

**Annual Report and Accounts for
Management Accounting for Non-Governmental Organisations
Known as “Mango”
For the year ending 31 December 2011**



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

Annual Report and Accounts

For the year ending 31 December 2011

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Chair's Message

I am delighted to write a few words at the front of Mango's 2011 Annual Report and Accounts. Mango's work in improving financial management in NGOs has again proven to be valuable, with demand for our services resulting in a 14% increase in income. This has been achieved with no let up in quality, and at a time when Mango has expanded its geographic reach still further, and introduced new services, most notably consultancy.

The Board have great confidence in Tim Boyes-Watson, our Director, and his team. We have been delighted to see the success of our core services; we have been pleased with the approaches the team are following to ensure Mango's long term ability to provide the services that our clients want and the sector needs; and we have been proud of the contribution Tim and his team have made in areas such as the prevention of bribery and corruption, and value for money.

The Board are all aware how much hard work went into 2011 from our staff, and I take this opportunity to thank them for it.

The Annual Report has, in my view, been put together with great skill, and provides a terrific insight into what Mango has accomplished in the year.

Paul Masters
Chair

Director's Message

Our vision is for everyone in NGOs to be confident in financial management. We believe this will make everyone confident in the financial management of NGOs. Increasing numbers of NGOs are using Mango's expertise to build this confidence in the face of global financial problems and calls for greater accountability for all those working for public benefit.

We want to applaud those NGOs who are leading by example in preventing fraud, bribery and corruption and are grateful to our partners who are helping us share good practice in this area. We believe preventing fraud and corruption is vital in inspiring confidence in the NGO sector and requires strong involvement and accountability to beneficiaries.

We are grateful to our supporters who donate funds or who provide their time or other facilities to reduce our costs. This support enables the smallest local NGOs that work in the most disadvantaged communities to access support from Mango.

I would personally like to thank the whole team of trustees, staff and associate consultants who have delivered such an excellent performance in 2011. To grow our reach while maintaining quality and when our own resources were overstretched is a fantastic achievement.

Tim Boyes-Watson
Director

Trustees' Report for the Year Ending 31 December 2011

A. Reference and administrative details

Charity name:	Management Accounting for Non Governmental Organisations
Known as:	Mango
Charity registration no.:	1081406
Company registration no.:	3986178
Registered office:	2 nd Floor Chester House, 21-27 George Street, Oxford OX1 2AU UK
Auditors:	Critchleys LLP Greyfriars Court Paradise Square Oxford OX1 1BE
Bank:	CafCash Limited Kings Hill West Malling Kent ME19 4TA
Trustees:	Paul Masters – Chair Colin Havill – Treasurer Sir John Burgh Richard Collier-Keywood Lord Joffe Paula Laird
Management Team:	Tim Boyes-Watson – Director and Company Secretary Terry Lewis – Training and Publications Director Lucy Markby – Recruitment Director Rob Hayes – Training Manager & Finance Director Sara Holloway – Training Partnerships Manager Jonathan Orchard – Head of Consultancy

Website:

- Visit our website for full details on our services: www.mango.org.uk.
- Mango's Guide to Financial Management for NGOs is free: www.mango.org.uk/guide

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".

Mango's board has identified and reviewed the main risks facing the charity. These risks are reviewed regularly and mitigated by the management team following strategies, plans and policies approved by the board.

C. Objects, mission, values and key goals

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 2011 we have continued to work towards our mission by pursuing the following goals:

- 1. Skills** To build the confidence and skills of NGO staff and board members to improve accountability and integration of financial management in the management and governance of their programmes.
- 2. Staff** To increase accessibility to high quality financial management staff for development and humanitarian organisations and their partners, all around the world.
- 3. Strategies and systems** To enable NGOs to strengthen their financial management strategies and systems and to improve their governance, risk management and accountability processes.
- 4. Fundraising for Access** To increase funds raised in order to improve the access for local NGOs to Mango's services.
- 5. Networks and Influence** To support and influence networks and key organisations which encourage NGOs to integrate and strengthen financial management and accountability in order to improve their effectiveness.
- 6. Develop Mango** To continuously develop our own professional skills and quality of our work and ensure the organisation is financially sustainable.

D. Achievements and performance

Goal 1 Skills: Training and Publications

The aim of Mango's training and publications activity is to build the confidence and skills of NGO staff and board members to improve accountability and integration of financial management in the management and governance of their programmes.

Training: www.mango.org.uk/training



Mango provides practical financial management training for NGO staff through a programme of open courses and also offers in-house training to a wide range of NGOs and several universities. Our core courses are one to ten days long and are delivered in regional centres around the world.

Our courses use a highly effective participatory training approach which is designed to 'take the fear out of finance'. We deliberately limit the group size of our courses to maintain the quality of the learning experience.

Vincent Karangwa, on Financial Management for Effective & Sustainable Programmes (FM5), Oxford, September 2011.

Photo: Laurence Stech

As well as training participants directly, Mango seeks to extend its reach by training finance staff on our *Getting the Financial Management Message Across: Training for Finance Trainers (TFT1)* course. We also develop Training Partnerships with carefully screened organisations who deliver training to NGOs, with the aim of improving access to high quality finance training. This includes providing our training materials under license, usually adapted to the local context, and mentoring trainers.

The training team consists of Training & Publications Director, Training Manager, Training Partnerships Manager, four core trainers and eight associate trainers, and a team of administrators.

Key Performance indicators for Training:

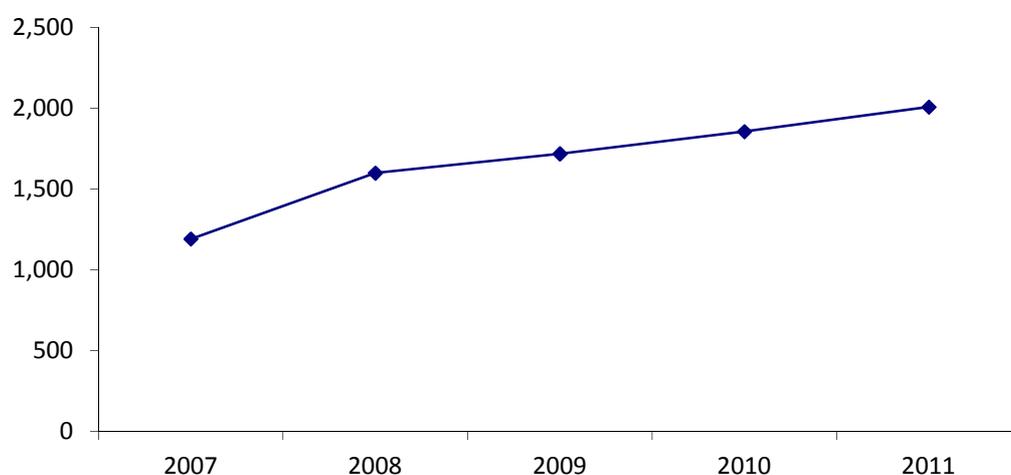
During 2011, Mango trained 2008 people on 144 courses in 38 countries around the globe. Our training partners trained a total of 163 people.

Indicator	2011	2010
Number of Open courses delivered	76	73
Number of In-house training courses delivered	68	65
Total number of participants trained by Mango	2,008	1,857
Total number of participants trained by Partners	163	426
Total number of participants trained	2,089	2,283

We saw an 8% overall increase in the numbers trained directly by Mango in 2011 with a 4% increase in the number of courses delivered.

Where possible, we collect data on the numbers of trainees trained by our training partners. There have been difficulties in collecting the data from all partners in 2011 and some partners have been less active than 2010.

No. of People Trained directly by Mango



Who and where do we train?

In 2011 86% of our Open Training courses were delivered outside of the UK in 21 different countries in the developing world (84% in 2010 in 20 countries). Our in-house training programme was delivered in 27 different countries (27 in 2010).

During 2011, Mango trained participants from 749 different organisations. This represents a 12% increase from 2010 and includes many organisations receiving Mango training for the first time, as Mango's reputation spreads. The proportion of local versus international NGO staff trained increased slightly with the majority of our trainees coming from small, local NGOs where the need is greatest.

Organisation Type	2011	%	2010	%
Local NGOs	467	62%	382	57%
International NGOs	266	36%	254	38%
Other	16	2%	32	5%
TOTAL	749	100%	668	100%

Course evaluations:

"The first training I have ever been to that I have not continuously looked at my watch to see when it is over. It was interesting and fun, which is strange when considering how much I have previously hated finance. Great trainer!"

FM1 course participant, November 2011

Course evaluations by participants show that Mango continues to deliver excellent training with 99% of participants consistently rating our training as good or excellent:

Assessment	2011	2010
Poor	0%	0%
Fair	1%	1%
Good	29%	32%
Excellent	70%	67%

Participants also rated key aspects of the course on a scale of 1 – 5 (one is the lowest rating and five the highest) demonstrating the relevance of our training and the high standard of training delivery and training approach:

Area assessed	2011 average	2010 average
Relevance of training to participants' work	4.6	4.6
Presentation skills of facilitator	4.8	4.7
Teaching methods used	4.7	4.7
How strongly would you recommend this course to others?	4.8	4.7

Training partnerships

The training partnership programme continued to develop new partnerships in 2011

In Egypt, we trained selected members of Plan Egypt's finance team in the Mango style of training. Plan will take a materials licence and adapt the training to fit the local context and language.

In Sierra Leone, we are working with a Christian Aid project focussed on strengthening civil society. Our role is to help improve the financial capacity of grantees. We have trained a local finance person to deliver training in budgeting, accounting and grant management to selected partner organisations.

We are excited about the long term impact of these projects as both partners work with communities at grass roots level to improve their financial management.

We have maintained contact with our existing partners and developed links with new organisations. We are encouraged by these contacts that the training partnerships approach adds value to their work. We expect to be much in demand in 2012.

Publications www.mango.org.uk/guide

Mango's comprehensive flagship Guide to Financial Management, freely available online and on CD, continues to be a popular source of reference for NGOs around the world.

In 2011, over 35,000 documents were downloaded – double the number in 2010, which we believe is largely due to making it easier to access the Guide pages. Before August 2010 users had to register first to access the Guide or download documents. As the table below shows, whilst registrations (now voluntary) have fallen the usage has increased overall.

During 2011 we added new translations on the Finance Health Check in Portuguese, Russian and Arabic. We were also fortunate to have a very kind offer from a volunteer at Lisbon University to translate the FM1 Course Handbook which will shortly be added to the Guide after quality control checks.

Indicator	2011	2010
Total documents downloaded (excl. incomplete)	35,778	17,174
Finance Health Check downloads	2,762	2,459
FM1 Course Handbook downloads	4,746	4,139
Users registering on the Guide	1,008	3,117

We were not able to complete the development of new Self Study Packs for small NGOs during 2011 due to extraordinary demands in training services but we hope to complete this in 2012.

Goal 2 Staff: Recruitment: www.mango.org.uk/recruitment

The aim of Mango's recruitment service is to increase accessibility to high quality financial management staff for development and humanitarian organisations and their partners, all around the world.

Mango is continuously recruiting staff to its Register that have the competencies being sought by NGOs to manage their funds effectively, in head office, regional and country programmes. Mango works with NGOs to understand their finance staffing needs and match the NGOs requests for staff with Register members that will best meet their current and future needs.

This year we have:

1. **Introduced an award scheme**, the 'Mango Member Impact Award', which is designed to highlight the positive impact that our finance staff can have. The winner of this year's award was Patrick Borghi, who we placed with Irish agency Trocaire, in DRC. Trocaire say "Prior to the introduction of a financial management system which Patrick contributed to and led in his region, our reporting processes were inadequate, disjointed and relied heavily on spreadsheets. We recognised that we needed to find a single, powerful but easy to use solution that we could centralise in our Irish HQ and then roll out globally to unite our organisation and provide us with a single version of our data quickly and easily from any location. It is with great credit to Patrick and our other international finance staff that this was achieved."
2. **Invested in developing a new web based recruitment management tool** that integrates client's requests and our member's database. It includes an online application form, which then forms part of a candidate's personal record. This has had a positive impact on reducing application review times and helped to speed the process of progressing applicants to interview and getting the right people onto the register ready for placement. This year we received 220 applications and interviewed 80 people. With 70% of these i.e. 57 candidates joining the member's register. In the last quarter, were able to achieve our target of arranging interviews for all candidates awaiting interview. This was possible with the dedicated work of a small 3 person team following Jackie Meek's return to work in the summer.
3. **Reached more people with new creative approach:** to help get our key messages out to potential members and NGO finance staff, we have made a short video using interviews with key recruitment champions in Kenya, Haiti and UK. This can be seen on the recruitment landing page of website: www.mango.org.uk/recruitment.

Key performance indicators for the Recruitment service:

	2011	2010	2009
Number of appointments to NGOS	53	58	39
New staff requests from NGOs	124	108	74
Number of Register members	503	449	380

Goal 3 Strategies and Systems: Consultancy: www.mango.org.uk/Consultancy

The aim of Mango's consultancy service is to enable NGOs to strengthen their financial management strategies and systems and to improve their governance, risk management and accountability processes.

2011 saw the continued development of Mango's consultancy service. We delivered 29 separate consultancy assignments (2010 – 21) commissioned by 19 different international NGOs (2010-13).

We have provided a wide range of financial management related consultancy work.

Examples include:

- partner capacity building support on a Christian Aid led consortium in Malawi
- delivering a programme of internal audits for the Brooke
- developing financial procedures and governance manuals for ADD
- cost allocation and benchmarking review for two NGOs
- supporting three organisations in developing anti-bribery policies and procedures
- assisting two small NGOs to implement new accounting and reporting systems.

Fee income increased by 60% from £138,000 in 2010 to £220,000 in 2011. To meet this increased demand we created the position of Head of Consultancy and appointed a Lead Consultant (started January 2012).

Our consultancy services are delivered by a network of associate consultants based in the UK and around the world with wide ranging expertise in all aspects of NGO financial management.

We see continued demand for our consultancy services as the external environment places increased demands on international NGOs. Through our network of experienced associate consultants we are able to support organisations in meeting these increased demands, for example in the areas of value for money, fraud and bribery prevention and transparency.

Goal 4: Fundraising for Access 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

The largest donor to the Bursary Fund is a long-standing anonymous individual donor, who has now helped hundreds of participants from small local NGOs to develop their skills and confidence in financial management through Mango's training. We are immensely grateful for the continuing support the bursary fund receives from this generous person.

We are also very grateful for the support of the Chartered Accountants Livery Company, the ICAEW Foundation and Barclays Bank plc for their bursary funding in 2011.

This support has enabled us to offer more generous bursaries to local NGO staff to attend Mango's *Practical Financial Management for NGOs: Getting the Basics Right (FM1)* and *Strategic Financial Management for NGOs: Managing for Financial Sustainability (FM2)*

During 2011 we provided 54 training bursaries to individuals working for poorly resourced local NGOs who would not otherwise be able to benefit from Mango's training service and where the training will have greatest impact. The total value of the bursaries was £24,045. (In 2010 we made a total of 43 bursaries with a total value of £20,269). All bursary recipients make a financial contribution to course costs, on average around 30%.

James Farmer of 246Productions.com, kindly made a film about one of the bursary recipients on a voluntary basis. This film featured Upendo Orphanage in Kilifi, East Kenya and will help us explain to donors what sort of powerful impact their donations can have on. We are immensely grateful to Grace Mzungu at Upendo, her colleagues and the children for their enthusiastic cooperation in this video. The video can be viewed on Mango's website at www.mango.org.uk/Donate.



*Mango Bursary Recipient Grace Mzungu and children from the Upendo Orphanage in Kilifi, Kenya.
Photo: James Farmer*

Mango's trustees have designated £25,000 from the surplus generated in 2011 to grow the amount we can offer in bursaries in 2012.

"I would like to thank Mango for facilitating a practical Financial Management Course that really takes fear out of finance. The course facilitator was excellent, a good trainer who really knows the NGO Financial Management. The course content really is simple and understandable. I liked the training approach – it is highly practical, participatory and fun.

I would like to appreciate those who provided me with the Bursary that enabled me to attend this crucial course. Thanks to the generous support provided by Barclays Bank plc, staff of small, poorly resourced, local NGOs can attend Mango Trainings. The week 22 -26 August 2011 was an experience to remember in my life time!

Richard Chikohwa, Grants Accountant, Farm Community Trust Of Zimbabwe

Other fundraised income, sponsorship and donated support

PwC donated £5,000 in the form of sponsorship for Mango's training programme and as a contribution to the costs of developing the self-study packs on financial management we are in the process of developing for small local NGOs. PwC also provide free meeting facilities in London for one of our networks and for Mango's own Board of Trustee meetings.

KPMG supported Mango's anti-bribery work, funding the travel and venue costs related to the Anti-bribery Workshop in Nairobi and hosting a launch event in London. KPMG also hosted one of Mango's network meetings on value for money and effectiveness.

We are also incredibly grateful for the pro bono legal advice we received from Laurie Heller at Berwin Leighton Paisner connected to the renewal of the lease for our office premises in 2011. The high quality legal advice we received is a testament to their professionalism and commitment to charitable work.

Goal 5 Networks and Influence www.mango.org.uk/Networking

As well as providing services to NGOs, Mango aims to support and influence networks and key organisations which encourage NGOs to integrate and strengthen financial management and accountability in order to improve their effectiveness.

In 2011, there were two main themes for Mango's influencing activity:

1. Anti-bribery
2. Value for money

Anti-bribery

Mango and Transparency International UK were co-chairs of an anti-bribery working group, which was convened through Bond (the UK's umbrella group for international NGOs). This working group developed and published "*Principles and guidance for NGOs to prevent bribery*" in June 2011. This can be downloaded from www.mango.org.uk/Guide/TIABC

We have also been working to encourage NGOs to adopt and implement the zero tolerance approach that is advocated in the "*Principles and Guidance*". Mango held a workshop in Nairobi in July 2011, which enabled over 30 NGOs and a number of donor agencies to identify actions they needed to take to improve how they prevent bribery.



Mango also developed an anti-bribery training course with Transparency International UK, which was piloted in December 2011. Through our Training Partnership approach we have also developed anti-bribery training materials for two INGOs who wish to train their staff and partners.

Value for Money

Mango has used its networking activity (see below) to enable discussion of emerging practice in the use of value for money in the NGO sector. Mango has also participated actively in the development of Bond's position paper on value for money. Mango's consultancy services are supporting NGOs to improve their approach to value for money in a variety of ways.

Networks

In 2011, Mango was involved in supporting 5 key networks:

1. The new Mango Linked-in group, with a worldwide membership
2. The Mango Finance Director's Seminar Series held in the UK
3. Overseas Special Interest Group of the UK's Charities Finance Directors' Group
4. The new Mango Linked-in Trainers Network (worldwide)
5. The new Mango East and Central Africa Inter-Agency Finance Group

The new Mango Linked-in group

Mango has recognised that NGO professionals increasingly use social media to communicate with other NGO professionals outside their own organisation. We are therefore encouraging those people who are interested in sharing information about good practice in financial management to join a global Linked-in network – currently called "Mango UK."

Members regularly post up discussion topics and it is planned to develop this group further in 2012 as the key overall global forum for all individuals who are interested in Mango and in improving NGO financial management and accountability.

The Mango Finance Director's Seminar Series

4 well-attended seminars were held in 2011 on the following topics:

- Value for Money and Effectiveness
- Risk Management
- Management Information for Decision-making
- Strategic Resource Allocation

The seminars are convened, planned and facilitated by Siham Bortcosh, an experienced Mango Associate, based on the priorities agreed by Finance Directors of the larger UK-based International NGOs. The seminars provide a unique forum through which participants hear from peers and other experts who are at the leading edge of current practice in NGO financial management and provide a frank, confidential and structured environment in which to explore and discuss how they can improve their own practice.

Seminars benefit from the regular attendance of two development experts: Robert Chambers (Institute of Development Studies) and Tina Wallace (Oxford University). Other experts are identified to give presentations on specific topics, such as Dee Jupp who presented at the December 2011 seminar on her leading edge work in analysing qualitative data collected by project beneficiaries in such a way as it can lead to quantitative measurement of programme effectiveness.

We are very grateful that PwC have continued to provide their excellent meeting facilities for these important seminars. We are also grateful to KPMG who hosted the Value for Money and Effectiveness seminar in March 2011, which allowed a larger number of participants to attend a 1-day conference on this increasingly important topic. This was one of the first occasions that NGOs were able to hear about the aims and work plan for the new Independent Commission on Aid Impact, from its Chief Commissioner, Graham Ward.

Overseas Special Interest Group of the Charities Finance Directors Group (OSSIG)

The OSSIG e-group continues to be a very active forum for finance staff working in INGOs to share information, mainly by posting problems or questions, which usually get several answers from peers across the sector. OSSIG has its own steering group, which is chaired by Mango's Sara Holloway, and which organised meetings in 2011 on the following topics:

- International banking
- Insurance

The new Mango Linked-in Finance Trainers' Network

Mango launched this group in 2011 for those who have attended Mango's "Training for Finance Trainers: How to Take the Fear out of Finance". This group uses Linked-in to share top tips and to and get support from colleagues with the challenges of training non-finance NGO staff around the world.

Mango East and Central Africa Inter-Agency Finance Group

This group was also launched in 2011 following the Mango workshop on anti-bribery held in Nairobi in June. It has a steering group made of NGO finance professionals working in East and Central Africa and aims to enable more local networking and good practice sharing in the region as well as seeking to take forward collective action to prevent fraud and corruption in NGO operations. It too has a Linked-in group and also aims to organise face-to-face network meetings in 2012.

Goal 6: Develop Mango

In order to achieve our mission, Mango aims to continuously develop our own professional skills and quality of our work and ensure the organisation is financially sustainable.

Mango is using a Balanced Scorecard to manage the implementation of its long-term strategy. This ensures we focus on 9 key organisational priorities and assess our performance against key indicators for each of these priorities.

Our performance against 8 of these balanced scorecard priorities in 2011 has been good. The 1 area where our performance is not on track against the balanced scorecard is in matching our own human capacity to the growing demand for Mango's services and work. Investing in our capacity will therefore be an important priority in 2012.

Some of the key achievements in developing Mango in 2011 have been:

- Achieving a significant surplus which will allow Mango to develop a more secure level of reserves and invest in its own capacity and in providing bursaries to small local NGOs
- Negotiating a rent-free period as part of the renewal of our office lease which has enabled us to refurbish the office and install air-conditioning at almost no incremental cost to Mango.
- Providing professional coaching to a range of staff and increasing the investment in staff development.

E. Financial review

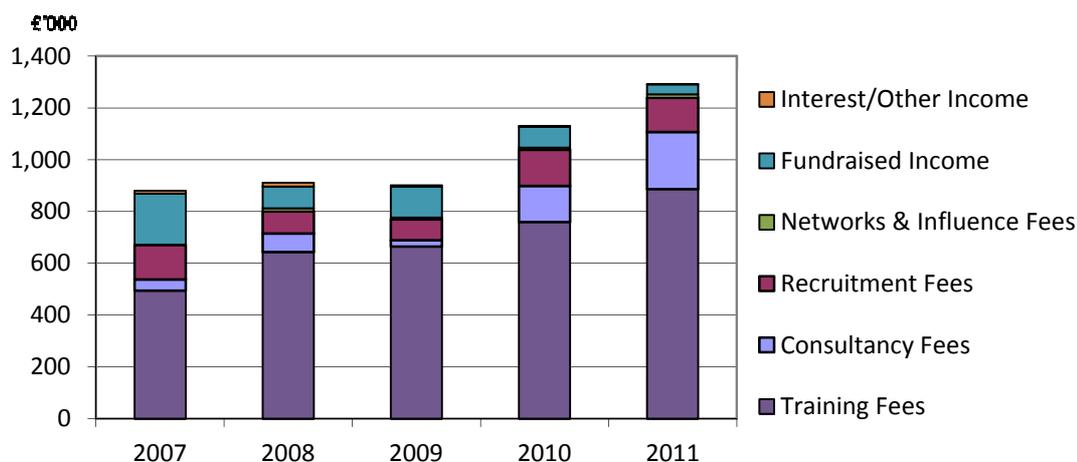
E.1. Income

Total income for 2011 of £1,293,030 was 105% of the total budgeted income for the year and 14% higher than 2010.

Total income was as follows:

Source	2011		2010	
	£'000	%	£'000	%
Training fees	888	69%	761	67%
Consultancy fees	220	17%	139	12%
Recruitment fees	132	10%	139	12%
Networks & Influence fees	14	1%	9	1%
Total fee income	1,254	97%	1,048	92%
Fundraised income	38	3%	80	7%
Interest / other income	1		4	1%
Total income	1,293	100%	1,132	100%

Income analysis



All fee income was paid to Mango by NGOs, in pursuit of our primary purpose (helping NGOs strengthen their financial management). Fee income for 2011 was 106% of budgeted fee income and was 120% of 2010 fee income. Fee generating activity income represents both the key means through which Mango achieves its mission and also sustains itself financially. The strong performance and growth of Mango's fee generating services in 2011 is therefore very encouraging especially given the current economic climate.

We support smaller NGOs that are unable to afford our standard fees by providing some free capacity building services (such as Mango's free Guide to Financial Management for NGOs – see Goal 1 in section D above) and by establishing a bursary fund to allow staff from small local NGOs to attend our training courses in developing countries (see Goal 4 in section D above).

We are planning to also offer bursaries to small local NGOs for access to other Mango services in the future.

The Consultancy Service has continued its strong growth in 2011 with fee income increasing by 58%. Training fee income also grew by 17%. The Recruitment Service maintained a strong position in 2011.

Fundraised income has fallen by 53% in 2011, with a significant reduction in funds raised from companies. This partly reflects a decision not to spend as much on corporate fundraising in a difficult corporate fundraising environment. We are planning to increase fundraising efforts in 2012 with a focus on growing the bursary fund for small local NGOs.

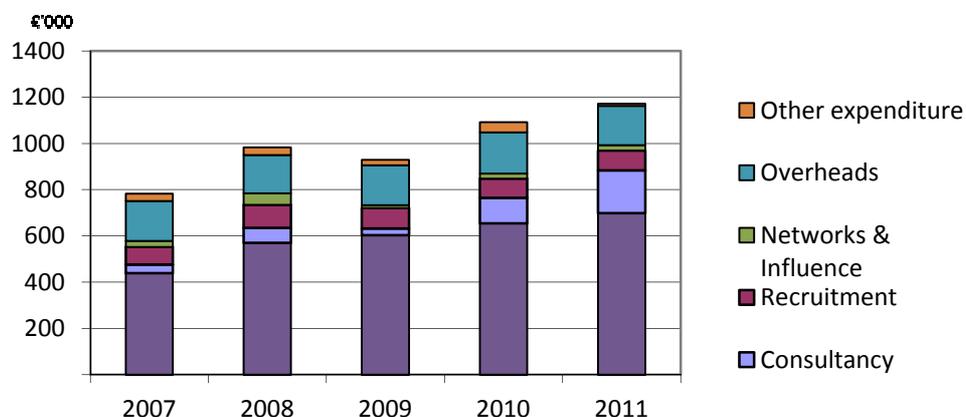
E.2 Expenditure

Total expenditure for 2011 of £1,173,382 was 98% of the total budgeted expenditure for the year and 7% higher than 2010. The total amount spent on overhead costs reduced in 2011 from £178k to £170k and represented 14% of total expenditure (16% in 2010). Staff costs (including associate costs) are 73% of total expenditure (71% in 2010).

Activity	2011		2010	
	£'000	%	£'000	%
Training & Publications	700	60%	655	60%
Consultancy	185	16%	110	10%
Recruitment	85	7%	83	8%
Networks & Influence	24	2%	22	2%
Total	994	85%	871	80%
Overheads	170	14%	178	16%
Other expenditure*	9	1%	44	4%
Total expenditure	1,173	100%	1,093	100%

* Other expenditure includes governance costs, fundraising costs and other resources expended.

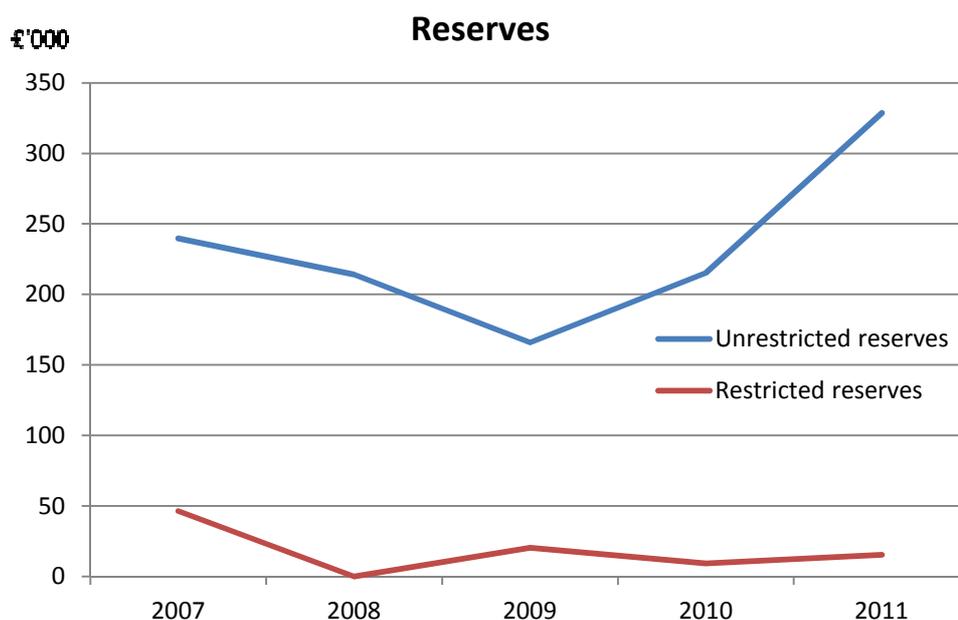
Expenditure analysis



E.3 Reserves

During the year, Mango generated a surplus of £119,648. At 31 December 2011, our unrestricted reserves (general reserves plus designated funds) were £328,679 (2010: £215,257).

The board has approved a policy of maintaining general reserves in a range between the three months budgeted expenditure and the maximum possible estimated financial risk related to Mango's annual net income.



General reserves are not restricted to, or designated for, a particular purpose. General reserves increased by £88,422 during 2011 to £303,679 (2010: £215,257). This is equivalent to 2.5 months budgeted expenditure in 2012. It was estimated that the maximum risk to budgeted net unrestricted income in the 2012 budget was £250,000. Therefore, general reserves are within the target range for 2012.

A designated bursary fund of £25,000 has been set up during 2011. These are unrestricted funds that have been allocated by the Trustees to allow poorly resourced local NGOs in developing countries to benefit from Mango's services who would not otherwise be able to afford them.

Restricted funds, which are tied to specific purposes, were £15,444 at 31 December 2011 (2010: £9,218).

F. Public Benefit Statement

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit, "Charitable purposes and Public Benefit".

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 growing 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.

G. Plans for 2012 and beyond

Mango will continue to pursue its mission and the same strategic goals in 2012 as in 2011, in line with our long-term strategy for 2011-2015. The key priorities for 2012 are:

1. Invest in developing our capacity and infrastructure:
 - a. Invest in increasing staff capacity and in developing our staff and associate team
 - b. Strengthen the capacity of the trainers' team by increasing available hours, improving materials and increasing administration support.
 - c. Develop a Mango-wide strong and supportive finance and operations support teams and improve our IT, accounting systems and banking.
2. Further grow our reach and impact while maintaining quality.
3. Improve client relationship management and improve our web-site and use of social media.

Mango will assess its performance in 2012 against these priorities using its balanced scorecard.

Small Company Exemptions

This report is prepared in accordance with the small companies regime under the Companies Act 2006. The accounts on pages 25 to 33 have been prepared in accordance with Financial Reporting Standard for Smaller Entities (effective April 2008).

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

Paul Masters
Chairman

Date:

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

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.

Name: Colin Havill

Date

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 31 December 2011 which comprise the Statement of Financial Activities, the Balance Sheet, and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (United Kingdom Generally Accepted Accounting Practice applicable to smaller entities).

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 22 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. 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 31 December 2011 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 financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Report

Robert Kirtland
Senior Statutory Auditor

For and on behalf of Critchleys LLP
Statutory Auditor
Oxford

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

**Statement of Financial Activities
for the period ending 31 December 2011**

	Note	2011 Unrestricted £	2011 Restricted £	2011 Total £	2010 Total £
Income					
<i>Fee income</i>					
Training & Publications		888,098		888,098	761,234
Recruitment		131,815		131,815	139,288
Consultancy		219,940		219,940	138,473
Networks & Influence		13,570		13,570	8,960
<i>Voluntary income</i>	11	6,214	32,162	38,376	80,439
<i>Interest received</i>		1,231		1,231	932
<i>Dividends</i>					2,180
Total income		1,260,868	32,162	1,293,030	1,131,506
Expenditure					
<i>Fundraising costs</i>	5	1,322		1,322	18,826
<i>Charitable activities</i>					
Training & Publications		798,312	1,108	799,420	764,255
Bursaries		234	23,811	24,045	17,131
Recruitment		109,908		109,908	111,870
Consultancy		203,229		203,229	120,868
Networks & Influence		26,002		26,002	24,033
<i>Governance costs</i>	6	9,456		9,456	35,411
Total expenditure		1,148,463	24,919	1,173,382	1,092,394
<i>Gross transfers between funds</i>	16	1,017	(1,017)	0	
<i>Realised losses on investment assets</i>					883
Net surplus/(deficit)	2	113,422	6,226	119,648	38,229
Total funds brought forward		215,257	9,218	224,475	186,246
Total funds carried forward		328,679	15,444	344,123	224,475

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)**

Balance Sheet as at 31 December 2011

	<i>Note</i>	2011 £	2011 £	2010 £	2010 £
Fixed Assets	12		27,732		5,857
<u>Current Assets</u>	13				
Debtors		213,527		107,343	
Accrued income		8,201		4,601	
Prepayments		9,457		8,865	
Other debtors		7,088		7,233	
Cash in hand and at bank		<u>230,935</u>		<u>296,763</u>	
		469,208		424,805	
<u>Current Liabilities</u>	14				
Reclaimable expenses		161		1,634	
Trade creditors		29,843		32,491	
Accrued expenditure		89,368		105,715	
Training fees received in advance		<u>33,445</u>		<u>66,347</u>	
		<u>152,817</u>		<u>206,187</u>	
Net Current Assets			<u>316,391</u>		<u>218,618</u>
Net Assets			<u>344,123</u>		<u>224,475</u>
<u>Represented By:</u>	16				
Designated bursary fund			25,000		0
General funds			303,679		215,257
Restricted funds			<u>15,444</u>		<u>9,218</u>
Total Funds			<u>344,123</u>		<u>224,475</u>

These financial statements have been prepared in accordance with provisions applicable to companies subject to the small companies regime under the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective April 2008). The notes on pages 27 to 33 form part of these accounts.

These financial statements were approved and authorised for issue by the board on:

Signed on behalf of the board: Colin Havill

Company Number 3986178

Date:

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

Notes to the Accounts for the year ending 31 December 2011

1. Accounting Policies

a) Basis of preparation

The accounts are prepared under the historical cost convention and in accordance with the Statement of Recommended Practice - Accounting and Reporting by Charities (SORP 2005) issued in March 2005, applicable UK Accounting Standards and the Companies Act 2006 except that alternatives to the standard SORP 2005 headings 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 accounts have also been prepared in accordance with applicable accounting standards. The principal accounting policies adopted in the preparation of the accounts are set out below.

The accounts have also been prepared in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008) and the Companies Act.

b) Income

Fee income from charitable activities consists of fees charged for service provision including training, consultancy work and placing accountants with NGOs. Income is deferred when training course fees are received in advance of the courses to which they relate, or when grants are received in advance of the period in which the activities to which they relate will be performed. Grants and donations given to fund revenue expenditure are credited to the income and expenditure account in the period for which they are given. Donated shares are valued at the market price at the date of the donation.

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 2011 Mango incurred £14,064 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-minis limit of £1,000 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% of pensionable salary 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.

g) 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.

2. Operating surplus/(deficit)

Operating surplus/(deficit) is stated after charging:

	2011	2010 £
Depreciation of tangible assets	5,297	5,474
Auditor's remuneration	1,688	1,800

3. Expenditure

	Direct costs 2011	Overheads 2011	Total 2011	Total 2010
Charitable activities:				
Training & Publications	675,995	123,425	799,420	764,255
Bursaries	24,045	0	24,045	17,131
Recruitment	85,118	24,790	109,908	111,870
Consultancy	184,635	18,594	203,229	120,868
Networks & Influence	23,906	2,096	26,002	24,033
Fundraising costs:	1,124	198	1,322	18,826
Governance costs:	8,186	1,270	9,456	35,411
Realised losses on investment assets				883
Total	1,003,009	170,373	1,173,382	1,093,277

Overheads have been allocated on the basis of the percentage of Full Time Equivalent staff employed in each area of activity.

4. Overheads

	2011 £	2010 £
Administration expenses	77,517	79,469
Staff costs	92,856	98,054
Total	170,373	177,523

5. Fundraising costs

	2011 £	2010 £
Staff costs	1,124	13,810
Direct costs	0	1,465
Overhead allocation	198	3,551
Total	1,322	18,826

6. Governance costs

	2011 £	2010 £
Staff costs	6,026	21,517
Audit fees	1,688	1,800
Support costs	472	4,993
Overhead allocation	1,270	7,101
Total*	9,456	35,411

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. In 2010 Strategic planning costs of £25,836 are also included (2011: nil).

7. Trustee remuneration, benefits and expenses

The Trustees received no remuneration or benefits during the year (2010: nil). Expenses in the year totalled £0 (2010: £979 with 1 Trustee reimbursed for the costs of dinner events for major donors and patrons held at the House of Lords).

8. Director and employees

The average number of staff during the year, including full-time and part-time employees, was 19.5 (2010:17.5). The number of full-time equivalent employees was 15.4 (2010:13.6). There were no temporary members of staff in 2011 (2010:2).

Employee emoluments were as follows:

	2011 £	2010 £
Staff salaries*	543,640	503,360
Social security costs	53,667	48,977
Pension contributions	26,883	24,432
Total	624,190	576,769

* Includes £0 in respect of temporary agency staff in 2010 (2010: £2,045)

Emoluments of the Director

	2011 £	2010 £
Salary	63,100	63,000
Pension contributions	3,125	3,125
Total	66,225	66,125

9. Leasing commitments

Commitments under non-cancellable operating leases will result in the following payments falling due in the following year

	2011 Land & buildings £	2010 Land & buildings £
Expiring:		
Within 1 year		8,495
Within 2 - 5 years	15,925	

The lease on the current office expires on 8 June 2016.

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. Voluntary income**Unrestricted donations, sponsorship and associated support**

Received from	2011 £	2010 £
Eurovestec plc		14,000
Ernst & Young		10,000
Donations from individuals	4,802	6,431
KPMG	1,412	5,000
ICAEW Foundation		4,000
Donations from trusts		2,000
Schneider Foreign Exchange Ltd		2,685
Littlejohn		500
Other		800
Total	6,214	45,416

Restricted grants

Received from	2011 £	2010 £
Bursaries funded by anonymous donor	9,811	10,268
Barclays Bank plc	5,000	15,537
PricewaterhouseCoopers	5,000	
Chartered Accountants Livery Co.	5,000	5,000
ICAEW Foundation	4,000	
Joffe Charitable Trust	2,750	
Donations from individuals	501	4,218
London School of Hygiene & Tropical Medicine	100	
Total	32,162	35,023

Barclays Bank plc has continued to provide generous bursaries to allow staff to attend Mango's *Practical Financial Management for NGOs: Getting the basics right (FM1)* and *Strategic Financial Management for NGOs – Managing for Financial Sustainability (FM2)* in 2011 in Zimbabwe.

Chartered Accountants Livery Co, ICAEW and an anonymous donor have generously provided funding for bursaries to allow staff from small local NGOs to attend our training courses in developing countries.

PricewaterhouseCoopers' donation was for sponsoring Mango's training materials and for the Big Give Challenge to develop new freely available self-study packs to many small local and International NGOs around the world.

The Joffe Charitable Trust and individual donations were received for the Big Give Challenge.

12. Fixed Assets

	Office Furniture £	Computers & Projectors £	Software £	Leasehold Improvements £	Total £
Cost					
As at 1 st January 2011	8,570	21,981	17,088	-	47,639
Additions in year	1,940	-	5,400	19,832	27,172
Disposals	(5,720)	(15,193)	-	-	(20,913)
As at 31 st December 2011	4,790	6,788	22,488	19,832	53,898
Depreciation					
As at 1 st January 2011	7,425	21,981	12,376	-	41,782
Charge for year	958	-	2,356	1,983	5,297
Disposals	(5,720)	(15,193)	-	-	(20,913)
As at 31 st December 2011	2,663	6,788	14,732	1,983	26,166
Net book value					
As at 31 st December 2010	1,145	0	4,712	-	5,857
As at 31 st December 2011	2,127	0	7,756	17,849	27,732

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.

In 2011 the new office lease was signed and the office was renovated. The old stocks of computers and unwanted furniture were disposed of.

13. Debtors and Prepayments

	2011 £	2010 £
Trade debtors*	213,527	107,343
Prepayments	9,457	8,865
Rent deposit	6,500	6,500
Accrued income	8,201	4,601
Other debtors		733
Employee advances	588	
Total	238,273	128,042

*£209,365 of the trade debtors are less than 30 days old. As at 23 April 2012 £207,742 of the trade debtors have been received.

14. Creditors: Amounts falling due within one year

	2011 £	2010 £
Reclaimable expenses	161	1,634
Trade creditors	29,843	32,491
Accrued expenditure	86,405	102,505
Accrued pension contributions	2,963	3,210
Training fees received in advance	33,445	66,347
Total	152,817	206,187

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. Capital and Reserves

The company is limited by guarantee and does not have a share capital. Each member has given a guarantee to contribute a sum, not exceeding £1, to the company should it be wound up. At 31 December 2011 there were 6 members.

16. Balances on unrestricted and restricted funds

	Unrestricted funds £		Restricted funds £			Total £
	General funds	Designated bursary fund	Training bursaries	Training Materials	Publications	
At 1/1/2011	215,257	0	5,000	0	4,218	224,475
Surplus (deficit) for the year	112,405	0	0	1,017	6,226	119,648
Transfers between funds	(23,983)	25,000	0	(1,017)	0	0
At 31/12/2011	303,679	25,000	5,000	0	10,444	344,123

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

PricewaterhouseCoopers donated £2,000 for sponsoring Mango's training materials. The transfer relates to sponsorship of materials that were purchased in December 2010.

17. Analysis of net assets by funds

	Restricted Fund £	Unrestricted Funds £	Total £
Fixed assets	-	27,732	27,732
Net current assets	15,444	300,947	316,391
Total	15,444	328,679	344,123