

---

## Document Details:

Filename:	A020-Charity accounts (final)-BRIAN-20211026-094723-174.PDF
Client of:	Alvis & Company (Accountants) Ltd

---

## Signature Details

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

---

## Digital Certificate

The approved PDF file has been digitally certified. Please check the Digital Certificate information in your PDF viewer to verify the Digital Certificate authenticity and the PDF has not been tampered with.

On behalf of:	Alvis & Company (Accountants) Ltd
PDF digital certificate:	IRIS Software Group Limited
Digital certificate issued by:	GlobalSign

Please keep a copy of this document for your records.

**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**

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

	<b>Page</b>
<b>Report of the Trustees</b>	1 to 5
<b>Independent Examiner's Report</b>	6
<b>Statement of Financial Activities</b>	7
<b>Balance Sheet</b>	8
<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 Zimble  
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>

The notes form part of these financial statements

**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
		<hr/>	<hr/>
		87,133	112,916
 <b>CREDITORS</b>			
Amounts falling due within one year	8	(4,730)	(68,698)
		<hr/>	<hr/>
<b>NET CURRENT ASSETS</b>		82,403	44,218
		<hr/>	<hr/>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		82,403	44,218
		<hr/>	<hr/>
<b>NET ASSETS/(LIABILITIES)</b>		82,403	44,218
		<hr/>	<hr/>
<b>FUNDS</b>	9		
Unrestricted funds		82,403	44,218
		<hr/>	<hr/>
<b>TOTAL FUNDS</b>		82,403	44,218
		<hr/>	<hr/>

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

**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.

**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>

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 20202,196

## DEPRECIATION

At 1 January 2020 and  
31 December 20202,196

## 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  
VAT

-

66,000

3,966-3,96666,000

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>

**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.