



Helping NGOs do more with their money

**Annual Report and Accounts for  
Management Accounting for Non-Governmental  
Organisations**

**Known as "Mango"**

**For the year ending 30 June 2016**

**Company No. : 3986178**  
**Charity No. : 1081406**

## **Annual Report and Accounts**

### **For the year ending 30 June 2016**

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### **Message from our Chair, Paul Masters**

As Chair I have encouraged Mango to be bold in our vision, realistic in its planning and to lead by example in making the most of our money. I am thrilled and proud that we seem to have achieved all of the above in 2015/16. The partnerships that Mango has built up over many years have the potential to deliver lasting and systemic improvements for the international humanitarian and development sector at a time when the pressure and pace of change has never been more intense.

I am exceptionally proud of how the whole team has worked together to achieve these results. The staff have been amazing and the wider network of Associates, Register members, trustees, key partners, clients and stakeholders all share a part in these achievements.



### **Message from our Director, Tim Boyes-Watson**

After the financial turnaround achieved in 2014/15, Mango has achieved most of our ambitious plans for 2015/16 and exceeded the stretching financial target of making a surplus of £80k. This was a huge team effort that I am so proud to be part of.

### **Learning and Development**

A generous grant from the Joffe Trust enabled us build on the launch of our eLearning programme in 2014, by developing a new and popular 'Budgeting essentials' course. This has resulted in widening access to our training with participants joining from a wide range of countries where we do not currently offer face-to-face training.

We have continued to face challenges in our Open face-to-face programme. Ebola prevented us being able to offer courses in West Africa and demand for the Francophone programme continued to decline. The training for trainers course has seen a steady growth in demand and is especially popular in the Asia-Pacific region. So this may mean that more NGOs are doing the training themselves, which is a key part of Mango's mission, although it creates some challenges for our business model!

## **Consultancy and Client Services**

The Consultancy and Client Services team within Mango was created in early 2015 in order to better coordinate and focus on how our services can support our clients' organisational learning and change. Therefore, the key achievements in 2015/16 have been about recruiting and developing the team so that clients seek their advice as professional, reliable and trusted experts who inspire funders and NGOs to adopt best practice. The other key focus has been to grow and nurture our network of key clients and expand the range of services they are accessing from Mango.

Some of the key achievements have been developing new capacity building projects in Ghana and Sudan, which also provided an opportunity to develop a new Arabic training offer.

Our biggest challenges have been the sheer pace of change in the humanitarian and development sectors and therefore the struggle to adapt our offer and maintain quality while increasing the scale of our work. A key enabler has been the growth in Mango's Register which now has 916 members of 35 nationalities, working in over 70 countries.

## **Networking, Advocacy and Standards**

When Mango developed its current strategic plan in 2012, the aim of catalysing the development and implementation of international standards in financial management for organisations and individuals was our most audacious and difficult goal. In 2015/16 Mango became part of two fully-funded cross sector partnership projects, which will launch the Good Financial Grant Practice standards for organisations and the FMDPro standard for individual project and programme managers in 2017.

Our cost recovery research and advocacy is also starting to bear fruit, with the Belgian government introducing improvements in its cost recovery regime and the UK's DFID promising change in 2016/17.

## **Deepening partnerships**

Mango's impact is greatly increased by working in partnership. We have developed much stronger partnerships with InsideNGO and LINGOs in 2015/16, leading to our joint leadership of the FMDPro initiative with support from the Humanitarian Academy. We are honoured to be a strategic partner of the African Academy of Sciences as it develops the Good Financial Grant Practice standard. Our joint work with Bond on donor advocacy and support to its members is also increasing. These partnerships alongside deepening relationships with key clients like the Open Society Foundation and expanding our networks will be the key to really scaling up our impact in the future.

## Trustees' Report for the year ending 30 June 2016

### A. Reference and Administrative Details

<b>Charity name:</b>	Management Accounting for Non Governmental Organisations
<b>Known as:</b>	Mango
<b>Charity registration no.:</b>	1081406
<b>Company registration no.:</b>	3986178
<b>Registered office:</b>	2nd Floor Chester House 21-27 George Street Oxford OX1 2AU UK
<b>Auditors:</b>	Critchleys LLP Greyfriars Court Paradise Square Oxford OX1 1BE
<b>Bank:</b>	CafCash Limited Kings Hill West Malling Kent ME19 4TA
<b>Honorary President</b>	Lord Joffe
<b>Trustees:</b>	Paul Masters – Chair Colin Havill – Treasurer Richard Collier-Keywood Helen McEachern Nina O'Farrell Toby Porter

<b>Management Team:</b>	<p>Tim Boyes-Watson – Executive Director and Company Secretary</p> <p>Terry Lewis – Learning and Development Director</p> <p>Peter Sargent– Consultancy and Client Services Director</p> <p>Pete Ewins – Interim Finance Director until 31 October 2016</p>
<b>Website:</b>	<p>Visit our website for full details on our services: <a href="http://www.mango.org.uk">www.mango.org.uk</a>.</p> <p>Mango’s Guide to Financial Management for NGOs is free: <a href="http://www.mango.org.uk/guide">www.mango.org.uk/guide</a></p>

## **B. Structure, Governance and Management**

Mango is a UK-registered charity, regulated by the Charity Commission for England and Wales. It is constituted as a company limited by guarantee. The organisation is bound by its Memorandum and Articles of Association, copies of which are available on request. The trustees listed above are directors of the company and trustees of the charity. Nominations for new trustees are considered by the board and may subsequently be invited to join the board. The management team holds executive responsibility for implementing the policies and strategies approved by the board.

New trustees are provided with an induction to familiarise them with the charity and the non-governmental organisation sector and to brief them on their responsibilities as trustees under charity and company law. New trustees are referred to the Charity Commission's guide *How to be an effective trustee*. Existing trustees are informed of any changes in their legal duties and guidance from Charity Commission during Board meetings and are provided with training if required.

Mango's trustees have established a Remuneration Committee to oversee the operation of Mango's grading structure and periodic external benchmarking processes to confirm the competitiveness of salaries within Mango. Mango's grading structure incorporates bands for each level within the organisation as well as specifying criteria for awarding spine points within each band, based on changes to individual's responsibility. The Remuneration Committee directly approves changes in the remuneration for the Executive Director and oversees changes in the remuneration for other members of the senior management team.

Mango's board identifies and discusses the key risks facing the charity regularly at Board meetings and reviews and approves a more formal risk register annually. The management team reviews and discusses risk and progress on risk mitigation actions at monthly management team meetings. The major risk in the year has and continues to be the reliability of Mango's income streams and this is monitored monthly.

## **C. Objects, Mission, Values and Key Objectives**

Mango's mission is to strengthen the financial management and accountability of development and humanitarian NGOs and their partners.

Our mission fits within the object set out in our Memorandum and Articles of Association: "to promote the efficiency and effectiveness of charities and the

work of other voluntary organisations which is exclusively charitable". In particular, we assist non-governmental organisations with their charitable work in the reduction of poverty.

We work within the framework of our publicly stated values. In all our work we aim to:

- be transparent and act with integrity
- be professional and ensure our work is high quality
- be approachable and actively seek out other people's views
- work with others to help them achieve their mission
- learn and improve by reflecting on our experience and being open to new ideas
- be both inspirational and practical.

By following these values, we ensure that our activities have a lasting and concrete impact that contributes to achieving our mission in practice.

In developing Mango's long-term and annual plans and when regularly reviewing progress against these plans, the board has referred to the guidance contained in the Charity Commission's general guidance on public benefit. In particular, the trustees consider how these activities contribute to our mission.

In the 12 months to 30 June 2016 we continued to work towards our mission by pursuing the following strategic goals:

1. Help NGOs to consistently use money well.
2. Help NGOs to manage their financial resources more strategically.
3. Improve the donor-NGO funding relationship.
4. Lead the design and implementation of generally accepted standards for excellent financial management practice in NGOs.
5. Continuously strive for excellence.

## D. Achievements and Performance

The following table describes key achievements against the goals above and the plans Mango made for 2015/16, which were included in Mango's annual report for 2014/15.

### GOAL 1. Help NGOs to consistently use money well.

Key planned objectives for 2015/16	Key achievements in 2015/16 or reasons for changes to the original plan
<b>1.1 Strengthen essential financial management skills and systems</b>	
Deliver 23 face-to-face Open training courses in English to 316 participants on essential financial management skills.	Asia/Pacific/Middle East: 11 courses with 192 participants in 6 countries Europe: 6 courses with 79 participants in 4 countries Africa: 6 courses with 97 participants in 4 countries  Total: 23 courses with 368 participants
Deliver 32 In-house courses (110 training days) to 448 participants on essential financial management skills.	45 In-house courses, 123 training days, 646 participants
Deliver 3 Open and 5 In-house courses in French to 116 participants on essential financial management skills.	4 In-house courses, 20 training days, 80 participants 2 Open courses with 21 participants  There has subsequently been a decline in demand for Francophone training - due to funding challenges in the region.
Design and deliver eLearning for at least 1 training partner in essential financial management skills.	Not completed – partner's priorities changed.
Collaborate with strategic partners (eg InsideNGO and LINGOs) to extend access to Mango's financial management essentials learning materials.	Not completed in 2015/16 due to pressure on course development team.
Provide 90 days of advice and support on areas such as developing finance manuals and other systems.	142 days of consultancy advice provided for developing finance manuals, finance systems and choosing and implementing accounting software.

<b>Key planned objectives for 2015/16</b>	<b>Key achievements in 2015/16 or reasons for changes to the original plan</b>
Design a new 2-day face-to-face 'advanced budgeting' course ready for delivery in 2016/17 in English.	Not completed. Change of priority and pressure on course development team. Fraud course now being developed for 2016/16.
Design a new 5-week eLearning course on 'budgeting essentials' ready for delivery in Autumn 2015. If funding allows, translate the budgeting essentials course into French, ready for delivery in 2016/17.	Design completed. Not translated as priorities changed.
Deliver 3 online Open eWorkshops to 72 participants on the <i>Budgeting essentials</i> course (in English).	Delivered 2 events in English for 48 participants. Pressure on trainer resources prevented running a third event.
<b>1.2 Develop and implement capacity building projects</b>	
Develop and implement a portfolio of 2-5 long-term capacity building projects supporting at least 300 organisations. Develop relationships with 5 new potential partners for long-term capacity building projects.	1 project completed in year having supported 268 organisations 2014-16. 3 new long term grant making projects started with potential to support at least 100 further organisations. 4 New relationships developed for potential long term capacity building programmes.
<b>1.3 Increase access for National NGOs via subsidised training and free resources</b>	
Continue to develop and update Guide materials, including at least two new slideshows. If resources allow, translate key pages of the Guide into French.	Slideshows completed. Translation not completed due to lack of funds and staff resource.
Continue to increase document downloads and increase website traffic and engagement via social media.	We grew web traffic by 22% in 2015/2016, attracting 43,093 new website visitors during that period, with a total of 241,434 unique users overall. Guide downloads increased 7%, with 240,238 downloads. We also grew our presence and engagement across Twitter, Facebook and LinkedIn.
Award bursaries and develop new sources of sponsorship to enable greater access for smaller national NGOs and CBOs.	22 bursaries awarded. New sources of sponsorship still being explored.

**GOAL 2. Help NGOs to manage their financial resources more strategically.**

<b>Key planned objectives for 2015/16</b>	<b>Key achievements in 2015/16 or reasons for changes to the original plan</b>
<b>2.1 Support organisations to become more financially sustainable</b>	
Deliver 15 face-to-face Open training courses in English to 158 participants on strategic financial management skills (ST1, ST3), including a refreshed and extended to 3-days, <i>Planning for financial sustainability</i> course.	Asia/Pacific/Middle East: 4 courses with 45 participants Europe: 3 courses with 30 participants Africa: 2 courses with 16 participants Total: 9 courses with 91 participants  Drop in demand for the courses and loss of business in the Ebola-affected countries.
Deliver 12 In-house courses (41 Training days) to 168 participants in English on strategic financial management skills.	6 In house courses, 10 training days, 73 participants
Deliver 3 Open and 2 In-house courses in French to 52 participants on strategic financial management skills.	4 in house courses, 6 training days, 71 participants 1 Open with 9 participants.
If funding allows, translate the <i>Planning for financial sustainability (ST1e)</i> eWorkshop into French, ready for delivery in 2016.	Not completed, change of priorities due to lower demand for Francophone training.
Deliver 4 online Open eWorkshops (3 in English and 1 in French) to 96 participants on <i>Planning for financial sustainability</i> .	Delivered 2 Open eWorkshops in English to 38 participants. Unable to deliver more courses due to pressure on trainer resources.
Design and deliver eLearning for at least 1 training partner on strategic financial management skills.	Completed, delivered for 18 participants.
<b>2.2 Support organisations to improve risk management and achieve value for money</b>	
Provide 60 days of advice and support on areas such as internal audit and risk.	82 days of consultancy advice and support provided on internal audit and risk. In addition, 58 days of consultancy advice and support on the subject of value for money.
Develop a new course on preventing fraud.	Postponed to 2016/17 due to pressures on course development team.

<b>Key planned objectives for 2015/16</b>	<b>Key achievements in 2015/16 or reasons for changes to the original plan</b>
<b>2.3 Provide NGOs with excellent finance professionals</b>	
Make 40 placements with 30 organisations.	61 placements: 46 directly with 35 organisations; 15 placements of register members as Mango consultancy associates.
Providing 140 days of consultancy support through interim FDs and senior consultants.	128 days of consultancy support provided by Mango Register members with specialist and/or senior expertise and experience 85 days of consultancy provided by mango's Consultancy Service supporting interim FD roles and by providing senior finance consultants.
Recruit 60 new members so that the Register grows to 800 finance professionals working in over 70 countries.	109 new register members, growing register to 916 members of 35 nationalities; placements to date in 76 countries.

### **GOAL 3. Improve the donor-NGO funding relationship**

<b>Key planned objectives for 2015/16</b>	<b>Key achievements in 2015/16 or reasons for changes to the original plan</b>
<b>3.1 Strengthen the grant management processes of NGOs</b>	
Deliver 16 face-to-face Open training courses (13 in English and 3 in French) to 145 participants on managing donor funds or working with partners.	Asia/Pacific/middle East: 3 courses with 39 participants Europe 3 courses with 46 participants Africa: 1 courses with 8 participants  Total: 7 courses with 93 participants  Drop in demand for the courses and loss of business in the Ebola-affected countries.
Deliver 15 In-house courses in English to 210 participants on managing donor funds or working with partners.	15 In-house courses, 202 participants
Deliver 3 Open and 1 In-house course in French to 52 participants on managing donor funds or working with partners.	No courses delivered in French on this topic  Declining demand for this course.

<b>Key planned objectives for 2015/16</b>	<b>Key achievements in 2015/16 or reasons for changes to the original plan</b>
If resources allow, transfer the <i>Keeping your donors happy</i> course into the elearning format, ready for delivery in 2016/17.	Not completed due to changed priorities and reduced demand for this course.
Provide 290 days of advice and support to NGOs, grant makers and donors on areas like cost recovery, grant and contract management.	117 days of consultancy advice and support provided to NGOs, Grant makers and donors on cost recovery, grant and contract management.
Continue to enrol NGOs in the cost recovery survey and conduct donor advocacy based on the results.	21 organisations enrolled in the second phase of the cost recovery survey. 5 of these had already participated in phase I, giving a total of 42 organisations' data in the survey.
<b>3.2 Improve the grant assessment processes of NGOs and donors</b>	
Design a new 5-week eLearning course on assessing partners' financial capacity, ready for delivery in 2016, and promote this to key donors and INGO partners.	Partially completed the design, for finalisation in 2016/17.
Provide at least 65 days of advice and support to grant makers and donors on assessing partner capacity.	49 days of consultancy advice and support provided to grant makers and donors on assessing partner capacity. This was in 10 contracts.
<b>3.3 Develop strategic relationships with DFID and other key donors</b>	
Continue to develop the quarterly dialogue meetings Mango and Bond hold with DFID and track progress made in improving how DFID contracts NGOs.	Mango's Executive Director attended quarterly meetings sharing feedback from NGOs with DFID on finance and funding issues. Mango also made significant progress recommending that DFID improves its approach to cost recovery.
Secure strategic funding from DFID, if possible.	No funding secured in 2015/16
Develop a portfolio of ongoing contracts with key donors and grant-makers, including: Comic Relief, Open Society Foundation (OSF), New Field Foundation (NFF), Bill and Melinda Gates Foundation and the Global Fund for HIV/AIDS.	Mango has strengthened relationships with all the donors and grant-makers listed, which is also leading to an increasing portfolio of work with all apart from the New Field Foundation, which is changing its programming priorities.

**GOAL 4. Lead the design and implementation of generally accepted standards for excellent financial management practice in NGOs.**

<b>Key planned objectives for 2015/16</b>	<b>Key achievements in 2015/16 or reasons for changes to the original plan</b>
<b>4.1 Raise awareness about the need for standards</b>	
Develop a new standards project with international accounting bodies.	Mango mobilised our clients and supporters across the world to participate in a consultation by the International Accounting Standards Board about whether to widen its remit to cover the not-for-profit sector. While the IASB did not extend its remit a significant increase in commitment was made "to support the need for transparent financial reporting requirements for NFP bodies. In this regard, the Trustees have decided that the Board should be involved in any initiatives or working groups regarding financial reporting standards for the NFP sector and contribute as necessary." The Trustees of the IASB also the stated that they "believe that this issue should be considered again as part of their next review of strategy and effectiveness." See <a href="http://www.ifrs.org/About-us/IFRS-Foundation/Oversight/Trustees/Trustee-reviews-of-structure-and-effectiveness/2015-Review-of-Structure-and-Effectiveness/Documents/Review-of-Structure-and-Effectiveness-Feedback-Statement.pdf">http://www.ifrs.org/About-us/IFRS-Foundation/Oversight/Trustees/Trustee-reviews-of-structure-and-effectiveness/2015-Review-of-Structure-and-Effectiveness/Documents/Review-of-Structure-and-Effectiveness-Feedback-Statement.pdf</a>
Develop and implement Mango impact awards.	Not progressed, due to lack of staff capacity.
<b>4.2 Develop an organisational competency framework and certification for NGO financial management</b>	
Develop a strategic alliance with InsideNGO to develop an assessment and possibly a certification framework for NGOs' operational effectiveness, which ensures that integrated financial management is at the core of operational excellence.	Worked with a group of medical research funders and InsideNGO to support development of a new Pan-African quality standard in Good Financial Grant Practice under the auspices of the African Union and the African Research and Standards Organisation. The African Academy of Sciences (AAS) is leading the development of the standard and Mango agreed a strategic partnership with them in January 2016, alongside the first stakeholder design workshop involving NGOs grant recipients from across Africa. Mango is now on the Technical Steering Group developing the new standard which will be launched in January 2018. See <a href="http://aasciences.ac.ke/aas/en/academy/academy-pages/good-financial-grants-practice/">http://aasciences.ac.ke/aas/en/academy/academy-pages/good-financial-grants-practice/</a>

<b>Key planned objectives for 2015/16</b>	<b>Key achievements in 2015/16 or reasons for changes to the original plan</b>
Develop a joint project with LINGOs and other key stakeholders to start certifying individuals for demonstrating core competencies in NGO financial management.	Mango is one of 4 partners with LINGOs, InsideNGO and the Humanitarian Academy leading the development of a new qualification, the Financial Management for the Development Professional (FMD Pro). This qualification has been designed with INGOs and national NGOs from across the world and will create the first ever professional financial management certification for programme and project professionals.
<b>4.3 Develop the capacity of organisations in training and capacity building</b>	
Deliver 6 face-to-face Open training courses to 55 participants to increase their skills and confidence to develop their own staff and partners' financial management capacity (TT1).	<p>Asia/Pacific/middle East: 4 courses with 44 participants</p> <p>Europe: 2 courses with 15 participants</p> <p>Africa: 3 courses with 18 participants</p> <p>Total: 9 courses with 77 participants</p> <p>Extra courses added due to increased demand.</p>
<b>4.4 Develop networks to share good practice in financial management</b>	
Run networks for senior UK-based finance professionals and run a series of new networking events in 3 countries where we are running Open training.	Mango continued to Chair the Overseas Specialist Interest Group of the UK Charities Finance Group and facilitated 3 meetings in 2015/16, while also benefitting from Sponsorship for these events from Sayer Vincent. Mango also continued to organise its influential quarterly Finance Directors Seminars for senior finance staff from larger INGOs.
Ensure Mango is invited to present on emerging topics with at least 3 new external networks (e.g. European NGO platforms, networks for donors or grant-makers) and 3 known external networks (e.g. BOND, Risk forum).	Sponsorship from INTL FC Stone enabled Mango to run 2 very well attended Treasury events for NGOs in London and Brussels. These enabled a large and wide variety of NGO participants to share and hear best practice in the fields of foreign exchange management, banking and risk management.

**GOAL 5. Continuously strive for excellence.**

Key planned objectives for 2015/16	Key achievements in 2015/16 or reasons for changes to the original plan
<b>5.1 Improve Mango's financial management and sustainability</b>	
Fundraise £100k from trusts, foundations, INGOs and corporate sponsors to enable access to services and development of new projects.	The Joffe Trust generously supported Mango to develop our new e-learning offer through a grant of £50,000 in July 2015. We also grateful for sponsorship of £18,000 from INTL FC Stone, £3,000 from Sayer Vincent. Mango is also privileged to receive long-term support of the Institute of Chartered Accountants in England and Wales Foundation, who gave a grant of £6,000.
Develop a new Mango loyalty scheme to encourage repeat business for all fee-earning services.	Not progressed
At least 20 % of consultancy contracts to be more than 20 days in duration (12% in 2014/15).	22% of consultancy contracts (12 contracts out of 54) undertaken in 2015/16 were more than 20 days in duration.
Maintain support costs at desired levels and only make further investments in support costs when the financial situation allows.	Support costs were 21.5% of total expenditure compared to 23% in 2015/16.
Achieve a surplus of £80k and develop a more balanced funding mix.	Mango achieved an unrestricted surplus of £77k and an overall surplus of £129k in 2015/16.
<b>5.2 Improve marketing and client relationship management (CRM)</b>	
Develop detailed marketing strategies for all services and develop capacity (eg train staff, improve website and develop systems) to ensure success.	Mango's Marketing and Communications Manager developed a draft marketing strategy for Mango as a whole and each service.
Increase Mango's proactive CRM activity and support this with improving how data is captured and used for CRM.	Mango's Executive Director met key clients and other stakeholders throughout the year. However, no progress was made in developing a CRM system.

Key planned objectives for 2015/16	Key achievements in 2015/16 or reasons for changes to the original plan																								
<b>5.3 Sustain Mango's reputation for excellence</b>																									
Start measuring and improve staff satisfaction	Mango surveyed staff in December 2015 which confirmed were generally satisfied working at Mango. The average score for overall satisfaction with their job was 5 on a scale from 1 (very dissatisfied) to 7 (very satisfied). Key areas for improvement identified were about the quality and regularity of support given staff by their line managers, which has been the priority for team development in 2015/16.																								
All Mango training courses are rated as 99% good or excellent.	<table border="1" data-bbox="820 871 1366 1111"> <thead> <tr> <th colspan="2">Overall assessment – Open training</th> </tr> </thead> <tbody> <tr> <td>Excellent</td> <td>76%</td> </tr> <tr> <td>Good</td> <td>23%</td> </tr> <tr> <td>Fair</td> <td>1%</td> </tr> <tr> <td>Poor</td> <td>0%</td> </tr> <tr> <td><b>Total</b></td> <td><b>100%</b></td> </tr> </tbody> </table> <table border="1" data-bbox="820 1149 1366 1388"> <thead> <tr> <th colspan="2">Overall assessment – In-house training</th> </tr> </thead> <tbody> <tr> <td>Excellent</td> <td>68%</td> </tr> <tr> <td>Good</td> <td>31%</td> </tr> <tr> <td>Fair</td> <td>1%</td> </tr> <tr> <td>Poor</td> <td>0%</td> </tr> <tr> <td><b>Total</b></td> <td><b>100%</b></td> </tr> </tbody> </table>	Overall assessment – Open training		Excellent	76%	Good	23%	Fair	1%	Poor	0%	<b>Total</b>	<b>100%</b>	Overall assessment – In-house training		Excellent	68%	Good	31%	Fair	1%	Poor	0%	<b>Total</b>	<b>100%</b>
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Implement monitoring of quality measures for other relevant Mango services.	Mango started the process of developing a Theory of Change and a new monitoring and evaluation framework in 2015/16, and this work will be completed and implemented in 2016/17.																								
Ensure all staff are being supported to develop, e.g. induct key trainers in eFacilitation and eWorkshop course design.	5 trainers trained on eFacilitation and 2 on eWorkshop course design. Trainer and associate induction ongoing.																								
Ensure managers hold regular 1-2-1s to set and monitor objectives and improve staff satisfaction with how they are managed.	Managers hold regular 1-2-1s and key systemic issues arising have been addressed through a Line Managers forum. The 1-2-1 and annual review and objective setting processes were reviewed in 2015/16 and a new system out in place with training for managers and staff in 2016/17.																								

## E. Fundraising

[www.mango.org.uk/Donate](http://www.mango.org.uk/Donate)

The aim of Mango's fundraising is to improve the access to Mango's service for small local NGOs in developing countries.

### Training Bursary Fund

In the last 12 months we have awarded 12 bursaries with a total value of £5,530. These bursaries have supported small local NGOs to send their staff to attend Mango's *Getting the basics right, Planning for financial sustainability and Keeping your donors happy training courses*.

We are very grateful for the long-term support of our largest donor, Deb Appleby, who has helped hundreds of participants from small local NGOs to develop their skills and confidence in financial management through Mango's training. To see why she gives watch the video on Mango's website:

<http://www.mango.org.uk/supportus/becomeadonor>.

### Feedback from a 2015/2016 bursary recipient

God's Love Home and School in Uganda exists to improve the quality of life of the vulnerable children and orphans through providing education, care, love and support. The NGO runs a small school with the long-term target of becoming financially sustainable by enrolling fee-paying students.



James Mukiibi, Project Leader, sent the following feedback after attending Mango's *Building a sustainable future – financial tools and techniques* (ST1) course in Kampala:

*The SWOT analysis was one of the lovely things I enjoyed doing. I was able to check the project fully and honestly. After this knowledge we have set up a clear organisational structure to tackle most of the issues identified. Financial matrix knowledge has helped in checking our financial management skills and now we have proper accounts.*

*Before the course, our organisation was giving completely free services to all customers, but we have been able to enrol a few fee-paying students, and the small income generated helps us to support vulnerable children. We hope with bigger classrooms built we shall be clearly fully financially sustainable. At the course, we learnt that we could charge fees differently depending on the financial ability. This practise is being done and some incomes are coming in.*

*We have initiated the clubs among the children - they can now be called to sing at different churches and money comes back to the organisation. Every year we hold a graduation party where our Top nursery children are promoted to Primary One level. Children prepare interesting things and guardians are invited to come and see these performances at a fee, which provides more income for the organisation.*

*I really appreciate Mango for the opportunity given to me/us to learn these skills and be able to communicate to the organisation.*

### **Other fundraised income, sponsorship and donated support**

We are grateful to the ICAEW Foundation for their long-term support of Mango, which is vital to our ability to offer access to free resources for NGOs which cannot afford to pay fees.

PwC generously supports Mango by providing free meeting facilities in London for one of our networks and for Mango's own Board of Trustee meetings. KPMG have also generously hosted several network meetings for finance staff.

### **F. Financial review**

Mango's overall surplus for the year of £110k exceeded the budget of £80k. £33k of the overall surplus related to restricted funds which were carried forward so the unrestricted surplus for the year was £77k.

#### **Income**

Mango was able to grow fee income by 14%, compared to 3% in 2014/15.

All fee income was paid to Mango by NGOs, in pursuit of our primary purpose (helping NGOs strengthen their financial management). Fee income represents both the key means through which Mango achieves its mission and also sustains itself financially.

We support smaller NGOs that are unable to afford our standard fees by providing some free capacity building services and by establishing a bursary fund to allow staff from small local NGOs to attend our training courses in developing countries.

## **Expenditure**

Expenditure grew by 2% in the 12 months to June 2015 compared to the previous 12 months. The total amount spent on support costs fell slightly to 21.5% of total expenditure from 23% in 2015/16. Support costs include business development costs, such as maintaining and developing Mango's website. Staff costs were 52% of expenditure, compared to 50% in 2014/15.

## **Reserves**

During the period, Mango made a surplus of £77k on unrestricted funds. At 30 June 2016 our unrestricted reserves (general reserves plus designated funds) were £298k (2015: £221k).

The board has previously approved a policy of endeavouring to maintain general reserves in a range between three months budgeted expenditure and the estimated financial risk related to Mango's annual net income recognising the ambitious nature of the 3-year plan. 3 months of budgeted expenditure for 2015/16 is £464k, whereas the estimated downside risk within the budget for 2015/16 is estimated to be £100k.

General reserves are not restricted to, or designated for, a particular purpose. General reserves were £284k as at 30 June 2015 (2014: £207k). Therefore, general reserves exceed the estimated downside risks in the budget, but are only equivalent to 1.8 months forecast expenditure in 2015/16. We are continuing to seek to make surpluses in order to increase reserves to the top end of our desired range, and are aiming for a target of £500k to take into account future growth. We continue to monitor actual results alongside a rolling 6-month forecast of income and expenditure, so we can respond proactively.

Restricted funds, which are tied to specific purposes, were £44k at 30 June 2016 (2015: £11k).

## G. Plans for 2016/17

Mango will continue to work towards the aims and objectives of our 2013-16 and start developing a new strategic plan in 2017.

Key Goal	Key planned objectives/achievements 2016/17
<b>1. Help NGOs to consistently use money well.</b>	<b>1.1 Strengthen essential financial management skills and systems</b>
	Deliver 23 face-to-face Open training courses to 308 participants on essential financial management skills.
	Deliver 50 In –house courses to 567 participants on essential financial management skills.
	Deliver 2 online Open eWorkshops to 36 participants on the Budgeting essentials course.
	Design 1 new face-to-face training course: Fighting fraud
	Design 2 new eWorkshops: Budget monitoring and Accounting essentials .
	Deliver 1 online In-house eWorkshop to 20 participants on the Budgeting essentials course.
	Provide 7 organisations with 90 days of advice and support on areas such as developing finance manuals and other systems.
	<b>1.2 Develop and implement capacity building projects</b>
	Develop and implement a portfolio of 2-5 long-term capacity building projects supporting at least 20 organisations and training over 200 people.
	<b>1.3 Increase access for National NGOs via subsidised training and free resources</b>
	Continue to develop and update Guide materials.
	Continue to increase document downloads and increase website traffic and engagement via social media.
Award bursaries and develop new sources of sponsorship to enable greater access for smaller national NGOs and CBOs.	
<b>2. Help NGOs to manage their financial resources more strategically.</b>	<b>2.1 Support organisations to become more financially sustainable</b>
	Deliver 3 face-to-face Open training courses to 28 participants on strategic financial management skills
	Deliver 15 In-house courses to 180 participants on strategic financial management skills.
	Deliver 2 online Open eWorkshops to 40 participants on <i>Planning for financial sustainability.</i>

Key Goal	Key planned objectives/achievements 2016/17
	<p><b>2.2 Support organisations to improve risk management and achieve value for money</b></p> <p>Provide 6 organisations 60 days of advice and support on areas such as value for money, internal audit and risk.</p> <p><b>2.3 Provide NGOs with excellent finance professionals</b></p> <p>Make 50 placements with 35 organisations.</p> <p>Recruit 65 new members so that the Register grows to 950 finance professionals.</p>
<p><b>3. Improve the donor-NGO funding relationship.</b></p>	<p><b>3.1 Strengthen the grant management processes of NGOs</b></p> <p>Deliver 6 face-to-face Open training courses to 66 participants on managing donor funds or working with partners.</p> <p>Deliver 15 In-house courses to 176 participants on managing donor funds or working with partners.</p> <p>Design and deliver 1 new eWorkshop: Assessing partners' financial capacity</p> <p>Provide 5 organisation 150 days of advice and support to NGOs, grant makers and donors on areas like cost recovery, grant and contract management.</p> <p>Continue to enrol NGOs in the cost recovery survey and work with DFID and other donors to secure improvements in their policies and approach to cost recovery.</p> <p><b>3.2 Improve the grant assessment processes of NGOs and donors</b></p> <p>Design a new 5-week eLearning course on assessing partners' financial capacity.</p> <p>Provide at least 65 days of advice and support to grant makers and donors on assessing partner capacity.</p> <p><b>3.3 Develop strategic relationships with DFID and other key donors</b></p> <p>Continue to develop the quarterly dialogue meetings Mango and Bond hold with DFID and track progress made in improving how DFID contracts NGOs.</p> <p>Secure strategic funding from DFID, if possible.</p> <p>Continue to develop a portfolio of ongoing contracts with key donors and grant-makers, including: Comic Relief, OSF, Bill and Melinda Gates Foundation and the Global Fund for HIV/AIDS.</p>

Key Goal	Key planned objectives/achievements 2016/17
<p><b>4. Lead the design and implementation of generally accepted standards for excellent financial management practice in NGOs.</b></p>	<p><b>4.1 Raise awareness about the need for standards</b></p>
	<p>Promote the new Good Financial Grant Practice (GFGP) Standard and FMDPro certificate with donors and NGOs.</p>
	<p><b>4.2 Develop an organisational competency framework and certification for NGO financial management</b></p>
	<p>Support the African Academy of Sciences by reviewing the Technical draft of the new GFGP and by piloting its implementation within some of Mango's capacity building projects.</p>
	<p>Support LINGOs in developing the FMDPro certificate and in providing training and support to Mango trainees to pass the certificate once FMD pro is launched in April 2017.</p>
	<p><b>4.3 Develop the capacity of organisations in training and capacity building</b></p>
	<p>Deliver 9 face-to-face Open training courses to 80 participants to increase their skills and confidence to develop their own staff and partners' financial management capacity.</p>
	<p><b>4.4 Develop networks to share good practice in financial management</b></p>
<p><b>5. Continuously strive for excellence.</b></p>	<p>Run networks for senior UK-based finance professionals.</p>
	<p>Ensure Mango is invited, and ideally sponsored, to present on emerging topics in at least 2 events in Europe.</p>
	<p><b>5.1 Improve Mango's financial management and sustainability</b></p>
	<p>Fundraise at least £25k from corporate sponsors to enable access to services and development of new projects.</p>
	<p>Increase the proportion of income in Mango's pipeline that is supported by contracts of more than 6 months in duration.</p>
	<p>Maintain support costs at desired levels and only make further investments in support costs when the financial situation allows.</p>
	<p>Achieve a surplus in 2016/17</p>
	<p><b>5.2 Invest in Mango's IT infrastructure and capability</b></p>
<p>Move Mango's server and accounting system onto the cloud and improve the use of collaborative technologies internally and with clients.</p>	
<p>Develop and start to implement a plan for development or replacement of Mango's bespoke database.</p>	

Key Goal	Key planned objectives/achievements 2016/17
	Improve the efficiency and user-experience for managers in using Mango's database and finance systems to manage and forecast their business areas.
	<b>5.3 Sustain Mango's reputation for excellence</b>
	Develop and implement a Theory of Change and monitoring and evaluation framework for Mango.
	Create a new post with responsibility for trainer development and improve ongoing review and quality assurance of Mango's training.
	All Mango training courses are rated as 99% good or excellent (68%).
	Ensure managers hold regular 1-2-1s to set and monitor objectives and improve staff satisfaction with how they are managed.

## H. Public Benefit Statement

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Commission.

Mango's charitable purpose is enshrined in its objects "to promote the efficiency and effectiveness of charities and the work of other voluntary organisations which is exclusively charitable". The Trustees ensure that this purpose is carried out for the public benefit by delivering services that are valued by development and humanitarian NGOs because they enable these NGOs to strengthen their financial management, accountability and effectiveness.

Mango makes financial management relevant and accessible to NGO staff and builds their skills and confidence. NGOs from around the world can access Mango's services via Mango's website and through Mango's growing international and social media-based networks. Mango encourages the smallest local NGOs with limited funds to access free resources through its website or to apply for bursaries for Mango's fee-based services. Mango seeks regular feedback on the quality of our work and the benefits that it creates for NGOs and their beneficiaries.

The continuing demand from NGOs for Mango's services shows that, while NGOs increasingly recognise the importance of strengthening financial management in improving their efficiency and effectiveness, there is much more work to be done.

Mango encourages NGOs to use strong financial management to both improve and prove their integrity and accountability. Mango's initiatives in the fields of anti-bribery, value for money and transparency therefore also have wider public benefits and contribute to sustaining public confidence and trust in the NGO sector.

#### Small Company Exemptions

This report is prepared in accordance with the small companies regime under the Companies Act 2006.

## **Statement of Trustees' Responsibilities**

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with the Financial Reporting Standard for Smaller Entities (United Kingdom Generally Accepted Accounting practice applicable to smaller entities). Under company law the trustees must not approve financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as the Trustees are aware, there is no relevant audit information (information needed by the company's auditors in connection with preparing their report) of which the company's auditors are unaware; and each Trustee has taken all the steps that he ought to have taken as a director in order to make him/herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Signed on behalf of the Trustees and Directors of Management Accounting for Non-Governmental Organisations (known as Mango) by:

Colin Havill  
Treasurer

Date: 20 February 2017

## **INDEPENDENT AUDITOR'S REPORT**

### **TO THE MEMBERS OF MANAGEMENT ACCOUNTING FOR NON-GOVERNMENTAL ORGANISATIONS**

We have audited the financial statements of Management Accounting for Non-Governmental Organisations for the year ended 30 June 2016 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows, and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

#### **Respective responsibilities of trustees and auditor**

As explained more fully in the Trustees' Responsibilities Statement set out on page 26 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

#### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

## **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 June 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to smaller entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006

## **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

## **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the Trustees' Report in accordance with the small companies regime and take advantage of the small companies exemption from the requirements to prepare a strategic report.

Colin Mills  
Senior Statutory Auditor

For and on behalf of Critchleys LLP (Statutory Auditor)  
Greyfriars Court  
Paradise Square  
Oxford  
OX1 1BE

10 March 2017

**Management Accounting for Non-Governmental Organisations  
(known as Mango)**

**Statement of Financial Activities, including the income and expenditure  
account**

**for the 12 month period ending 30 June 2016**

	<i>Note</i>	2016 Unrestricted £000's	2016 Restricted £000's	2016 Total £000's	2015 Total £000's
<u>Income</u>					
<i>Fee income</i>					
Training & Publications		970	-	970	1,057
Recruitment		148	-	148	125
Consultancy		655	-	655	436
Networks & Influence		20	-	20	15
<i>Donations</i>	<i>11</i>	8	78	86	29
<i>Other income</i>		5	-	5	1
<b>Total income</b>		<b>1,806</b>	<b>78</b>	<b>1,884</b>	<b>1,663</b>
<u>Expenditure</u>					
<i>Fundraising costs</i>					
	<i>3</i>				
<i>Charitable activities</i>	<i>5</i>	2	-	2	2
Training & Publications		892	40	932	1,077
Standards		27	5	32	12
Recruitment		94	-	94	94
Consultancy		642	-	642	424
Networks & influence		72	-	72	45
<b>Total expenditure</b>		<b>1,729</b>	<b>45</b>	<b>1,774</b>	<b>1,654</b>
<b>Net income/(expenditure)</b>	<i>2</i>	<b>77</b>	<b>33</b>	<b>110</b>	<b>9</b>
Total funds brought forward		<b>221</b>	<b>11</b>	<b>232</b>	<b>223</b>
<b>Total funds carried forward</b>		<b>298</b>	<b>44</b>	<b>342</b>	<b>232</b>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

**Management Accounting for Non-Governmental Organisations  
(known as Mango)**

**Comparative Statement of Financial Activities**

	2015 Unrestricted £000's	2015 Restricted £000's	2015 Total £000's
<u>Income</u>			
<i>Fee income</i>			
Training & Publications	1,057	-	1,057
Recruitment	125	-	125
Consultancy	436	-	436
Networks & Influence	15	-	15
<i>Donations</i>	5	24	29
<i>Other income</i>	1	-	1
<b>Total income</b>	<b>1,639</b>	<b>24</b>	<b>1,663</b>
<u>Expenditure</u>			
<i>Fundraising costs</i>			
	2	-	2
<i>Charitable activities</i>			
Training & Publications	1,063	14	1,077
Bursaries	-	12	12
Recruitment	94	-	94
Consultancy	424	-	424
Networks & Influence	45	-	45
<b>Total expenditure</b>	<b>1,628</b>	<b>26</b>	<b>1,654</b>
<b>Net (deficit)/surplus</b>	<b>11</b>	<b>(2)</b>	<b>9</b>
Total funds brought forward	<b>210</b>	<b>13</b>	<b>223</b>
<b>Total funds carried forward</b>	<b>221</b>	<b>11</b>	<b>232</b>

**Management Accounting for Non-Governmental Organisations  
(known as Mango)**

**Balance Sheet  
as at 30 June 2016**

	<i>Note</i>	2016 £000's	2016 £000's	2015 £000's	2015 £000's
Fixed Assets	<i>12</i>		9		17
<u>Current Assets</u>	<i>13</i>				
Debtors		183		219	
Accrued income		46		5	
Prepayments		2		12	
Other debtors		25		10	
Cash in hand and at bank		<u>375</u>		<u>229</u>	
		631		475	
<u>Current Liabilities</u>	<i>14</i>				
Trade creditors		37		72	
Accrued expenditure		128		62	
Training fees received in advance		<u>133</u>		<u>126</u>	
		298		260	
Net Current Assets			<u>333</u>		<u>215</u>
Net Assets			<b><u>342</u></b>		<b><u>232</u></b>
<u>Represented By:</u>	<i>17</i>				
Designated bursary fund			14		14
General funds			284		207
Restricted funds			<u>44</u>		<u>11</u>
Total Funds			<b><u>342</u></b>		<b><u>232</u></b>

The notes on pages 33 to 41 form part of these accounts.

These financial statements were approved and authorised for issue by the board on 20 February 2017.

Signed on behalf of the board: Colin Havill

Company Number 3986178  
Charity number 1081406

Date: 20 February 2017

## Management Accounting for Non-Governmental Organisations (known as Mango)

### Statement of Cash Flows

**for the 12 month period ending 30 June 2016**

	2016 £000's	2015 £000's
<u>Cash flows from operating activities</u>		
Net cash provided by operating activities (reconciliation below)	146	94
<u>Cash flows from investing activities</u>		
Purchase of property, plant and equipment	—	<u>(4)</u>
Change in cash and cash equivalents in the reporting period	146	90
Cash and cash equivalents at the beginning of the reporting period	<u>229</u>	<u>139</u>
Cash and cash equivalents at the end of the reporting period	<b><u>375</u></b>	<b><u>229</u></b>
<u>Reconciliation of net income to net cash flow from operating activities</u>		
Net income for the reporting period	128	9
Adjustments for:		
Depreciation charges	8	11
(Increase)/decrease in debtors	(10)	67
Increase/(decrease) in creditors	<u>20</u>	<u>7</u>
	<u>146</u>	<u>94</u>

## **Management Accounting for Non-Governmental Organisations (known as Mango)**

### **Notes to the Accounts**

#### **for the 12 months ending 30 June 2016**

#### **1. Accounting Policies**

##### **a) Basis of preparation**

The financial statements have been prepared in accordance with all applicable accounting standards, FRS 102, the Statement of Recommended Practice (SORP), "Accounting and Reporting by Charities" revised 2015 (FRS 102) and the Companies Act 2006, except for the alternative headings that have been used in the Statement of Financial Activities, as the Trustees feel that the revised headings make the accounts easier to read for a non-financial audience. The principal accounting policies adopted in the preparation of the accounts are set out below.

The charity constitutes a public benefit entity as defined by FRS102.

There were no adjustments to the Company's Balance Sheet or Statement of Financial Activities on the transition to FRS102.

##### **b) Income**

Fee income from charitable activities consists of fees charged and due for service provision including training, consultancy work and placing accountants with NGOs. Income is deferred when training fees are received in advance of the courses to which they relate. Grants and donations given to fund revenue expenditure are credited to the income and expenditure account in the period for which they are given.

Turnover is the amount derived from ordinary activities, stated after trade discounts and sales taxes.

##### **c) Expenditure**

Expenditure is allocated to the particular activity for which each specific cost was incurred. Expenditure is allocated in the period in which the costs are incurred. Mango is partially exempt from VAT. In the 12 months to 30 June 2016 Mango incurred £22,977 (2015: £18,879) of irrecoverable VAT which is included within expenditure.

**d) Restricted Funds**

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donors or which have been raised by the charity for particular purposes. The aim and use of each restricted fund is set out in the notes to the financial statements. Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objects of the charity.

**e) Tangible Fixed Assets and Depreciation**

Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life on straight-line basis. These are set out in note 12. There is a de-minimis limit of £1k below which fixed assets are not capitalised.

**f) Pension contributions**

The company operates a defined contribution pension scheme, the Mango Group Personal Pension Scheme, the assets of which are held in external funds. Contributions of 5% to 8% (depending on the personal contribution of the employee) of pensionable salary during the period are charged to the statement of financial activities as they become payable.

**g) Realised gains and losses**

All gains and losses are taken to the Statement of Financial Activities as they arise.

**h) Leases**

Rentals payable under operating leases are charged to resources expended on a straight line basis over the lease term. Lease incentives are also spread over the lease term.

**i) Going concern**

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist.

**2. Net income/ (expenditure)**

Net income/ (expenditure) is stated after charging:

	2016 £000's	2015 £000's
Depreciation of tangible assets	8	11
Auditor's remuneration:		
- Audit of financial statements	2	2
- Tax advisory services	1	-
- Other services	1	-

### 3. Expenditure

	Direct costs 2016 £000's	Support costs 2016 £000's	Total 2016 £000's
Charitable activities:			
Training & Publications	684	248	932
Standards	31	1	32
Recruitment	61	33	94
Consultancy	543	98	642
Networks & Influence	56	16	72
Fundraising costs	1	1	2
<b>Total</b>	<b>1,377</b>	<b>397</b>	<b>1,774</b>

	Direct costs 2015 £000's	Support costs 2015 £000's	Total 2015 £000's
Charitable activities:			
Training & Publications	826	251	1,077
Standards	12	-	12
Recruitment	59	35	94
Consultancy	378	46	424
Networks & Influence	42	3	45
Fundraising costs	2	-	2
<b>Total</b>	<b>1,319</b>	<b>335</b>	<b>1,654</b>

Support costs include Business development costs. Business development costs have been apportioned using Net fees (Income less direct costs excluding staff and associates). All other support costs have been apportioned on the basis of the percentage of Full Time Equivalent staff employed in each area of activity.

### 4. Support costs

	2016 £000's	2015 £000's
Administration expenses	153	103
Staff costs	226	209
Governance costs (note 6)	18	23
<b>Total</b>	<b>397</b>	<b>335</b>

Support costs include Business development costs.

## 5. Fundraising costs

	2016 £000's	2015 £000's
Staff costs	1	2
Direct costs	1	-
Support costs allocation	-	-
<b>Total</b>	<b>2</b>	<b>2</b>

## 6. Governance costs

	2016 £000's	2015 £000's
Staff costs	5	18
Audit fees	2	2
Support and trustee recruitment costs	11	3
<b>Total</b>	<b>18</b>	<b>23</b>

Governance costs include all costs directly related to meeting the charity's statutory requirements, including staff time spent supporting the board of trustees, preparing the annual report and accounts.

## 7. Trustee remuneration, benefits and expenses

The Trustees received no remuneration or benefits during the 12 month period running from 1<sup>st</sup> July 2015 through to 30<sup>th</sup> June 2016 (2015: nil). Expenses in the year totalled £nil (2015: nil).

## 8. Director and employees

The average number of staff during the 12 months to 30 June 2016, including full-time and part-time employees, was 25.3 (2015:21.8). The number of full-time equivalent employees was 23.2 (2015:19.4).

Employee emoluments were as follows:

	2016 £000's	2015 £000's
Staff salaries	781	718
Social security costs	71	67
Pension contributions	27	47
<b>Total</b>	<b>879</b>	<b>832</b>

Staff costs include remuneration paid to key management personnel (including employers' national insurance) of £226k (2015: £234k).

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 is as follows:

	2016 Number	2015 number
£60,001 - £70,000	1	1

## 9. Leasing commitments

Total future lease payments under non-cancellable operating leases are as follows:

	30.06.2016 Land & buildings £000's	30.06.2015 Land & buildings £000's
Due:		
Within 1 year	13	16
Within 1 - 5 years	45	

The total expense included within the Statement of Financial Activities is £16k (2015: £16k).

## 10. Taxation

No Corporation Tax is payable since, as a registered charity, the company is generally exempt on its income and capital gains provided they are applied for charitable purposes.

## 11. Donations

### Unrestricted donations, sponsorship and associated support

Received from	2016 £000's	2015 £000's
Donations from individuals	4	5
Corporate donations and sponsorship	4	-
<b>Total</b>	<b>8</b>	<b>5</b>

### Restricted income

Received from	2016 £000's	2015 £000's
Bursaries funded by Deb Appleby	10	10
ICAEW Foundation	-	6
Treasury event	18	-
Cost benchmarking survey	-	8
Joffe Trust	50	-
<b>Total</b>	<b>78</b>	<b>24</b>

Deb Appleby has generously provided funding for bursaries to allow staff from small local NGOs to attend our training courses in developing countries.

ICAEW Foundation have continued to fund Mango but as their grant in 2016 was received shortly after year-end, there is no income for the financial year 2015/16.

INTL FC Stone has generously sponsored a series of treasury events which have enabled senior staff of NGOs to learn about new developments in foreign exchange management and treasury and share their experience

The Joffe Trust provided a vital £50,000 grant to enable Mango to develop its e-learning capability and offer, which enables us to reach participants where we do not or cannot offer face-to-face training.

## 12. Fixed Assets

	Office Furniture £000's	Computers& Projectors £000's	Software £000's	Leasehold Improvements £000's	Total £000's
<b>Cost</b>					
As at 1 July 2015	5	10	42	20	77
Additions in year	-	-	-	-	-
Disposals	-	-	-	-	-
As at 30 June 2016	5	10	42	20	77
<b>Depreciation</b>					
As at 1 July 2015	5	7	32	16	60
Charge for year	-	-	4	4	8
Disposals	-	-	-	-	-
As at 30 June 2016	5	7	36	20	68
<b>Net book value</b>					
As at 30 June 2016	-	3	6	-	9
As at 30 June 2015	-	3	10	4	17

Fixed assets are depreciated using the straight-line method. Office furniture is depreciated over 5 years and computers, projectors and software are depreciated over 3 years. Leasehold improvements are depreciated over the length of the lease. All assets are held for direct charitable purposes.

## 13. Debtors and Prepayments

	2016 £000's	2015 £000's
Trade debtors	183	219
Prepayments	2	12
Rent deposit	7	7
Accrued income	46	5
Employee advances	9	3
Other debtors	9	-
<b>Total</b>	<b>256</b>	<b>246</b>

#### 14. Creditors: Amounts falling due within one year

	2016 £000's	2015 £000's
Trade creditors	37	72
Accrued expenditure	128	62
Training fees received in advance	133	126
<b>Total</b>	<b>298</b>	<b>260</b>

All training fees received in advance are released to incoming resources in the following year when the training takes place. Only 'training fees received in advance' which have been paid are included above, not those which we have invoiced but have not yet been paid.

#### 15. Deferred income

	2016 £000's	2015 £000's
At 1 July 2015	126	83
Additions during the year	133	126
Amounts released to income	(126)	(83)
<b>At 30 June 2016</b>	<b>133</b>	<b>126</b>

#### 16. Capital and Company information

The company is limited by guarantee, incorporated and domiciled in England and does not have share capital. Each member has given a guarantee to contribute a sum, not exceeding £1, to the company should it be wound up. At 30 June 2016 there were 6 members.

The registered address and principal place of business is Chester House, George St, Oxford, OX1 2AU.

## 17. Balances on unrestricted and restricted funds

	<b>At 1/7/2015</b>	<b>Surplus/ (deficit) for the year</b>	<b>At 30/6/2016</b>
<b>Unrestricted funds</b>			
General funds	207	77	<b>284</b>
Designated bursary funds	14	-	<b>14</b>
<b>Restricted funds</b>			
Training bursaries	8	4	<b>12</b>
Cost benchmarking survey	3	(3)	-
E-learning	-	32	<b>32</b>
<b>Total funds</b>	<b>232</b>	<b>110</b>	<b>342</b>

The designated bursary fund represents funds set aside to allow poorly resourced local NGOs in developing countries to benefit from Mango's service who would not otherwise be able to afford them.

## 18. Analysis of net assets by funds

	Restricted Funds £000's	Unrestricted Funds £000's	<b>Total Funds £000's</b>
Fixed assets	-	9	<b>9</b>
Net current assets	44	289	<b>333</b>
<b>Total</b>	<b>44</b>	<b>298</b>	<b>342</b>

## 19. Related party transactions

There were no related party transactions during the reporting period.