

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

**Contents of the Financial Statements
for the Year Ended 31 December 2022**

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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 Zimble
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 £
INCOME AND ENDOWMENTS FROM			
Donations and legacies		10,065	45,628
Charitable activities			
Charitable activities		256,136	53,339
Investment income	2	139	1
Total		<u>266,340</u>	<u>98,968</u>
EXPENDITURE ON			
Raising funds	3	(759)	415
Charitable activities			
Charitable activities		<u>239,221</u>	<u>76,506</u>
Total		<u>238,462</u>	<u>76,921</u>
NET INCOME		27,878	22,047
RECONCILIATION OF FUNDS			
Total funds brought forward		104,450	82,403
TOTAL FUNDS CARRIED FORWARD		<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 £
CURRENT ASSETS			
Debtors	7	3,363	32,807
Cash at bank		138,600	76,558
		<u>141,963</u>	<u>109,365</u>
CREDITORS			
Amounts falling due within one year	8	(9,635)	(4,915)
		<u>132,328</u>	<u>104,450</u>
NET CURRENT ASSETS			
		<u>132,328</u>	<u>104,450</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			
		<u>132,328</u>	<u>104,450</u>
NET ASSETS			
		<u>132,328</u>	<u>104,450</u>
FUNDS	9		
Unrestricted funds		132,328	104,450
TOTAL FUNDS		<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 £
INCOME AND ENDOWMENTS FROM	
Donations and legacies	45,628
Charitable activities	
Charitable activities	53,339
Investment income	1
Total	<u>98,968</u>
EXPENDITURE ON	
Raising funds	415
Charitable activities	
Charitable activities	<u>76,506</u>
Total	<u>76,921</u>
NET INCOME	22,047
RECONCILIATION OF FUNDS	
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

3,363

32,807

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

9,635

4,915

9. MOVEMENT IN FUNDS

At 1.1.22
£

Net
movement
in funds
£

At
31.12.22
£

Unrestricted funds

General fund

104,450

27,878

132,328

TOTAL FUNDS

104,450

27,878

132,328

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 £
Unrestricted funds			
General fund	266,340	(238,462)	27,878
TOTAL FUNDS	<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 £
Unrestricted funds			
General fund	82,403	22,047	104,450
TOTAL FUNDS	<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 £
Unrestricted funds			
General fund	98,968	(76,921)	22,047
TOTAL FUNDS	<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 £
Unrestricted funds			
General fund	82,403	49,925	132,328
TOTAL FUNDS	<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 £
Unrestricted funds			
General fund	365,308	(315,383)	49,925
TOTAL FUNDS	<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 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Sponsorship: Tutu Programme	10,000	1
Donations	65	-
AFREXIMBANK	-	45,627
	<u>10,065</u>	<u>45,628</u>
Investment income		
Deposit account interest	139	1
Charitable activities		
Grants	88,477	-
Expense recovery	167,659	53,339
	<u>256,136</u>	<u>53,339</u>
Total incoming resources	<u>266,340</u>	<u>98,968</u>
EXPENDITURE		
Raising donations and legacies		
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>
Charitable activities		
Management and facilitation fees	210,622	56,864
Travel & subsistence	13	2,151
	<u>210,635</u>	<u>59,015</u>
Support costs		
Management		
Postage and stationery	-	30
Advertising & Marketing	27,086	15,961
	<u>27,086</u>	<u>15,991</u>
Governance costs		
Accountancy fees	1,500	1,500
Total resources expended	<u>238,462</u>	<u>76,921</u>
Net income	<u><u>27,878</u></u>	<u><u>22,047</u></u>

This page does not form part of the statutory financial statements