

# AFRICAN LEADERSHIP INSTITUTE

England & Wales · Charity number 1104688

## Details

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**Status** Registered

**Legal form** Charitable company

**Company number** [04969904](#)

**Registered** 2004-07-01

**Register** [View on the Charity Commission register](#)

## Contact

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**Address** Hillcrest  
Guildford Road  
Ottershaw  
Chertsey  
KT16 0QL

**Phone** 01932872358

**Email** [pwilson@aloinstitute.org](mailto:pwilson@aloinstitute.org)

**Website** [www.aloinstitute.org](http://www.aloinstitute.org)

## Activities

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**Objects:** (1) TO ADVANCE THE EDUCATION OF THE GENERAL PUBLIC BY PROMOTING LEADERSHIP AND THE TRAINING OF EFFECTIVE LEADERS IN AFRICA AND IN PARTICULAR TO ENCOURAGE AND SUPPORT INDIVIDUALS IN AFRICA WHO ARE OR WISH TO BE IN POSITIONS OF LEADERSHIP TO LEARN ABOUT AND DEVELOP THEIR LEADERSHIP SKILLS;(2) TO PROMOTE RESEARCH INTO LEADERSHIP AND THE PUBLIC DISSEMINATION OF THE USEFUL RESULTS THEREOF.

**Activities:** Its objects are to advance the education of the general public by promoting leadership and the training of effective leaders in Africa and in particular to encourage and support individuals in Africa who are or wish to be in positions of leadership to learn and develop their skills and to promote research into leadership and the public dissemination of the useful results thereon.

## Classification

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- **How:** Sponsors Or Undertakes Research
- **What:** Education/training, Economic/community Development/employment
- **Who:** Other Defined Groups

## Geography

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- **Area of benefit:** AFRICA.
- Kenya
- South Africa
- United States
- Surrey

## Finances

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Period end	Income	Expenditure	Assets	Employees
2024-12-31	£217,862	£249,434	-	-
2023-12-31	£246,314	£298,370	-	-
2022-12-31	£266,340	£238,462	-	-
2021-12-31	£98,968	£76,921	-	-
2020-12-31	£122,157	£83,972	-	-

## Trustees

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Name	Role	Appointed
DR Allen Zimble		2016-07-01
Isaac Kwaku Fokuo		2025-01-28
JOHN MALCOLM TRAVERS GREENSMITH		
Kunyalala Maphisa		2025-01-28

**AFRICAN LEADERSHIP INSTITUTE**

England & Wales - Charity number 1104688

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# Accounts

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**REGISTERED COMPANY NUMBER: 04969904 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1104688**

**Report of the Trustees and  
Financial Statements  
for the Year Ended 31 December 2024  
for  
AFRICAN LEADERSHIP INSTITUTE**

**AFRICAN LEADERSHIP INSTITUTE**

**Contents of the Financial Statements  
for the Year Ended 31 December 2024**

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**Report of the Trustees  
for the Year Ended 31 December 2024**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2024. The trustees have adopted the provisions of 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).

**OBJECTIVES AND ACTIVITIES**

**Objectives and aims**

AfLI's objective is to promote transformative and accountable leadership, and the training of effective leaders in Africa. The Institute encourages and supports individuals in Africa, who are, or wish to be, in positions of leadership, to learn and to develop their skills through its flagship programme, the Archbishop Tutu Leadership Programme, which is partly delivered with Oxford University.

Beyond the Tutu programme, AfLI also designs and delivers programmes for other entities. These programmes provide a variety of leadership learning experiences to the individuals on the programme, the output of which, if relevant and appropriate, is made available to the general public. In addition, for the objectives to be achieved, significant funds have to be raised to implement the programmes.

Furthermore, we provided leadership training and coaching to the Calestous Juma Fellows, a selected group of Africa's top research scientists, funded by the Gates Foundation. We have also provided leadership training to the Financing Alliance for Health Fellows, an organisation of senior public health officials from various African countries

With around 400 Tutu Fellows, currently distributed across 46 African countries, a concerted effort is being made to facilitate active engagement of the Alumni network in advancing good leadership on the continent.

**Report of the Trustees  
for the Year Ended 31 December 2024**

**ACHIEVEMENT AND PERFORMANCE**

**Charitable activities**

The pool of nominations for the 2024 Tutu Fellowship was once again incredibly rich, and the resultant group of selected Fellows are an extremely impressive set of emerging African leaders. As in previous years, the nominators were asked to submit only candidates of the very highest quality. Nominations are not open to the general public as we would be totally swamped with applicants. The programme is designed to provide a world-class leadership learning experience to high potential mid-career young African leaders from government, business, the professions or civil society, and focusses on the demands placed on African leaders who have to interact and lead both locally and globally. The 2024 programme was a great success.

A central objective of the Institute is the development of a networked community of future leaders across Africa - The Archbishop Tutu Fellows Alumni. These Fellows, and other high potential young African leaders, will have at their disposal the facilities, the connectivity, the intellectual foundation, and the rich human resources of the Institute and the Alumni structure, to influence change and the successful development of the continent to reflect its rightful position in the global environment. An important step in this process is to ensure an effective Tutu Fellows alumni network is established, and we continue to take steps towards this elusive objective. The Tutu Fellows themselves continue to be very active leaders on the continent as evidenced by the numerous awards received, and other achievements publicised, during the year.

The programme for the first cohort of Calestous Juma Fellows continued during 2024, with the focus shifting to the provision of individual life coaching. This is a group of 14 African scientists, whom the Bill & Melinda Gates Foundation selected for their scientific achievements as well as their potential to be future scientific leaders on the continent. The Gates Foundation approached us to coordinate the Leadership Accelerator Programme for the second cohort of Calestous Juma Fellows, in 2025, which will involve not only leadership training but also communications and policy training delivered by partner organisations.

We were approached by the Financing Alliance for Health to deliver leadership training to their 2024 cohort of FAH Fellows - a selected group of public health officials from 5 different African countries. We provided training modules during two workshops, and an online seminar.

Fund-raising remains a priority for the Institute. Whilst sufficient reserves have been accumulated in previous years to carry the deficits of the recent years, funds need to be raised continually. These are required not only to balance the books, but also to grow the Institute in order to enhance the leadership capabilities of more young African leaders than the 25 we develop each year on the Tutu programme. The Gates and FAH programmes are examples of how we can reach a broader range of leaders.

We also wish to build upon the excellent reputation we have established, and to make more effective use of our capabilities and resources. Dr Chimhanzi, the CEO based in South Africa, has been very successful in raising significant funds in South Africa to supplement those raised in the UK for the Tutu Programme. In 2024, the South African Company transferred some of these funds to the UK Company, including funds from the Gates grant. The South African accounts are reported separately to the South African authorities, but, as Trustees, we take a consolidated view of our finances in our deliberations. With many speakers, faculty and service providers offering pro-bono or subsidised services, it is possible to run world-class programmes at low cost. However, our consolidated overhead costs have been increasing, which is an item we are watching carefully.

**Report of the Trustees  
for the Year Ended 31 December 2024**

**FINANCIAL REVIEW**

The main items of expenditure in the UK were the Tutu Fellowship workshop in Oxford and London, coordination of the Calestous Juma Programme, and general overheads. We reduced the Tutu Fellowship workshop by three days this year, which reduced the cost compared to 2023, but overheads increased marginally as there was a shift to paying more of our global expenses from the UK.

Sponsorship income in the UK for the Tutu Fellowship was comparatively low at £30,000. However, our sister organisation in South Africa was successful in raising significant funds from international foundations, such as the Skoll Foundation and the Mastercard Foundation, who support the Institute's goals of developing African leaders. AFLI SA also secured six corporate sponsors for the 2024 Programme. In addition, Gates Foundation funding for 2024, equivalent to about £167,000, was reported in the AFLI SA accounts to cover the costs of the Calestous Juma Fellowship programme. Part of this sum was transferred to AFLI UK to cover the UK based costs of the CJF programme.

Thus, although expenditure in the UK was noticeably more than funds raised in the UK, the transfer of funds from AFLI SA, to cover Programme expenses, reduced the accounted loss to £31,351. This shortfall was covered by a reduction in reserves carried forward.

**FUTURE PLANS**

The plan for 2025 and beyond is to consolidate the success of the Archbishop Tutu Leadership Programme, and to build a network of high potential future leaders across Africa committed to improving the quality of leadership on the continent. It is our intention to support these young leaders in their endeavours, through the Alumni Network and its activities, in order to encourage them to utilise their leadership capabilities for the betterment of the greater community of Africans, and to influence positively the future development of the continent.

The Calestous Juma Leadership project is an important initiative in broadening our leadership development reputation, and in reaching a different and important set of future African leaders. We will be coordinating the Accelerator Programme in 2025, in partnership with the Gates Foundation, and, unless there are unforeseen issues, we will continue in this role for the foreseeable future

The Board's attention is now focused on the sustainability of the Institute and its future strategy. Whilst our fundraising initiatives with programme sponsors and international philanthropic organisations have been successful, we remain alert to the vital need both to sustain these initiatives and to raise more funds to build a comfortable reserve. We will also endeavour to establish an endowment in order to secure our sustainability going forward. Furthermore, we will be seeking opportunities to employ our leadership development skills, together with the rich resources within our Alumni network, to deliver focused leadership initiatives for critical issues on the continent.

We will continue to review the governance and organisational structure of the Institute, both in the UK and South Africa. The two Boards hold regular joint meetings to ensure successful coordination of the activities and finances of the organisations. It has been agreed to follow this pattern in the future

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

The organisation is a charitable company limited by guarantee, incorporated on 19 November 2003, and registered as a charity on 1 July 2004.

**Recruitment and appointment of new trustees**

The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. Under those Articles, at each AGM one third of the directors shall retire from office, but each retiring director shall be eligible for re-election.

**Report of the Trustees  
for the Year Ended 31 December 2024**

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Organisational structure**

The directors of the company are also charity trustees for the purpose of charity law and under the company's articles are known as members of the Management Committee. Under the requirements of the Memorandum & Articles of Association one third of the directors are required to retire from office, but are eligible for re-election.

New Trustees are recruited through the existing Trustees network of contacts, and those of the Executive and Advisory Panel. No outside party can appoint trustees.

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**

04969904 (England and Wales)

**Registered Charity number**

1104688

**Registered office**

Hillcrest  
Guildford Road  
OTTERSHAW  
Surrey  
KT16 0QL

**Trustees**

J M T Greensmith  
Lord Hacking  
S P Lance  
M S Stone  
Dr A Zimbler

**Company Secretary**

P R B Wilson

**Independent Examiner**

Alvis & Company (Accountants) Limited  
143 Station Road  
Hampton  
Middlesex  
TW12 2AL

**Solicitors**

Infields, 2 High Street, Hampton Wick, Kingston upon Thames, Surrey KT1 4DB

**Bankers**

National Westminster Bank, 1 High Street, Woking, Surrey, GU21 1ZS.

**FUNDS HELD AS CUSTODIAN FOR OTHERS**

No funds are held as custodian trustee on behalf of others.

Approved by order of the board of trustees on ..... and signed on its behalf by:

.....  
J M T Greensmith - Trustee

**Independent Examiner's Report to the Trustees of African Leadership Institute**

**Independent examiner's report to the trustees of African Leadership Institute ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2024.

**Responsibilities and basis of report**

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

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

**Independent examiner's statement**

I have completed my examination. I confirm that no 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.

Brian Mason  
The Association of Chartered Certified Accountants

Alvis & Company (Accountants) Limited  
143 Station Road  
Hampton  
Middlesex  
TW12 2AL

Date: .....

**AFRICAN LEADERSHIP INSTITUTE****Statement of Financial Activities  
for the Year Ended 31 December 2024**

	Notes	31.12.24 Unrestricted funds £	31.12.23 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies		31,286	44,113
<b>Charitable activities</b>			
Charitable activities		185,767	201,664
Investment income	2	809	537
<b>Total</b>		<u>217,862</u>	<u>246,314</u>
<b>EXPENDITURE ON</b>			
Raising funds	3	1,644	1,640
<b>Charitable activities</b>			
Charitable activities		247,790	296,730
<b>Total</b>		<u>249,434</u>	<u>298,370</u>
<b>NET INCOME/(EXPENDITURE)</b>		(31,572)	(52,056)
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward		80,272	132,328
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>48,700</u></u>	<u><u>80,272</u></u>

The notes form part of these financial statements

**AFRICAN LEADERSHIP INSTITUTE (REGISTERED NUMBER: 04969904)**

**Balance Sheet  
31 December 2024**

	Notes	31.12.24 Unrestricted funds £	31.12.23 Total funds £
<b>FIXED ASSETS</b>			
Tangible assets	7	635	1,752
<b>CURRENT ASSETS</b>			
Debtors	8	5,578	106,032
Cash at bank		75,419	14,154
		<u>80,997</u>	<u>120,186</u>
<b>CREDITORS</b>			
Amounts falling due within one year	9	(32,932)	(41,666)
		<u>48,065</u>	<u>78,520</u>
<b>NET CURRENT ASSETS</b>			
		<u>48,700</u>	<u>80,272</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			
		<u>48,700</u>	<u>80,272</u>
<b>NET ASSETS/(LIABILITIES)</b>			
		<u><u>48,700</u></u>	<u><u>80,272</u></u>
<b>FUNDS</b>			
Unrestricted funds	10	<u>48,700</u>	<u>80,272</u>
<b>TOTAL FUNDS</b>			
		<u><u>48,700</u></u>	<u><u>80,272</u></u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2024.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 December 2024 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

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

The financial statements were approved by the Board of Trustees and authorised for issue on ..... and were signed on its behalf by:

.....  
J M T Greensmith - Trustee

The notes form part of these financial statements

**Notes to the Financial Statements  
for the Year Ended 31 December 2024**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment - 20% on cost

**Taxation**

The charity is exempt from corporation tax on its charitable activities.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**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 transaction. Exchange differences are taken into account in arriving at the operating result.

**Company status**

The charity is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

**AFRICAN LEADERSHIP INSTITUTE**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024**

**2. INVESTMENT INCOME**

	31.12.24	31.12.23
	£	£
Deposit account interest	609	537
HMRC Interest received	200	-
	<u>809</u>	<u>537</u>

**3. RAISING FUNDS**

**Raising donations and legacies**

	31.12.24	31.12.23
	£	£
Insurance	773	671
Website Hosting	656	854
Subscriptions	179	35
Exchange loss/(gain)	-	45
Bank charges	36	35
	<u>1,644</u>	<u>1,640</u>

**4. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	31.12.24	31.12.23
	£	£
Depreciation - owned assets	212	438
Deficit on disposal of fixed assets	905	-
	<u>1,117</u>	<u>438</u>

**5. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 December 2024 nor for the year ended 31 December 2023.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 December 2024 nor for the year ended 31 December 2023.

**6. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £
<b>INCOME AND ENDOWMENTS FROM</b>	
Donations and legacies	44,113
<b>Charitable activities</b>	
Charitable activities	201,664
Investment income	<u>537</u>
<b>Total</b>	<u>246,314</u>
<b>EXPENDITURE ON</b>	
Raising funds	1,640

**AFRICAN LEADERSHIP INSTITUTE**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024**

**6. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

Unrestricted  
funds  
£

**Charitable activities**

Charitable activities

296,730

**Total**

298,370

**NET INCOME/(EXPENDITURE)**

(52,056)

**RECONCILIATION OF FUNDS**

Total funds brought forward

132,328

**TOTAL FUNDS CARRIED FORWARD**

80,272

**7. TANGIBLE FIXED ASSETS**

Computer  
equipment  
£

**COST**

At 1 January 2024

1,470

Disposals

(411)

At 31 December 2024

1,059

**DEPRECIATION**

At 1 January 2024

(282)

Charge for year

212

Eliminated on disposal

494

At 31 December 2024

424

**NET BOOK VALUE**

At 31 December 2024

635

At 31 December 2023

1,752

**8. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

31.12.24

31.12.23

£

£

Trade debtors

-

88,830

VAT

5,578

17,202

5,578

106,032

**AFRICAN LEADERSHIP INSTITUTE**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024**

**9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.12.24	31.12.23
	£	£
Accrued expenses	32,932	41,666
	<u>          </u>	<u>          </u>

**10. MOVEMENT IN FUNDS**

	At 1.1.24	Net movement in funds	At
	£	£	31.12.24
			£
<b>Unrestricted funds</b>			
General fund	80,272	(31,572)	48,700
	<u>          </u>	<u>          </u>	<u>          </u>
<b>TOTAL FUNDS</b>	<u>80,272</u>	<u>(31,572)</u>	<u>48,700</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
<b>Unrestricted funds</b>			
General fund	217,862	(249,434)	(31,572)
	<u>          </u>	<u>          </u>	<u>          </u>
<b>TOTAL FUNDS</b>	<u>217,862</u>	<u>(249,434)</u>	<u>(31,572)</u>

**Comparatives for movement in funds**

	At 1.1.23	Net movement in funds	At
	£	£	31.12.23
			£
<b>Unrestricted funds</b>			
General fund	132,328	(52,056)	80,272
	<u>          </u>	<u>          </u>	<u>          </u>
<b>TOTAL FUNDS</b>	<u>132,328</u>	<u>(52,056)</u>	<u>80,272</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
<b>Unrestricted funds</b>			
General fund	246,314	(298,370)	(52,056)
	<u>          </u>	<u>          </u>	<u>          </u>
<b>TOTAL FUNDS</b>	<u>246,314</u>	<u>(298,370)</u>	<u>(52,056)</u>

**AFRICAN LEADERSHIP INSTITUTE**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2024**

**10. MOVEMENT IN FUNDS - continued**

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.1.23 £	Net movement in funds £	At 31.12.24 £
<b>Unrestricted funds</b>			
General fund	132,328	(83,628)	48,700
<b>TOTAL FUNDS</b>	<u>132,328</u>	<u>(83,628)</u>	<u>48,700</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	464,176	(547,804)	(83,628)
<b>TOTAL FUNDS</b>	<u>464,176</u>	<u>(547,804)</u>	<u>(83,628)</u>

**11. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 31 December 2024.

**AFRICAN LEADERSHIP INSTITUTE**

**Detailed Statement of Financial Activities  
for the Year Ended 31 December 2024**

	31.12.24 £	31.12.23 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Sponsorship: Tutu Programme	30,000	40,000
Donations	1,286	4,113
	<u>31,286</u>	<u>44,113</u>
<b>Investment income</b>		
Deposit account interest	609	537
HMRC Interest received	200	-
	<u>809</u>	<u>537</u>
<b>Charitable activities</b>		
Expense recovery	185,767	201,664
<b>Total incoming resources</b>	<u>217,862</u>	<u>246,314</u>
<b>EXPENDITURE</b>		
<b>Raising donations and legacies</b>		
Insurance	773	671
Website Hosting	656	854
Subscriptions	179	35
Exchange loss/(gain)	-	45
Bank charges	36	35
	<u>1,644</u>	<u>1,640</u>
<b>Charitable activities</b>		
Management and facilitation fees	162,240	189,259
Travel & subsistence	48,806	73,952
Loss on sale of tangible fixed assets	905	-
	<u>211,951</u>	<u>263,211</u>
<b>Support costs</b>		
<b>Management</b>		
Advertising & Marketing	33,372	31,481
<b>Other</b>		
Depreciation of tangible fixed assets	212	438
<b>Governance costs</b>		
Accountancy fees	2,200	1,600
Legal fees	55	-
	<u>2,255</u>	<u>1,600</u>
Total resources expended	<u>249,434</u>	<u>298,370</u>
<b>Net expenditure</b>	<u><u>(31,572)</u></u>	<u><u>(52,056)</u></u>

This page does not form part of the statutory financial statements

**AFRICAN LEADERSHIP INSTITUTE**

England & Wales - Charity number 1104688

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# Accounts

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## Document Details

<b>Filename:</b>	A020-Charities report - 22.2-CHA-MOLLIE-20240606.PDF
<b>Client of:</b>	Alvis & Company (Accountants) Ltd

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## Signature Details

<b>Name:</b>	John Greensmith
<b>Email:</b>	john.greensmith@gmail.com
<b>Date &amp; Time:</b>	06/06/2024 14:10:26 PM (BST)
<b>IP Address:</b>	86.139.210.127
<b>Signing Statement:</b>	John Greensmith confirms that the information is correct and complete to the best of their knowledge and belief.

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**REGISTERED COMPANY NUMBER: 04969904 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1104688**

**Report of the Trustees and  
Financial Statements  
for the Year Ended 31 December 2023  
for  
AFRICAN LEADERSHIP INSTITUTE**

**AFRICAN LEADERSHIP INSTITUTE**

**Contents of the Financial Statements  
for the Year Ended 31 December 2023**

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**Report of the Trustees  
for the Year Ended 31 December 2023**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2023. The trustees have adopted the provisions of 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).

**OBJECTIVES AND ACTIVITIES**

**Objectives and aims**

The objective of the charity is to promote transformative and accountable leadership through the training of leaders in Africa. The Institute encourages and supports individuals in Africa, who are, or wish to be, in positions of leadership, to learn and to develop their leadership skills through its flagship programme, the Archbishop Tutu Leadership Programme, which is partly delivered with Oxford University.

Beyond the Tutu programme, AFLI also designs and delivers programmes for other entities. These programmes provide a variety of leadership learning experiences to the individuals on the programme, the output of which, if relevant and appropriate, is made available to the general public. In addition, for the objectives to be achieved, significant funds have to be raised to implement the programmes.

Following the disruptions of COVID in recent years, the Tutu Fellowship programme returned to a normal routine, with the full programme for the 2023 cohort being run during the year. In addition, we provided leadership training and coaching to the Calestous Juma Fellows funded by the Gates Foundation

With now around 400 Tutu Fellows currently distributed across 46 African countries a concerted effort is being made to facilitate active engagement of the Tutu Fellows network in advancing good leadership on the continent.

**Report of the Trustees  
for the Year Ended 31 December 2023**

**ACHIEVEMENT AND PERFORMANCE**

**Charitable activities**

The pool of nominations for the 2023 Tutu Fellowship was once again incredibly rich, and the resultant group of selected Fellows are an extremely impressive set of emerging African leaders. As in previous years the nominators were asked to submit only candidates of the very highest quality. Nominations are not open to the general public as the Institute would be totally swamped with applicants. The programme is designed to provide a world class leadership learning experience to high potential mid-career young African leaders from government, business or civil society, and focusses on the demands placed on African leaders who have to interact and lead both locally and globally. The 2023 programme was once again a great success.

A central objective of the Institute is the development of a networked community of future leaders across Africa - the Archbishop Tutu Fellows Alumni and other high potential young leaders - who will have at their disposal the facilities, the connectivity, the intellectual foundation, and the rich human resources of the Institute and alumni, to influence change and the successful development of the continent to reflect its rightful position in the global environment. An important step in this process is to ensure an effective Tutu Fellows alumni network is established and we continue to take steps towards this elusive objective. The Tutu Fellows themselves continue to be very active leaders on the continent, which is reflected in the numerous achievements and awards garnered during the year.

A leadership programme for the first cohort of Calestous Juma Fellows was designed and delivered during 2023. This is a group of 14 African scientists, whom the Bill & Melinda Gates Foundation selected for their scientific achievements as well as their potential to be future scientific leaders on the continent. It was run over two workshops, the first in South Africa and the second in Kenya. A group project was initiated as part of the programme, and the development and implementation of this project continues.

Fund-raising remains a priority for the Institute. Whilst sufficient reserves have been built up in previous years to carry the deficits of the recent years, funds need to be raised continually, not only to balance the books, but also to grow the Institute and unlock the potential of the collective network.

We also wish to build upon the excellent reputation we have established, and thus make more efficient use of our capabilities and resources. Dr Chimhanzi, the CEO based in South Africa, has been very successful in raising significant funds in South Africa to supplement those raised in the UK for the Tutu Programme, and in 2023 some of these funds were transferred to the UK company by the South African company, including from the Gates funds. The South African finances are reported separately to the South African authorities, but as Trustees we take a consolidated view of our finances in our deliberations. With many speakers, faculty and service providers offering pro-bono or subsidised services, it is possible to run world class programmes at low cost, but our consolidated overhead costs have been increasing, which is an issue we are watching carefully.

**FINANCIAL REVIEW**

Expenses on the 2023 Tutu Fellowship programme were lower than 2022, as we went back to the normal routine of only one Oxford/London workshops. In 2022, we had convened two Oxford/London workshops to make up the cancellation of the programme during COVID.

Sponsorship income in the UK for the Tutu Fellowship was comparatively low at £40,000. However, our sister organisation in South Africa was successful in raising significant funds from international foundations, such as the Skoll Foundation, who support the Institute's goals of developing African leaders. AFLI SA also secured the usual number of corporate sponsors for the 2023 programme. In addition there was the grant funding of \$687,700 from the Gates Foundation which was paid into the AFLI SA account to cover the costs of the Calestous Juma Fellowship programme. Funds were therefore transferred to AFLI UK to cover UK-based costs.

AFLI SA was invoiced for costs incurred in the UK for which funding had been granted in South Africa, including programme and Gates project costs. Thus, although expenditure in the UK was noticeably more than funds raised in the UK, leading to the accounted loss of £52,057 in 2023, the transfer of funds from AFLI SA covered expenses incurred by AFLI UK.

**Report of the Trustees  
for the Year Ended 31 December 2023**

**FUTURE PLANS**

The plan for 2024 and beyond is to consolidate the success of the Archbishop Tutu Leadership Programme, and to build a network of high potential future leaders across Africa committed to improving the quality of leadership on the continent. It is our intention to support these young leaders in their endeavours through the alumni network and its activities, and encourage them to utilise their leadership capabilities for the betterment of the greater community of Africans and to positively impact the future development of the continent.

The Calestous Juma Leadership project is an important initiative in establishing our leadership development reputation more broadly, and to reach a different and important set of future African leaders. Appropriate emphasis will be placed on this programme in 2024 to ensure it is a success. We will also be consulting with the Gates Foundation as to how the programme can be modified for the second cohort in 2025.

Considerable attention is now being given to the future sustainability of the Institute, and its future strategy. Whilst we have had success with our fundraising initiatives with programme sponsors and international philanthropic organisations, we remain alert to the vital need to not only sustain these initiatives but to raise more funds to build a comfortable reserve and preferably an endowment which will secure our sustainability going forward. As our reputation for the design and delivery of top quality African leadership programmes grows, we are also being approached to design and run leadership programmes for other institutions. Our 400 strong alumni of some of Africa's highest potential emerging leaders are an asset we intend to support to enable them individually or collectively to positively impact upon Africa's future development.

We will continue to review the governance and organisational structure of the Institute, both in the UK and South Africa. Joint meetings of the two Boards are held, and it has been agreed to follow this pattern in the future to ensure successful coordination of the activities and finances of the organisations.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

The organisation is a charitable company limited by guarantee, incorporated on 19 November 2003, and registered as a charity on 1 July 2004.

**Recruitment and appointment of new trustees**

The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. Under those Articles, at each AGM one third of the directors shall retire from office, but each retiring director shall be eligible for re-election.

**Organisational structure**

The directors of the company are also charity trustees for the purpose of charity law and under the company's articles are known as members of the Management Committee. Under the requirements of the Memorandum & Articles of Association one third of the directors are required to retire from office, but are eligible for re-election.

New Trustees are recruited through the existing Trustees network of contacts, and those of the Executive and Advisory Panel. No outside party can appoint trustees.

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**

04969904 (England and Wales)

**Registered Charity number**

1104688

**Registered office**

Hillcrest  
Guildford Road  
OTTERSHAW  
Surrey  
KT16 0QL

**Report of the Trustees  
for the Year Ended 31 December 2023**

**Trustees**

J M T Greensmith  
Lord Hacking  
S P Lance  
M S Stone  
Dr A Zimbler

**Company Secretary**

P R B Wilson

**Independent Examiner**

Alvis & Company (Accountants) Limited  
143 Station Road  
Hampton  
Middlesex  
TW12 2AL

**Solicitors**

Infields, 2 High Street, Hampton Wick, Kingston upon Thames, Surrey KT1 4DB

**Bankers**

National Westminster Bank, 1 High Street, Woking, Surrey, GU21 1ZS.

**FUNDS HELD AS CUSTODIAN FOR OTHERS**

No funds are held as custodian trustee on behalf of others.

Approved by order of the board of trustees on ..... and signed on its behalf by:

.....  
J M T Greensmith - Trustee

**Independent Examiner's Report to the Trustees of African Leadership Institute**

**Independent examiner's report to the trustees of African Leadership Institute ('the Company')**

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

**Responsibilities and basis of report**

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

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

**Independent examiner's statement**

I have completed my examination. I confirm that no 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.

Brian Mason  
The Association of Chartered Certified Accountants

Alvis & Company (Accountants) Limited  
143 Station Road  
Hampton  
Middlesex  
TW12 2AL

Date: .....

**AFRICAN LEADERSHIP INSTITUTE****Statement of Financial Activities  
for the Year Ended 31 December 2023**

	Notes	31.12.23 Unrestricted funds £	31.12.22 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies		44,113	10,065
<b>Charitable activities</b>			
Charitable activities		201,664	256,136
Investment income	2	537	139
<b>Total</b>		<u>246,314</u>	<u>266,340</u>
<b>EXPENDITURE ON</b>			
Raising funds	3	1,640	(759)
<b>Charitable activities</b>			
Charitable activities		296,730	239,221
<b>Total</b>		<u>298,370</u>	<u>238,462</u>
<b>NET INCOME/(EXPENDITURE)</b>		(52,056)	27,878
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward		132,328	104,450
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>80,272</u></u>	<u><u>132,328</u></u>

The notes form part of these financial statements

**AFRICAN LEADERSHIP INSTITUTE (REGISTERED NUMBER: 04969904)**

**Balance Sheet  
31 December 2023**

	Notes	31.12.23 Unrestricted funds £	31.12.22 Total funds £
<b>FIXED ASSETS</b>			
Tangible assets	7	1,752	-
<b>CURRENT ASSETS</b>			
Debtors	8	106,032	3,363
Cash at bank		14,154	138,600
		<u>120,186</u>	<u>141,963</u>
<b>CREDITORS</b>			
Amounts falling due within one year	9	(41,666)	(9,635)
		<u>78,520</u>	<u>132,328</u>
<b>NET CURRENT ASSETS</b>			
		<u>80,272</u>	<u>132,328</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			
		<u>80,272</u>	<u>132,328</u>
<b>NET ASSETS</b>		<u>80,272</u>	<u>132,328</u>
<b>FUNDS</b>	10		
Unrestricted funds		<u>80,272</u>	<u>132,328</u>
<b>TOTAL FUNDS</b>		<u>80,272</u>	<u>132,328</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2023.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 December 2023 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

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

The financial statements were approved by the Board of Trustees and authorised for issue on ..... and were signed on its behalf by:

.....  
J M T Greensmith - Trustee

The notes form part of these financial statements

**Notes to the Financial Statements  
for the Year Ended 31 December 2023**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment - 20% on cost

**Taxation**

The charity is exempt from corporation tax on its charitable activities.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**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 transaction. Exchange differences are taken into account in arriving at the operating result.

**Company status**

The charity is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

**AFRICAN LEADERSHIP INSTITUTE**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2023**

**2. INVESTMENT INCOME**

	31.12.23	31.12.22
	£	£
Deposit account interest	537	139
	<u>537</u>	<u>139</u>

**3. RAISING FUNDS**

**Raising donations and legacies**

	31.12.23	31.12.22
	£	£
Insurance	671	666
Website Hosting	854	1,485
Subscriptions	35	191
Exchange loss/(gain)	45	(3,119)
Bank charges	35	18
	<u>1,640</u>	<u>(759)</u>

**4. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	31.12.23	31.12.22
	£	£
Depreciation - owned assets	438	-
	<u>438</u>	<u>-</u>

**5. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 December 2023 nor for the year ended 31 December 2022.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 December 2023 nor for the year ended 31 December 2022.

**6. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £
<b>INCOME AND ENDOWMENTS FROM</b>	
Donations and legacies	10,065
<b>Charitable activities</b>	
Charitable activities	256,136
Investment income	139
<b>Total</b>	<u>266,340</u>
<b>EXPENDITURE ON</b>	
Raising funds	(759)
<b>Charitable activities</b>	
Charitable activities	239,221

**AFRICAN LEADERSHIP INSTITUTE**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2023**

**6. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

Unrestricted  
funds  
£

**Total**

238,462

**NET INCOME**

27,878

**RECONCILIATION OF FUNDS**

Total funds brought forward

104,450

**TOTAL FUNDS CARRIED FORWARD**

132,328

**7. TANGIBLE FIXED ASSETS**

Computer  
equipment  
£

**COST**

At 1 January 2023

2,196

Additions

2,190

Disposals

(2,916)

At 31 December 2023

1,470

**DEPRECIATION**

At 1 January 2023

2,196

Charge for year

438

Eliminated on disposal

(2,916)

At 31 December 2023

(282)

**NET BOOK VALUE**

At 31 December 2023

1,752

At 31 December 2022

-

**8. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

31.12.23

31.12.22

£

£

Trade debtors

88,830

-

VAT

17,202

3,363

106,032

3,363

**AFRICAN LEADERSHIP INSTITUTE**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2023**

**9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.12.23 £	31.12.22 £
Trade creditors	-	4,500
Accrued expenses	41,666	5,135
	<u>41,666</u>	<u>9,635</u>

**10. MOVEMENT IN FUNDS**

	At 1.1.23 £	Net movement in funds £	At 31.12.23 £
<b>Unrestricted funds</b>			
General fund	132,328	(52,056)	80,272
	<u>132,328</u>	<u>(52,056)</u>	<u>80,272</u>
<b>TOTAL FUNDS</b>	<u>132,328</u>	<u>(52,056)</u>	<u>80,272</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	246,314	(298,370)	(52,056)
	<u>246,314</u>	<u>(298,370)</u>	<u>(52,056)</u>
<b>TOTAL FUNDS</b>	<u>246,314</u>	<u>(298,370)</u>	<u>(52,056)</u>

**Comparatives for movement in funds**

	At 1.1.22 £	Net movement in funds £	At 31.12.22 £
<b>Unrestricted funds</b>			
General fund	104,450	27,878	132,328
	<u>104,450</u>	<u>27,878</u>	<u>132,328</u>
<b>TOTAL FUNDS</b>	<u>104,450</u>	<u>27,878</u>	<u>132,328</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	266,340	(238,462)	27,878
	<u>266,340</u>	<u>(238,462)</u>	<u>27,878</u>
<b>TOTAL FUNDS</b>	<u>266,340</u>	<u>(238,462)</u>	<u>27,878</u>

## AFRICAN LEADERSHIP INSTITUTE

### Notes to the Financial Statements - continued for the Year Ended 31 December 2023

#### 10. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.1.22 £	Net movement in funds £	At 31.12.23 £
<b>Unrestricted funds</b>			
General fund	104,450	(24,178)	80,272
<b>TOTAL FUNDS</b>	<u>104,450</u>	<u>(24,178)</u>	<u>80,272</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	512,654	(536,832)	(24,178)
<b>TOTAL FUNDS</b>	<u>512,654</u>	<u>(536,832)</u>	<u>(24,178)</u>

#### 11. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 December 2023.

**AFRICAN LEADERSHIP INSTITUTE**

**Detailed Statement of Financial Activities  
for the Year Ended 31 December 2023**

	31.12.23 £	31.12.22 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Sponsorship: Tutu Programme	40,000	10,000
Donations	4,113	65
	<u>44,113</u>	<u>10,065</u>
<b>Investment income</b>		
Deposit account interest	537	139
<b>Charitable activities</b>		
Grants	-	88,477
Expense recovery	201,664	167,659
	<u>201,664</u>	<u>256,136</u>
<b>Total incoming resources</b>	<u>246,314</u>	<u>266,340</u>
<b>EXPENDITURE</b>		
<b>Raising donations and legacies</b>		
Insurance	671	666
Website Hosting	854	1,485
Subscriptions	35	191
Exchange loss/(gain)	45	(3,119)
Bank charges	35	18
	<u>1,640</u>	<u>(759)</u>
<b>Charitable activities</b>		
Management and facilitation fees	189,259	210,622
Travel & subsistence	73,952	13
	<u>263,211</u>	<u>210,635</u>
<b>Support costs</b>		
<b>Management</b>		
Advertising & Marketing	31,481	27,086
<b>Other</b>		
Depreciation of tangible fixed assets	438	-
<b>Governance costs</b>		
Accountancy fees	1,600	1,500
<b>Total resources expended</b>	<u>298,370</u>	<u>238,462</u>
<b>Net (expenditure)/income</b>	<u>(52,056)</u>	<u>27,878</u>

This page does not form part of the statutory financial statements

**AFRICAN LEADERSHIP INSTITUTE**

England & Wales - Charity number 1104688

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# Accounts

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**REGISTERED COMPANY NUMBER: 04969904 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1104688**

**Report of the Trustees and  
Financial Statements  
for the Year Ended 31 December 2022  
for  
AFRICAN LEADERSHIP INSTITUTE**

**AFRICAN LEADERSHIP INSTITUTE**

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**Report of the Trustees  
for the Year Ended 31 December 2022**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2022. The trustees have adopted the provisions of 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).

**OBJECTIVES AND ACTIVITIES**

**Objectives and aims**

Its objects are to advance the education of the general public by promoting leadership and the training of effective leaders in Africa and, in particular, to encourage and support individuals in Africa, who are, or wish to be, in positions of leadership, to learn and to develop their skills, and to promote research into leadership and the public dissemination of the useful results thereof.

The objective is achieved through the development and implementation of high quality programmes designed to enhance the leadership capabilities of the next generation of leaders in Africa. These programmes provide a variety of leadership learning experiences to the individuals on the programme, the output of which, if relevant and appropriate, is made available to the general public. In addition, for the objectives to be achieved, significant funds have to be raised to implement the programmes.

The COVID pandemic and associated restrictions severely curtailed operations in 2020 and 2021, which had a knock-on effect in 2022. The 2020 Archbishop Tutu Leadership Programme, which we run in partnership with Said Business School, Oxford University, was eventually started only in November 2021, with the first workshop in South Africa, and the second workshop of the 2020 programme held at Oxford in July 2022. In addition, the 2022 Tutu Leadership Programme was run on the normal schedule with the first workshop in South Africa in April 2022, and the second workshop at Oxford in September 2022.

The Covid restrictions caused the complete cancellation of a 2021 Tutu Leadership Programme

With around 380 Tutu Fellows currently distributed across 42 African countries a concerted effort is now being made to facilitate active engagement of the Tutu Fellows network in advancing good leadership on the continent.

**Report of the Trustees  
for the Year Ended 31 December 2022**

**ACHIEVEMENT AND PERFORMANCE**

**Charitable activities**

Following the disruptions caused by COVID, the 2020 Archbishop Tutu Leadership Programme was completed in July 2022 with an excellent workshop at Said Business School's premises at Egrove Park, Oxford, and at a variety of venues in London. Despite the fact that this had been a very disrupted programme it was exceptionally well received by the Tutu Fellows, with very positive feedback and enthusiasm to make a difference in Africa.

The pool of nominations for the 2022 Tutu Fellowship was once again incredibly rich, and the resultant group of selected Fellows are an extremely impressive set of emerging African leaders. As in previous years the nominators were asked to submit only candidates of the very highest quality. Nominations are not open to the general public as we would be totally swamped with applicants. The programme is designed to provide a world class leadership learning experience to high potential mid-career young African leaders from government, business or civil society, and focusses on the demands placed on African leaders who have to interact and lead both locally and globally.

Judy Malan took over responsibility for the design and direction of the 2022 Tutu Fellowship Programme, as Peter Wilson stepped down from this role after 16 years. Judy is tasked with reviewing and refreshing the programme, and with some initial tweaks she has successfully commenced this process. The 2022 programme was once again a great success.

A central objective of the Institute is the development of a networked community of future leaders across Africa - the Archbishop Tutu Fellows Alumni and other high potential young leaders - who will have at their disposal the facilities, the connectivity, the intellectual foundation, and the rich human resources of the Institute and alumni, to influence change and the successful development of the continent to reflect its rightful position in the global environment. A first step in this process is to ensure an effective Tutu Fellows alumni network is established and we continue to take steps towards this elusive objective. The Tutu Fellows themselves continue to be very active leaders on the continent, which is reflected in numerous awards and achievements during the year.

Little progress has been made with the Afreximbank Leadership Programme. An agreement was signed the previous year to design and develop the programme, whilst Deloitte would be responsible for logistics and programme management. A combination of COVID and slow centralised decision making in Afreximbank has halted any progress during 2022.

Implementation of the African Export Import Bank programme for President Obasanjo of Nigeria, which will train young leaders across Africa in leadership as well as their senior staff, was also delayed by COVID and by slow decision making within the bank.

In June 2022, an agreement was signed with the Bill and Melinda Gates Foundation to design and run a leadership programme for their first cohort of Calestous Juma Fellows - a group of 14 African scientists, which the Gates Foundation selected for their scientific achievements as well as their potential to be future scientific leaders on the continent. The second half of 2022 was used to prepare the programme, which is due to commence in 2023, and to recruit a part-time Programme Manager for the programme.

Fund-raising remains a priority for the Institute. Whilst sufficient reserves have been built up in previous years to carry the deficits of the recent years, funds need to be raised continually, not only to balance the books, but also to grow the Institute in order to enhance the leadership capabilities of more young African leaders than the 25 we develop each year on the Tutu programme. We also wish to build upon the excellent reputation we have established, and thus make more efficient use of our capabilities and resources. Dr Chimhanzi, the CEO based in South Africa, has been very successful in raising significant funds in South Africa to supplement those raised in the UK for the Tutu Programme, and in 2022 some of these funds were transferred to the UK company by the South African company. The South African finances are reported separately to the South African authorities, but as Trustees we take a consolidated view of our finances in our deliberations. With many speakers, faculty and service providers offering pro-bono or subsidised services, it is possible to run world class programmes at low cost, but our consolidated overhead costs have been increasing, which is an issue we are watching carefully.

**Report of the Trustees  
for the Year Ended 31 December 2022**

**FINANCIAL REVIEW**

Expenses in 2022 were significantly higher than previous years, as two Oxford/London workshops were run during the year - the completion of the 2020 programme in July and the normal September workshop for the 2022 programme. In addition some initial costs were incurred on the Gates programme.

Sponsorship income in the UK was down, but we received a generous donation of £88,477 from Climate Works Foundation. Our sister organisation in South Africa was also successful in raising significant funds from international Foundations, e.g. Skoll Foundation, who supported the Institute's goals of developing African leaders. They also secured the usual number of corporate sponsors for the 2022 programme. In addition a grant by the Gates Foundation of some \$687,000 was made into the AFLI SA account to cover the costs of the Calestous Juma Fellowship programme.

AFLI SA was invoiced for costs incurred in the UK for which funding had been granted in South Africa. Thus although expenditure in the UK was noticeably more than funds raised in the UK, the transfer of funds from AFLI SA to cover programme expenses ensured that AFLI UK made a surplus of £27,878 in 2022.

**FUTURE PLANS**

The plan for 2023 and beyond is to consolidate the success of the Archbishop Tutu Leadership Programme, and to build a network of high potential future leaders across Africa committed to improving the quality of leadership on the continent. It is our intention to support these young leaders in their endeavours through the alumni network and its activities, and encourage them to utilise their leadership capabilities for the betterment of the greater community of Africans.

The Calestous Juma Leadership project is an important initiative in establishing our leadership development reputation more broadly, and appropriate emphasis will be placed on this programme in 2023 to ensure it is a success.

Considerable attention is now being given to the future sustainability of the Institute, and the passing of the baton to a younger management team to further develop, guide and manage the Institute and its programme. The CEO for AFLI SA is able to spend more time on focused fund-raising efforts, marketing and communications, and supporting our influential and growing alumni network. We have secured considerable funding support from international Foundations as well as corporate sponsors. As our reputation for the design and delivery of top quality African leadership programmes grows, we are also being approached to design and run leadership programmes for other institutions. Thanks to these very successful fundraising initiatives AFLI's combined operation enters 2023 adequately funded, but we remain alert to the need to build a comfortable reserve and preferably an endowment which will secure our sustainability going forward. Thus strong emphasis will be placed in 2023 on a fund raising drive.

The governance structure of the Institute, both in the UK and South Africa, has been restructured, and AFLI SA's Board has been strengthened. Joint meetings of the two Boards are held, and it has been agreed to follow this pattern in the future to ensure successful coordination of the activities and finances of the organisations. There is also a recognition that the UK Board needs to be refreshed, and efforts are being made in this regard.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

The organisation is a charitable company limited by guarantee, incorporated on 19 November 2003, and registered as a charity on 1 July 2004.

**Recruitment and appointment of new trustees**

The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. Under those Articles, at each AGM one third of the directors shall retire from office, but each retiring director shall be eligible for re-election.

**Report of the Trustees  
for the Year Ended 31 December 2022**

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Organisational structure**

The directors of the company are also charity trustees for the purpose of charity law and under the company's articles are known as members of the Management Committee. Under the requirements of the Memorandum & Articles of Association one third of the directors are required to retire from office, but are eligible for re-election.

New Trustees are recruited through the existing Trustees network of contacts, and those of the Executive and Advisory Panel. No outside party can appoint trustees.

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**

04969904 (England and Wales)

**Registered Charity number**

1104688

**Registered office**

Hillcrest  
Guildford Road  
OTTERSHAW  
Surrey  
KT16 0QL

**Trustees**

J M T Greensmith  
Lord Hacking  
S P Lance  
M S Stone  
Dr A Zimbler  
E D A Obeng (resigned 1.5.22)

**Company Secretary**

P R B Wilson

**Independent Examiner**

Alvis & Company (Accountants) Limited  
143 Station Road  
Hampton  
Middlesex  
TW12 2AL

**Solicitors**

Infields, 2 High Street, Hampton Wick, Kingston upon Thames, Surrey KT1 4DB

**Bankers**

National Westminster Bank, 1 High Street, Woking, Surrey, GU21 1ZS.

**FUNDS HELD AS CUSTODIAN FOR OTHERS**

No funds are held as custodian trustee on behalf of others

Approved by order of the board of trustees on ..... and signed on its behalf by:

.....  
J M T Greensmith - Trustee

**Independent Examiner's Report to the Trustees of African Leadership Institute**

**Independent examiner's report to the trustees of African Leadership Institute ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2022.

**Responsibilities and basis of report**

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

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

**Independent examiner's statement**

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants, 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.

Brian Mason  
The Association of Chartered Certified Accountants

Alvis & Company (Accountants) Limited  
143 Station Road  
Hampton  
Middlesex  
TW12 2AL

Date: .....

**AFRICAN LEADERSHIP INSTITUTE****Statement of Financial Activities  
for the Year Ended 31 December 2022**

	Notes	31.12.22 Unrestricted funds £	31.12.21 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies		10,065	45,628
<b>Charitable activities</b>			
Charitable activities		256,136	53,339
Investment income	2	139	1
<b>Total</b>		<u>266,340</u>	<u>98,968</u>
<b>EXPENDITURE ON</b>			
Raising funds	3	(759)	415
<b>Charitable activities</b>			
Charitable activities		239,221	76,506
<b>Total</b>		<u>238,462</u>	<u>76,921</u>
<b>NET INCOME</b>		27,878	22,047
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward		104,450	82,403
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>132,328</u></u>	<u><u>104,450</u></u>

The notes form part of these financial statements

**AFRICAN LEADERSHIP INSTITUTE (REGISTERED NUMBER: 04969904)**

**Balance Sheet  
31 December 2022**

	Notes	31.12.22 Unrestricted funds £	31.12.21 Total funds £
<b>CURRENT ASSETS</b>			
Debtors	7	3,363	32,807
Cash at bank		138,600	76,558
		<u>141,963</u>	<u>109,365</u>
<b>CREDITORS</b>			
Amounts falling due within one year	8	(9,635)	(4,915)
		<u>132,328</u>	<u>104,450</u>
<b>NET CURRENT ASSETS</b>			
		<u>132,328</u>	<u>104,450</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			
		<u>132,328</u>	<u>104,450</u>
<b>NET ASSETS</b>			
		<u>132,328</u>	<u>104,450</u>
<b>FUNDS</b>			
Unrestricted funds	9	132,328	104,450
		<u>132,328</u>	<u>104,450</u>
<b>TOTAL FUNDS</b>			
		<u>132,328</u>	<u>104,450</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2022.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 December 2022 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

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

The financial statements were approved by the Board of Trustees and authorised for issue on ..... and were signed on its behalf by:

.....  
J M T Greensmith - Trustee

**Notes to the Financial Statements  
for the Year Ended 31 December 2022**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment - 20% on cost

**Taxation**

The charity is exempt from corporation tax on its charitable activities.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**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 transaction. Exchange differences are taken into account in arriving at the operating result.

**Company status**

The charity is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

**AFRICAN LEADERSHIP INSTITUTE**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2022**

**2. INVESTMENT INCOME**

	31.12.22	31.12.21
	£	£
Deposit account interest	139	1
	<u>139</u>	<u>1</u>

**3. RAISING FUNDS**

**Raising donations and legacies**

	31.12.22	31.12.21
	£	£
Insurance	666	654
Website Hosting	1,485	204
Subscriptions	191	175
Exchange loss/(gain)	(3,119)	(624)
Bank charges	18	6
	<u>(759)</u>	<u>415</u>

**4. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 December 2022 nor for the year ended 31 December 2021.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 December 2022 nor for the year ended 31 December 2021.

**5. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £
<b>INCOME AND ENDOWMENTS FROM</b>	
Donations and legacies	45,628
<b>Charitable activities</b>	
Charitable activities	53,339
Investment income	1
<b>Total</b>	<u>98,968</u>
<b>EXPENDITURE ON</b>	
Raising funds	415
<b>Charitable activities</b>	
Charitable activities	76,506
<b>Total</b>	<u>76,921</u>
<b>NET INCOME</b>	22,047
<b>RECONCILIATION OF FUNDS</b>	
Total funds brought forward	82,403

**AFRICAN LEADERSHIP INSTITUTE**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2022**

**5. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

Unrestricted  
funds  
£

**TOTAL FUNDS CARRIED FORWARD**

104,450

**6. TANGIBLE FIXED ASSETS**

Computer  
equipment  
£

**COST**

At 1 January 2022 and  
31 December 2022

2,196

**DEPRECIATION**

At 1 January 2022 and  
31 December 2022

2,196

**NET BOOK VALUE**

At 31 December 2022

-

At 31 December 2021

-

**7. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.12.22 £	31.12.21 £
VAT	3,363	4,253
Prepayments and accrued income	-	28,554
	<u>3,363</u>	<u>32,807</u>

VAT  
Prepayments and accrued income

**8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.12.22 £	31.12.21 £
Trade creditors	4,500	1,200
Accrued expenses	5,135	3,715
	<u>9,635</u>	<u>4,915</u>

Trade creditors  
Accrued expenses

**9. MOVEMENT IN FUNDS**

	At 1.1.22 £	Net movement in funds £	At 31.12.22 £
<b>Unrestricted funds</b>			
General fund	104,450	27,878	132,328
	<u>104,450</u>	<u>27,878</u>	<u>132,328</u>
<b>TOTAL FUNDS</b>	<u>104,450</u>	<u>27,878</u>	<u>132,328</u>

**AFRICAN LEADERSHIP INSTITUTE**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2022**

**9. MOVEMENT IN FUNDS - continued**

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	266,340	(238,462)	27,878
<b>TOTAL FUNDS</b>	<u>266,340</u>	<u>(238,462)</u>	<u>27,878</u>

**Comparatives for movement in funds**

	At 1.1.21 £	Net movement in funds £	At 31.12.21 £
<b>Unrestricted funds</b>			
General fund	82,403	22,047	104,450
<b>TOTAL FUNDS</b>	<u>82,403</u>	<u>22,047</u>	<u>104,450</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	98,968	(76,921)	22,047
<b>TOTAL FUNDS</b>	<u>98,968</u>	<u>(76,921)</u>	<u>22,047</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.1.21 £	Net movement in funds £	At 31.12.22 £
<b>Unrestricted funds</b>			
General fund	82,403	49,925	132,328
<b>TOTAL FUNDS</b>	<u>82,403</u>	<u>49,925</u>	<u>132,328</u>

## AFRICAN LEADERSHIP INSTITUTE

### Notes to the Financial Statements - continued for the Year Ended 31 December 2022

#### 9. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	365,308	(315,383)	49,925
<b>TOTAL FUNDS</b>	<u>365,308</u>	<u>(315,383)</u>	<u>49,925</u>

#### 10. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 December 2022.

**AFRICAN LEADERSHIP INSTITUTE**

**Detailed Statement of Financial Activities  
for the Year Ended 31 December 2022**

	31.12.22 £	31.12.21 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Sponsorship: Tutu Programme	10,000	1
Donations	65	-
AFREXIMBANK	-	45,627
	<hr/>	<hr/>
	10,065	45,628
<b>Investment income</b>		
Deposit account interest	139	1
<b>Charitable activities</b>		
Grants	88,477	-
Expense recovery	167,659	53,339
	<hr/>	<hr/>
	256,136	53,339
<b>Total incoming resources</b>		
	266,340	98,968
<b>EXPENDITURE</b>		
<b>Raising donations and legacies</b>		
Insurance	666	654
Website Hosting	1,485	204
Subscriptions	191	175
Exchange loss/(gain)	(3,119)	(624)
Bank charges	18	6
	<hr/>	<hr/>
	(759)	415
<b>Charitable activities</b>		
Management and facilitation fees	210,622	56,864
Travel & subsistence	13	2,151
	<hr/>	<hr/>
	210,635	59,015
<b>Support costs</b>		
<b>Management</b>		
Postage and stationery	-	30
Advertising & Marketing	27,086	15,961
	<hr/>	<hr/>
	27,086	15,991
<b>Governance costs</b>		
Accountancy fees	1,500	1,500
	<hr/>	<hr/>
Total resources expended	238,462	76,921
<b>Net income</b>		
	<hr/> <hr/>	<hr/> <hr/>
	27,878	22,047

This page does not form part of the statutory financial statements

**AFRICAN LEADERSHIP INSTITUTE**

England & Wales - Charity number 1104688

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# Accounts

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## Signature Details

<b>Name:</b>	John Greensmith
<b>Email:</b>	john.greensmith@gmail.com
<b>Date &amp; Time:</b>	09/09/2022 11:38:52 (BST)
<b>IP Address:</b>	163.1.151.226
<b>Signing Statement:</b>	John Greensmith confirms that the information is correct and complete to the best of their knowledge and belief.

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**REGISTERED COMPANY NUMBER: 04969904 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1104688**

**Report of the Trustees and  
Financial Statements  
for the Year Ended 31 December 2021  
for  
AFRICAN LEADERSHIP INSTITUTE**

# AFRICAN LEADERSHIP INSTITUTE

## Contents of the Financial Statements for the Year Ended 31 December 2021

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<b>Statement of Financial Activities</b>	7
<b>Balance Sheet</b>	8 to 9
<b>Notes to the Financial Statements</b>	10 to 15
<b>Detailed Statement of Financial Activities</b>	16 to 17

**Report of the Trustees  
for the Year Ended 31 December 2021**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2021. The trustees have adopted the provisions of 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).

**OBJECTIVES AND ACTIVITIES**

**Objectives and aims**

Its objects are to advance the education of the general public by promoting leadership and the training of effective leaders in Africa and in particular to encourage and support individuals in Africa, who are, or wish to be, in positions of leadership, to learn and to develop their skills, and to promote research into leadership and the public dissemination of the useful results thereof.

The objective is achieved through the development and implementation of high quality programmes designed to enhance the leadership capabilities of the next generation of leaders in Africa. These programmes provide a variety of leadership learning experiences to the individuals on the programme, the output of which, if relevant and appropriate, is made available to the general public. In addition, for the objectives to be achieved, significant funds have to be raised to implement the programmes.

The COVID pandemic and associated restrictions severely curtailed operations in 2020 and 2021. The annual Archbishop Tutu Leadership Programme, which we run in partnership with Said Business School, Oxford University, had to be postponed. The 2020 class of Tutu Fellows was selected early that year but the 2020 programme was eventually started only in November 2021, with the first workshop in South Africa. This was due to COVID restrictions and the need to avoid the risk of possible infection during the workshop. The second workshop of the 2020 programme will be held at Oxford in July 2022

With around 350 Tutu Fellows currently distributed across 42 African countries a concerted effort is now being made to facilitate active engagement of the Tutu Fellows network in advancing good leadership on the continent.

The African Export Import Bank programme for President Obasanjo of Nigeria, which will train young leaders across Africa in leadership as well as their senior staff, was also delayed by COVID and by slow decision making within the bank

**Report of the Trustees  
for the Year Ended 31 December 2021**

**ACHIEVEMENT AND PERFORMANCE**

**Charitable activities**

COVID considerably disrupted the usual activities of the Institute in 2021. The start of the 2020 Archbishop Tutu Leadership Fellowship Programme was delayed by 20 months, and eventually the first workshop of the 2020 programme was successfully run in South Africa in November 2021. The delay caused a few of the selected candidates to withdraw for a variety of practical reasons, which reduced the group to 20.

There was no selection for a 2021 cohort but we took the opportunity to digitise the nomination and selection process and the new system was implemented for the 2022 programme. As in previous years the nominators are asked to submit only candidates of the very highest quality. Nominations are not open to the general public as we would be totally swamped with applicants. The programme is designed to provide a world class leadership learning experience to high potential mid-career young African leaders from government, business or civil society, and focusses on the demands placed on African leaders who have to interact and lead both locally and globally.

A central objective of the Institute is the development of a networked community of future leaders across Africa - the Archbishop Tutu Fellows alumni and other high potential young leaders - who will have at their disposal the facilities, the connectivity, the intellectual foundation, and the rich human resources of the Institute and alumni, to influence change and the successful development of the continent to reflect its rightful position in the global environment. A first step in this process is to ensure an effective Tutu Fellows alumni network is established and we continue to take steps towards this elusive objective. The Tutu Fellows themselves continue to be very active leaders on the continent, which is reflected in numerous awards and achievements during the year.

We continued to work with Afreximbank, the sponsor, to develop a leadership programme for emerging leaders on the continent based at President Obasanjo's Presidential Library in Nigeria. The costs of the programme will be borne by the African Export Import Bank who have commissioned AFLI to undertake the design and development of the programme. Programme management and logistics will be undertaken by Deloitte. Whilst design work continued, any implementation of the programme was made impossible by COVID, and a slow decision process within the bank.

Fund raising remains a priority for the Institute. Whilst sufficient reserves have been built up in previous years to carry the deficits of the recent years, funds need to be raised continually, not only to balance the books, but also to grow the Institute in order to enhance the leadership capabilities of more young African leaders than the 25 we develop each year on the Tutu programme. In addition, the Programme Director (and co-Founder) will be moving into retirement in the coming years, after 18 years at the helm, and a new management structure is being put in place which will be more costly. A very capable CEO located in South Africa was hired by AFLI SA in 2016 to take over responsibility following an extended handover. She was very successful in raising significant funds in South Africa to supplement those raised in the UK for the Tutu Programme. The South African finances are reported separately to the South African authorities. With many speakers, faculty and service providers offering pro-bono or subsidised services, it is possible to run world class programmes at low cost. This has meant that the Tutu Fellowship programme has so far been unaffected by the limited fundraising in the UK. In 2021, with no direct workshop expenses in the UK and moderate overheads, the finances remain sound

COVID had a very big impact upon AFLI's operations during 2021, which meant that it was only towards the end of the year that we began again to address our core objective of running the Tutu Leadership Programme. With improved electronic connectivity the time was used to build better systems for connecting the alumni of Tutu Fellows and supporting their endeavours to make Africa a better place for all to live in.

**Report of the Trustees  
for the Year Ended 31 December 2021**

**FINANCIAL REVIEW**

As the 2021 Tutu Programme was cancelled due to Covid, we could not raise any funding for the Tutu Programme in 2021. However the South African company continued to raise more general funds in Rands (not reported here) for the Institute, and some of these funds - £35,413 - were transferred from South Africa to reimburse the UK company for expenses we had incurred on the Ford Foundation project, which had been funded in Rands. A further amount totalling £10,627 is due to be reimbursed from the South African company to the UK company for expenses incurred on this project, as well as £17,926 for website management of the Tutu Fellowship programme. In addition we were paid £35,000 for the design work we had done for the Afreximbank project.

Due to the postponement of the 2020 Tutu Leadership Programme, which commenced in Stellenbosch in November 2021, there were no workshop costs in the UK this year, though some costs were incurred in developing and managing the November workshop in Stellenbosch. Management and administration costs in the UK have been kept to a minimum to ensure the charitable activities are well funded. The South African operation has been very successful in securing funds from major Foundations and the consolidated operation has built up a comfortable reserve which will see us through another two years even if fundraising proves to be very restricted during this time.

The overall result was a surplus of income over expenditure in the UK of £22,047. Looking at the UK operations in isolation this is a manageable deficit. In addition, as mentioned above, fundraising activities have shifted to the South African operation where the CEO is now located, and as a combined entity a significant surplus was generated as a result of generous funding by well known institutions such as Ford Foundation, Mastercard Foundation, Skoll Foundation and GIZ, as well as some corporate sponsors. The South African not-for-profit made a very healthy surplus. As a result of previous successful fundraising efforts in 2013, which built up good reserves, the UK business still carries forward funds of £104,450 to 2022.

**FUTURE PLANS**

The plan for 2022 and beyond is to consolidate the success of the Archbishop Tutu Leadership Programme, and to build a network of high potential future leaders across Africa committed to improving the quality of leadership on the continent. It is our intention to support these young leaders in their endeavours through the alumni network and its activities, and encourage them to utilise their leadership capabilities for the betterment of the greater community of Africans.

Considerable attention is now being given to the future sustainability of the Institute, and the passing of the baton to a younger management team to further develop, guide and manage the Institute and its programme. The new CEO for AFLI SA is able to spend more time on focused fundraising efforts, marketing and communications, and supporting our influential and growing alumni network. We have secured considerable funding support in South Africa from the Mastercard Foundation, Skoll Foundation and GIZ, as well as corporate sponsors. As our reputation for the design and delivery of top quality African leadership programmes grows, we are also being approached to design and run leadership programmes for other institutions, such as Afreximbank. Thanks to these very successful fundraising initiatives AFLI's combined operation enters 2022 well funded, and even though it will be an expensive year in which two Tutu Fellowship programmes will be run, it is expected that an overall surplus of income over expenditure will be generated for the combined operations.

The governance structure of the Institute, both in the UK and South Africa, has been restructured, and AFLI SA's Board has been strengthened. Joint meetings of the two Boards are held, and it has been agreed to follow this pattern in the future to ensure successful coordination of the activities and finances of the organisations.

To sustain and develop the Institute, fund raising activities must continue and intensify to source the funds and resources required to take the Institute to its next stage of development.

**AFRICAN LEADERSHIP INSTITUTE (REGISTERED NUMBER: 04969904)**

**Report of the Trustees  
for the Year Ended 31 December 2021**

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

The organisation is a charitable company limited by guarantee, incorporated on 19 November 2003, and registered as a charity on 1 July 2004.

**Recruitment and appointment of new trustees**

The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. Under those Articles, at each AGM one third of the directors shall retire from office, but each retiring director shall be eligible for re-election.

**Organisational structure**

The directors of the company are also charity trustees for the purpose of charity law and under the company's articles are known as members of the Management Committee. Under the requirements of the Memorandum & Articles of Association one third of the directors are required to retire from office, but are eligible for re-election.

New Trustees are recruited through the existing Trustees network of contacts, and those of the Executive and Advisory Panel. No outside party can appoint trustees.

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**

04969904 (England and Wales)

**Registered Charity number**

1104688

**Registered office**

Hillcrest  
Guildford Road  
OTTERSHAW  
Surrey  
KT16 0QL

**Trustees**

J M T Greensmith  
Lord Hacking  
S P Lance  
M S Stone  
Dr A Zimbler  
E D A Obeng (appointed 1.7.21) (resigned 1.5.22)

**Company Secretary**

P R B Wilson

**Independent Examiner**

Alvis & Company (Accountants) Limited  
143 Station Road  
Hampton  
Middlesex  
TW12 2AL

**Solicitors**

Infields, 2 High Street, Hampton Wick, Kingston upon Thames, Surrey KT1 4DB

**Report of the Trustees  
for the Year Ended 31 December 2021**

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Bankers**

National Westminster Bank, 1 High Street, Woking, Surrey, GU21 1ZS.

**FUNDS HELD AS CUSTODIAN FOR OTHERS**

No funds are held as custodian trustee on behalf of others

Approved by order of the board of trustees on ..... and signed on its behalf by:

.....  
J M T Greensmith - Trustee

**Independent Examiner's Report to the Trustees of  
African Leadership Institute**

**Independent examiner's report to the trustees of African Leadership Institute ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2021.

**Responsibilities and basis of report**

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

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

**Independent examiner's statement**

I have completed my examination. I confirm that no 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.

Brian Mason  
FCCA  
Alvis & Company (Accountants) Limited  
143 Station Road  
Hampton  
Middlesex  
TW12 2AL

Date: .....

# AFRICAN LEADERSHIP INSTITUTE

## Statement of Financial Activities for the Year Ended 31 December 2021

	Notes	31.12.21 Unrestricted funds £	31.12.20 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies		45,628	92,132
<b>Charitable activities</b>			
Charitable activities		53,339	30,000
Investment income	2	1	25
<b>Total</b>		<u>98,968</u>	<u>122,157</u>
<b>EXPENDITURE ON</b>			
Raising funds	3	415	2,881
<b>Charitable activities</b>			
Charitable activities		<u>76,506</u>	<u>81,091</u>
<b>Total</b>		<u>76,921</u>	<u>83,972</u>
<b>NET INCOME</b>		22,047	38,185
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward		82,403	44,218
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>104,450</u></u>	<u><u>82,403</u></u>

The notes form part of these financial statements

**AFRICAN LEADERSHIP INSTITUTE (REGISTERED NUMBER: 04969904)**

**Balance Sheet  
31 December 2021**

	Notes	31.12.21 Unrestricted funds £	31.12.20 Total funds £
<b>CURRENT ASSETS</b>			
Debtors	7	32,807	3,966
Cash at bank		76,558	83,167
		<u>109,365</u>	<u>87,133</u>
<b>CREDITORS</b>			
Amounts falling due within one year	8	(4,915)	(4,730)
		<u>104,450</u>	<u>82,403</u>
<b>NET CURRENT ASSETS</b>			
		<u>104,450</u>	<u>82,403</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			
		<u>104,450</u>	<u>82,403</u>
<b>NET ASSETS</b>			
		<u>104,450</u>	<u>82,403</u>
<b>FUNDS</b>	9		
Unrestricted funds		104,450	82,403
<b>TOTAL FUNDS</b>		<u>104,450</u>	<u>82,403</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2021.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 December 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

**Balance Sheet - continued**  
**31 December 2021**

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

The financial statements were approved by the Board of Trustees and authorised for issue on ..... and were signed on its behalf by:

.....  
J M T Greensmith - Trustee

**Notes to the Financial Statements  
for the Year Ended 31 December 2021**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment - 20% on cost

**Taxation**

The charity is exempt from corporation tax on its charitable activities.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**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 transaction. Exchange differences are taken into account in arriving at the operating result.

**Company status**

The charity is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

**AFRICAN LEADERSHIP INSTITUTE**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2021**

**2. INVESTMENT INCOME**

	31.12.21	31.12.20
	£	£
Deposit account interest	1	25
	<u>1</u>	<u>25</u>

**3. RAISING FUNDS**

**Raising donations and legacies**

	31.12.21	31.12.20
	£	£
Insurance	654	683
Website Hosting	204	300
Subscriptions	175	-
Exchange loss/(gain)	(624)	1,885
Bank charges	6	13
	<u>415</u>	<u>2,881</u>

**4. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 December 2021 nor for the year ended 31 December 2020.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 December 2021 nor for the year ended 31 December 2020.

**5. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £
<b>INCOME AND ENDOWMENTS FROM</b>	
Donations and legacies	92,132
<b>Charitable activities</b>	
Charitable activities	30,000
Investment income	25
<b>Total</b>	<u>122,157</u>
<b>EXPENDITURE ON</b>	
Raising funds	2,881
<b>Charitable activities</b>	
Charitable activities	81,091
<b>Total</b>	<u>83,972</u>

**AFRICAN LEADERSHIP INSTITUTE**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2021**

**5. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

Unrestricted  
funds  
£  
38,185

**NET INCOME**

**RECONCILIATION OF FUNDS**

**Total funds brought forward**

44,218

**TOTAL FUNDS CARRIED FORWARD**

82,403

**6. TANGIBLE FIXED ASSETS**

Computer  
equipment  
£

**COST**

At 1 January 2021 and  
31 December 2021

2,196

**DEPRECIATION**

At 1 January 2021 and  
31 December 2021

2,196

**NET BOOK VALUE**

At 31 December 2021

-

At 31 December 2020

-

**7. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

VAT

Prepayments and accrued income

31.12.21

£

4,253

28,554

32,807

31.12.20

£

3,966

-

3,966

**AFRICAN LEADERSHIP INSTITUTE**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2021**

**8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.12.21	31.12.20
	£	£
Trade creditors	1,200	1,200
Accrued expenses	3,715	3,530
	<u>4,915</u>	<u>4,730</u>

**9. MOVEMENT IN FUNDS**

	At 1.1.21	Net movement in funds	At 31.12.21
	£	£	£
<b>Unrestricted funds</b>			
General fund	82,403	22,047	104,450
	<u>82,403</u>	<u>22,047</u>	<u>104,450</u>
<b>TOTAL FUNDS</b>	<u>82,403</u>	<u>22,047</u>	<u>104,450</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
<b>Unrestricted funds</b>			
General fund	98,968	(76,921)	22,047
	<u>98,968</u>	<u>(76,921)</u>	<u>22,047</u>
<b>TOTAL FUNDS</b>	<u>98,968</u>	<u>(76,921)</u>	<u>22,047</u>

**Comparatives for movement in funds**

	At 1.1.20	Net movement in funds	At 31.12.20
	£	£	£
<b>Unrestricted funds</b>			
General fund	44,218	38,185	82,403
	<u>44,218</u>	<u>38,185</u>	<u>82,403</u>
<b>TOTAL FUNDS</b>	<u>44,218</u>	<u>38,185</u>	<u>82,403</u>

**AFRICAN LEADERSHIP INSTITUTE**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2021**

**9. MOVEMENT IN FUNDS - continued**

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	122,157	(83,972)	38,185
<b>TOTAL FUNDS</b>	<u>122,157</u>	<u>(83,972)</u>	<u>38,185</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.1.20 £	Net movement in funds £	At 31.12.21 £
<b>Unrestricted funds</b>			
General fund	44,218	60,232	104,450
<b>TOTAL FUNDS</b>	<u>44,218</u>	<u>60,232</u>	<u>104,450</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	221,125	(160,893)	60,232
<b>TOTAL FUNDS</b>	<u>221,125</u>	<u>(160,893)</u>	<u>60,232</u>

**AFRICAN LEADERSHIP INSTITUTE**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2021**

**10. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 31 December 2021.

**AFRICAN LEADERSHIP INSTITUTE****Detailed Statement of Financial Activities  
for the Year Ended 31 December 2021**

	31.12.21 £	31.12.20 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Sponsorship: Tutu Programme	1	90,000
Donations	-	2,132
AFREXIMBANK	45,627	-
	<u>45,628</u>	<u>92,132</u>
<b>Investment income</b>		
Deposit account interest	1	25
<b>Charitable activities</b>		
Grants	-	30,000
Expense recovery	53,339	-
	<u>53,339</u>	<u>30,000</u>
<b>Total incoming resources</b>	98,968	122,157
<b>EXPENDITURE</b>		
<b>Raising donations and legacies</b>		
Insurance	654	683
Website Hosting	204	300
Subscriptions	175	-
Exchange loss/(gain)	(624)	1,885
Bank charges	6	13
	<u>415</u>	<u>2,881</u>
<b>Charitable activities</b>		
Management and facilitation fees	56,864	58,522
Travel & subsistence	2,151	5,747
Faculty/Professional fees	-	140
	<u>59,015</u>	<u>64,409</u>
<b>Support costs</b>		
<b>Management</b>		
Postage and stationery	30	9
Advertising & Marketing	15,961	15,147
	<u>15,991</u>	<u>15,156</u>

This page does not form part of the statutory financial statements

## AFRICAN LEADERSHIP INSTITUTE

### Detailed Statement of Financial Activities for the Year Ended 31 December 2021

	31.12.21 £	31.12.20 £
<b>Management Governance costs</b>		
Accountancy fees	1,500	1,500
Legal fees	-	26
	<hr/>	<hr/>
	1,500	1,526
	<hr/>	<hr/>
Total resources expended	76,921	83,972
	<hr/>	<hr/>
<b>Net income</b>	<u>22,047</u>	<u>38,185</u>

This page does not form part of the statutory financial statements

**AFRICAN LEADERSHIP INSTITUTE**

England & Wales - Charity number 1104688

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# Accounts

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## Document Details:

<b>Filename:</b>	A020-Charity accounts (final)-BRIAN-20211026-094723-174.PDF
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## Signature Details

<b>Name:</b>	John Greensmith
<b>Email:</b>	john.greensmith@gmail.com
<b>Date &amp; Time:</b>	26/10/2021 10:20:53 (BST)
<b>IP Address:</b>	86.167.116.183
<b>Signing Statement:</b>	John Greensmith confirms that the information is correct and complete to the best of their knowledge and belief.

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**REGISTERED COMPANY NUMBER: 04969904 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1104688**

**Report of the Trustees and  
Financial Statements  
for the Year Ended 31 December 2020  
for  
AFRICAN LEADERSHIP INSTITUTE**

**AFRICAN LEADERSHIP INSTITUTE**

**Contents of the Financial Statements  
for the Year Ended 31 December 2020**

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<b>Notes to the Financial Statements</b>	9 to 13

**Report of the Trustees  
for the Year Ended 31 December 2020**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2020. The trustees have adopted the provisions of 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).

**OBJECTIVES AND ACTIVITIES**

**Objectives and aims**

Its objects are to advance the education of the general public by promoting leadership and the training of effective leaders in Africa and in particular to encourage and support individuals in Africa, who are, or wish to be, in positions of leadership, to learn and develop their skills and to promote research into leadership and the public dissemination of the useful results thereof.

The objective is achieved through the development and implementation of high quality programmes designed to enhance the leadership capabilities of the next generation of leaders in Africa. These programmes provide a variety of leadership learning experiences to the individuals on the programme, the output of which, if relevant and appropriate, is made available to the general public. In addition, for the objectives to be achieved, significant funds have to be raised to implement the programmes.

The COVID pandemic and lockdown restrictions severely curtailed operations in 2020. The annual Archbishop Tutu Leadership Programme which we run in partnership with Said Business School, Oxford University, had to be postponed. The 2020 class of Tutu Fellows were selected, but the 2020 programme will now only be started in 2021 due to the COVID restrictions and to avoid the risk of possible infection during the workshop.

With around 350 Tutu Fellows now distributed around 42 African countries, a concerted effort is now being made to facilitate active engagement of the Tutu Fellows network in advancing good leadership on the continent.

We were also invited by the African Export Import Bank to design a programme for President Obasanjo of Nigeria which will train young leaders across Africa in leadership, and be based at his Presidential Library.

**Report of the Trustees  
for the Year Ended 31 December 2020**

**ACHIEVEMENT AND PERFORMANCE**

**Charitable activities**

The 2020 Archbishop Tutu Leadership Fellowship Programme proved to be as attractive to high potential leaders across Africa as it has been in the 14 previous years. There were over 260 high quality nominations, from 42 different African countries, for the 25 Fellowships available, indicating that its reputation is spreading as a prestige award and a world class leadership programme focused on African leadership in a global context. The nominators are asked to submit only candidates of the very highest quality, and nominations are not open to the general public as we would be totally swamped with nominations.

The programme is designed to provide a world class leadership learning experience to high potential mid career young African leaders from government, business or civil society, focusing on the demands on African leaders who have to interact and lead both locally and globally.

Unfortunately the COVID pandemic intervened a month before the first workshop of the 2020 programme was due to start, and it was postponed. Initially we anticipated starting the programme later in the year when the pandemic may have waned, but history tells you that did not happen. We did hold a virtual session to keep the group engaged, but the 2020 programme has now been postponed until 2021.

A central objective of the Institute is the development of a networked community of future leaders across Africa - the Archbishop Tutu Fellows alumni and other high potential young leaders - who will have at their disposal the facilities, the connectivity, the intellectual foundation and the rich human resources of the Institute and alumni to influence change and successful development of the continent to reflect its rightful position in the global environment. A first step in this process is to ensure an effective Tutu Fellows alumni network is established and we continue to take steps towards this elusive objective. The Tutu Fellows themselves continue to be very active leaders on the continent, which is reflected in numerous awards and achievements during the year.

We continued to work with Afreximbank, the sponsor, to develop a leadership programme for emerging leaders on the continent based at President Obasanjo's Presidential Library in Nigeria. The costs of the programme will be borne by the African Export Import Bank who have commissioned AFLI to undertake the design and development of the programme. Whilst design work continued, any implementation of the programme was made impossible by COVID, and invoicing for the design work was postponed to 2021.

AFLI's sister organisation, the African Leadership Institute in South Africa (AFLI SA) was commissioned by the Ford Foundation to design and implement a platform to enable emerging leaders across the African continent to have a voice. AFLI in the UK provided a limited amount of expert support to this initiative.

Fund raising remains a priority for the Institute. Whilst sufficient reserves have been built up in previous years to carry the deficit of the last four years, funds need to be raised not only to balance the books, but also to grow the Institute to enhance the leadership capabilities of more young African leaders than the 25 we train each year on the Tutu programme. In addition, the Programme Director (and co-Founder) will be moving into retirement in the coming years after 17 years at the helm and a new management structure is being put in place, which will be more costly. A very capable CEO located in South Africa was hired by AFLI SA in 2016 to take over responsibility after an extended handover. She was very successful in raising significant funds in South Africa to supplement those raised in the UK for the Tutu Programme. In addition she has raised significant funds from the Ford Foundation for a broader project to develop a platform for young African leaders to have a voice. The South African finances are reported separately to the South African authorities. With many speakers, faculty and service providers offering pro bono or subsidised services, world class programmes are able to be run at low cost, and the Tutu Fellowship programme has so far been unaffected by the limited fundraising in the UK. In 2020, with no direct workshop expenses and moderate overheads, the finances remain sound.

COVID had a very big impact upon AFLI's operations during 2020, which meant we could not meet our core objective of running the Tutu Leadership Programme. With improved electronic connectivity the time was used to build better systems for connecting the alumni of Tutu Fellows and supporting their endeavours to make Africa a better place for all to live in.

**Report of the Trustees  
for the Year Ended 31 December 2020**

**FINANCIAL REVIEW**

Sponsorship of the Tutu Programme in the UK was up by £55,000 over 2019 and significant funds were raised by the South African Institute in Rands for the Tutu Programme (not reported here). In addition donations by Tutu Fellows raised £2,132.

Due to the postponement of the 2020 Tutu Leadership Programme there were no workshop costs in the UK this year although sponsors had already donated funds in both the UK and South Africa for the programme. The sponsors funds will be needed to fund the programme when it starts up again in 2021. Management and administration costs in the UK have been kept to a minimum to ensure the charitable activities are well funded, but as there will be no new Tutu Leadership programme in 2021 there will be no new sponsorship funding in 2021 when both overheads and workshop costs will need to be covered. However the South African operation has been extremely successful in securing funds from major Foundations and the consolidated operation has built up a very comfortable reserve which will see us through another two years even if fundraising is very restricted during this time.

The overall result was an excess of income over expenditure in the UK of £38,185. Looking at the UK operations in isolation this is a comfortable excess. In addition, as mentioned above, fundraising activities have shifted to the South African operation where the CEO is now located, and as a combined entity a significant surplus was generated as a result of generous funding by well known institutions such as Ford Foundation, Mastercard Foundation and GIZ, as well as some corporate sponsors. The South African not-for-profit made a very healthy surplus. As a result of the successful fundraising in 2013 which built up good reserves, the UK business still carries forward funds of £82,403 to 2021.

**FUTURE PLANS**

The plan for 2021 and beyond is to consolidate the success of the Archbishop Tutu Leadership Programme, and to build a network of high potential future leaders across Africa committed to improving the quality of leadership on the continent. It is our intention to support these young leaders in their endeavours through the alumni network and its activities, and encourage them to utilise their leadership capabilities for the betterment of the greater community of Africans.

Considerable attention is now being given to the future sustainability of the Institute, and the passing of the baton to a younger management team to further develop, guide and manage the Institute and its programme. The new CEO for AFLI SA is able to spend more time on focused fundraising efforts, marketing and communications, and supporting our influential and growing alumni. We have secured considerable funding support in South Africa from the Mastercard Foundation and GIZ, as well as corporate sponsors. A major project funded by the Ford Foundation to encourage young leaders to take a more active role in leadership on the continent is being run by the South African office with limited impact upon the UK finances. Thanks to these very successful fundraising initiatives AFLI's combined operation enters 2020 well funded, and it is expected that a healthy overall surplus of income over expenditure will be generated for the combined operations.

The governance structure of the Institute, both in the UK and South Africa, has been restructured, and AFLI SA's Board has been strengthened. Joint meetings of the two Boards are held and it has been agreed to follow this pattern in the future to ensure successful coordination of the activities and finances of the organisations.

To sustain and develop the Institute, fund raising activities must continue and intensify to source the funds and resources required to take the Institute to its next stage of development.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

The organisation is a charitable company limited by guarantee, incorporated on 19 November 2003, and registered as a charity on 1 July 2004.

**Recruitment and appointment of new trustees**

The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. Under those Articles, at each AGM one third of the directors shall retire from office, but each retiring director shall be eligible for re-election.

**Report of the Trustees  
for the Year Ended 31 December 2020**

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Organisational structure**

The directors of the company are also charity trustees for the purpose of charity law and under the company's articles are known as members of the Management Committee. Under the requirements of the Memorandum & Articles of Association one third of the directors are required to retire from office, but are eligible for re-election.

New Trustees are recruited through the existing Trustees network of contacts, and those of the Executive and Advisory Panel. No outside party can appoint trustees.

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**

04969904 (England and Wales)

**Registered Charity number**

1104688

**Registered office**

Hillcrest  
Guildford Road  
OTTERSHAW  
Surrey  
KT16 0QL

**Trustees**

J M T Greensmith  
Lord Hacking  
S P Lance  
M S Stone  
Dr A Zimbler  
E D A Obeng (appointed 1.7.21)

**Company Secretary**

P R B Wilson

**Independent Examiner**

Alvis & Company (Accountants) Limited  
Milton House  
33a Milton Road  
Hampton  
Middlesex  
TW12 2LL

**Solicitors**

Infields, 2 High Street, Hampton Wick, Kingston upon Thames, Surrey KT1 4DB

**Bankers**

National Westminster Bank, 1 High Street, Woking, Surrey, GU21 1ZS.

**FUNDS HELD AS CUSTODIAN FOR OTHERS**

No funds are held as custodian trustee on behalf of others

Approved by order of the board of trustees on 22 October 2021 and signed on its behalf by:

**Report of the Trustees  
for the Year Ended 31 December 2020**

J M T Greensmith - Trustee

**Independent Examiner's Report to the Trustees of African Leadership Institute**

**Independent examiner's report to the trustees of African Leadership Institute ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2020.

**Responsibilities and basis of report**

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

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

**Independent examiner's statement**

I have completed my examination. I confirm that no 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.

Brian Mason  
FCCA  
Alvis & Company (Accountants) Limited  
Milton House  
33a Milton Road  
Hampton  
Middlesex  
TW12 2LL

Date: .....

**AFRICAN LEADERSHIP INSTITUTE**

**Statement of Financial Activities  
for the Year Ended 31 December 2020**

	Notes	31.12.20 Unrestricted funds £	31.12.19 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies		92,132	89,392
<b>Charitable activities</b>			
Charitable activities		30,000	-
Investment income	2	25	266
Other income		-	462
<b>Total</b>		<u>122,157</u>	<u>90,120</u>
<b>EXPENDITURE ON</b>			
Raising funds	3	2,881	6,594
<b>Charitable activities</b>			
Charitable activities		81,091	167,981
<b>Total</b>		<u>83,972</u>	<u>174,575</u>
<b>NET INCOME/(EXPENDITURE)</b>		<u>38,185</u>	<u>(84,455)</u>
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward		44,218	128,673
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>82,403</u></u>	<u><u>44,218</u></u>

**AFRICAN LEADERSHIP INSTITUTE (REGISTERED NUMBER: 04969904)****Balance Sheet  
31 December 2020**

	Notes	31.12.20 Unrestricted funds £	31.12.19 Total funds £
<b>CURRENT ASSETS</b>			
Debtors	7	3,966	66,000
Cash at bank		83,167	46,916
		<u>87,133</u>	<u>112,916</u>
<b>CREDITORS</b>			
Amounts falling due within one year	8	(4,730)	(68,698)
		<u>82,403</u>	<u>44,218</u>
<b>NET CURRENT ASSETS</b>			
		<u>82,403</u>	<u>44,218</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>82,403</u>	<u>44,218</u>
<b>NET ASSETS/(LIABILITIES)</b>		<u>82,403</u>	<u>44,218</u>
<b>FUNDS</b>	9		
Unrestricted funds		<u>82,403</u>	<u>44,218</u>
<b>TOTAL FUNDS</b>		<u>82,403</u>	<u>44,218</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2020.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 December 2020 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

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

The financial statements were approved by the Board of Trustees and authorised for issue on 22 October 2021 and were signed on its behalf by:

J M T Greensmith - Trustee

The notes form part of these financial statements

**Notes to the Financial Statements  
for the Year Ended 31 December 2020**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment - 20% on cost

**Taxation**

The charity is exempt from corporation tax on its charitable activities.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**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 transaction. Exchange differences are taken into account in arriving at the operating result.

**Company status**

The charity is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

**AFRICAN LEADERSHIP INSTITUTE**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2020**

**2. INVESTMENT INCOME**

	31.12.20	31.12.19
	£	£
Deposit account interest	25	266
	<u>25</u>	<u>266</u>

**3. RAISING FUNDS**

**Raising donations and legacies**

	31.12.20	31.12.19
	£	£
Insurance	683	640
Website Hosting	300	120
Management fees	-	4,300
Exchange loss/(gain)	1,885	-
Bank charges	13	21
Support costs	-	1,513
	<u>2,881</u>	<u>6,594</u>

**4. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 December 2020 nor for the year ended 31 December 2019.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 December 2020 nor for the year ended 31 December 2019.

**5. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £
<b>INCOME AND ENDOWMENTS FROM</b>	
Donations and legacies	89,392
Investment income	266
Other income	462
<b>Total</b>	<u>90,120</u>
<b>EXPENDITURE ON</b>	
Raising funds	6,594
<b>Charitable activities</b>	
Charitable activities	167,981
<b>Total</b>	<u>174,575</u>
<b>NET INCOME/(EXPENDITURE)</b>	<u>(84,455)</u>

**AFRICAN LEADERSHIP INSTITUTE**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2020**

**5. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

Unrestricted  
funds  
£

**RECONCILIATION OF FUNDS**

Total funds brought forward

128,673

**TOTAL FUNDS CARRIED FORWARD**

44,218

**6. TANGIBLE FIXED ASSETS**

Computer  
equipment  
£

**COST**

At 1 January 2020 and  
31 December 2020

2,196

**DEPRECIATION**

At 1 January 2020 and  
31 December 2020

2,196

**NET BOOK VALUE**

At 31 December 2020

-

At 31 December 2019

-

**7. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

31.12.20  
£

31.12.19  
£

Trade debtors

-

66,000

VAT

3,966

-

3,966

66,000

**AFRICAN LEADERSHIP INSTITUTE**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2020**

**8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.12.20 £	31.12.19 £
Trade creditors	1,200	1,200
VAT	-	2,750
Accrued expenses	3,530	4,748
Deferred income	-	60,000
	<u>4,730</u>	<u>68,698</u>

**9. MOVEMENT IN FUNDS**

	At 1.1.20 £	Net movement in funds £	At 31.12.20 £
<b>Unrestricted funds</b>			
General fund	44,218	38,185	82,403
	<u>44,218</u>	<u>38,185</u>	<u>82,403</u>
<b>TOTAL FUNDS</b>	<u>44,218</u>	<u>38,185</u>	<u>82,403</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	122,157	(83,972)	38,185
	<u>122,157</u>	<u>(83,972)</u>	<u>38,185</u>
<b>TOTAL FUNDS</b>	<u>122,157</u>	<u>(83,972)</u>	<u>38,185</u>

**Comparatives for movement in funds**

	At 1.1.19 £	Net movement in funds £	At 31.12.19 £
<b>Unrestricted funds</b>			
General fund	128,673	(84,455)	44,218
	<u>128,673</u>	<u>(84,455)</u>	<u>44,218</u>
<b>TOTAL FUNDS</b>	<u>128,673</u>	<u>(84,455)</u>	<u>44,218</u>

**AFRICAN LEADERSHIP INSTITUTE**

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2020**

**9. MOVEMENT IN FUNDS - continued**

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	90,120	(174,575)	(84,455)
<b>TOTAL FUNDS</b>	<u>90,120</u>	<u>(174,575)</u>	<u>(84,455)</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.1.19 £	Net movement in funds £	At 31.12.20 £
<b>Unrestricted funds</b>			
General fund	128,673	(46,270)	82,403
<b>TOTAL FUNDS</b>	<u>128,673</u>	<u>(46,270)</u>	<u>82,403</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	212,277	(258,547)	(46,270)
<b>TOTAL FUNDS</b>	<u>212,277</u>	<u>(258,547)</u>	<u>(46,270)</u>

**10. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 31 December 2020.