funded by trustees totalled £3,330. No other transactions with related parties took place during the year, and fees payable to the independent examiner other than for the accounts and examination were £nil.

9 MEMBERS

Each member of the company commits to contribute £10 if the charity is wound up.