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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

**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 Zimble

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

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

The notes form part of these financial statements

Balance Sheet
31 December 2023

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

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- 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 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 £
INCOME AND ENDOWMENTS FROM	
Donations and legacies	10,065
Charitable activities	
Charitable activities	256,136
Investment income	139
Total	<u>266,340</u>
EXPENDITURE ON	
Raising funds	(759)
Charitable activities	
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 £
Unrestricted funds			
General fund	132,328	(52,056)	80,272
	<u>132,328</u>	<u>(52,056)</u>	<u>80,272</u>
TOTAL FUNDS	<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 £
Unrestricted funds			
General fund	246,314	(298,370)	(52,056)
	<u>246,314</u>	<u>(298,370)</u>	<u>(52,056)</u>
TOTAL FUNDS	<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 £
Unrestricted funds			
General fund	104,450	27,878	132,328
	<u>104,450</u>	<u>27,878</u>	<u>132,328</u>
TOTAL FUNDS	<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 £
Unrestricted funds			
General fund	266,340	(238,462)	27,878
	<u>266,340</u>	<u>(238,462)</u>	<u>27,878</u>
TOTAL FUNDS	<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 £
Unrestricted funds			
General fund	104,450	(24,178)	80,272
TOTAL FUNDS	<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 £
Unrestricted funds			
General fund	512,654	(536,832)	(24,178)
TOTAL FUNDS	<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 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Sponsorship: Tutu Programme	40,000	10,000
Donations	4,113	65
	<u>44,113</u>	<u>10,065</u>
Investment income		
Deposit account interest	537	139
Charitable activities		
Grants	-	88,477
Expense recovery	201,664	167,659
	<u>201,664</u>	<u>256,136</u>
Total incoming resources	<u>246,314</u>	<u>266,340</u>
EXPENDITURE		
Raising donations and legacies		
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>
Charitable activities		
Management and facilitation fees	189,259	210,622
Travel & subsistence	73,952	13
	<u>263,211</u>	<u>210,635</u>
Support costs		
Management		
Advertising & Marketing	31,481	27,086
Other		
Depreciation of tangible fixed assets	438	-
Governance costs		
Accountancy fees	1,600	1,500
	<u>298,370</u>	<u>238,462</u>
Total resources expended	<u>298,370</u>	<u>238,462</u>
Net (expenditure)/income	<u>(52,056)</u>	<u>27,878</u>

This page does not form part of the statutory financial statements