



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 2014

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

Annual Report and Accounts

For the year ending 30 June 2014

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Chair's Message

I feel very proud of the work that Mango has done, and take this opportunity to thank our management team, our staff and associates for all their efforts. Thousands more NGO staff and NGOs have been supported and inspired to strengthen their financial management as a result of Mango's work in the last year, and Mango has been involved in exciting and innovative areas of work.

The demand for our services has shifted and there are larger trends affecting NGO funding and therefore their ability to access Mango's services. We are working in a more uncertain world where the focus of large donors is shifting to more insecure countries. The shifting context is throwing up significant financial challenges for Mango, as it is for other NGOs. We are learning how to navigate these changes while finding new ways to reach the Local NGOs that work closely with the most disadvantaged people.

As a champion for good financial management in the NGO sector, Mango has probably been even more self-critical than most organisations as we have struggled to predict and balance our income and expenditure in more uncertain times. Managing change in the face of such an uncertain context is not easy and we have learned lessons about the need to enable Mango to become more adaptable and nimble.

While we have needed to rein back on our ambition, the challenges we face also renew our commitment to help the many NGOs that face similar challenges. How can NGOs become more sustainable and locally accountable in a shifting funding landscape? And how can donors help create a diverse and innovative NGO sector, which can both collaborate with and demand accountability from the state and the private sector? Mango is now working with both NGOs and donors to address the financial aspects of these challenges. We are building support for one key part of the solution, which will be to develop internationally accepted standards in financial management for NGOs.

Paul Masters
Chairman



Director's Message

Our great team achieved an enormous amount in 2013/14. The fall in income of 6% was significantly short of our ambitious plan to grow by 9%, but that did not mean we fell short in helping NGOs achieve more with their money.

Demand for our training service shifted significantly and we delivered more In-house Training courses than Open Training courses. The smaller Open programme meant we were unable to cover the full costs of running the service. Meanwhile there was a 14% increase in usage of our free on-line resources, which rose to 167,000 downloads. We are reshaping the Open Training programme and launching e-learning in 2014/15.

As Paul discussed, Mango has developed a programme of work aimed at putting capacity building and flexible, fair funding at the heart of effective funding relationships. Many of our consultancy assignments helped donors and NGOs improve grant and contract management. We also supported NGOs to improve cost recovery. In 2014/15 we are working with InsideNGO and Bond to launch a European survey on cost recovery. This will help NGOs benchmark their indirect costs and provide evidence for donor advocacy.

Our Recruitment team continued to grow and diversify our global talent pool of 685 finance professionals by selecting 93 people from 37 countries.

Our long-term training partnership with the British Council is building sustained improvements in the capacity of hundreds of NGOs across Ethiopia. Capacity building programmes like this combine all our strengths:

- 1) High quality advice on building financial capacity and risk management
- 2) Inspirational training that sets the standard for financial management
- 3) Recruitment of local mentors to embed learning and prevent fraud.

We, like our NGO clients, are adapting to a fast changing world while our income is short-term and uncertain. We had planned for a £44k deficit in 2013/14 but the fall in income resulted in a £117k deficit, even after cutting costs. We invested in a new website and built our capacity in communications, finance and HR. We made these investments to grow our reach to local NGOs, secure income and nurture our greatest asset – our talented team. We plan to cut costs further and rebalance our finances in 2014/15 to restore our reserves position.

Tim Boyes-Watson
Director

Trustees' Report for the year ending 30 June 2014

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:	2nd 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
Honorary President	Lord Joffe
Trustees:	Paul Masters – Chair Colin Havill – Treasurer Richard Collier-Keywood Paula Laird – resigned 27 October 2014 Helen McEachern Nina O'Farrell Toby Porter

Management Team:	Tim Boyes-Watson – Director and Company Secretary Terry Lewis – Training & Publications Director Lucy Markby – Head of HR & People Development Rob Hayes – Finance Director Sara Holloway – Head of Partnerships Peter Sargent– Consultancy Director
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 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 2014 we continued to work towards our mission by pursuing the following objectives:

- 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 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.

During 2012 Mango changed its accounting reference date to 30 June and as a result there was an 18 month accounting period to 30 June 2013. In order to facilitate a better understanding of our performance in the 12 months 2013/14, comparative key performance indicators in section D below are given for the 12 months to 30 June 2013 rather than for the 18 month accounting period.

D. Achievements and Performance

Goal 1 Skills: Training and Publications

Training: www.mango.org.uk/training

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.

The Mango training team consists of:

- Training & Publications Director
- Head of Partnerships
- In-house Training Manager
- Five core trainers (three of whom also have a Regional Coordinator role for the Open Training programme)
- Training Operations Manager and a team of Operations Support Officers.

Mango provides practical financial management training through:

- *Open programme* – open access courses delivered mainly in Africa and Asia, and with a smaller programme in Australia/Pacific and Europe.
- *In-house programme* – a bespoke training service delivered to a wide variety of local and international NGOs all around the world.
- *Universities programme* – we work closely with Liverpool School of Tropical Medicine and the University of East Anglia.
- *Training Partnerships* – working with other INGOs and organisations who deliver training to staff or partner NGOs, with the aim of improving access to high quality finance training. This includes providing our training materials under licence, usually adapted to the local context, and mentoring trainers.

Our suite of seven core courses range from one to ten days in duration and are specifically designed for programme staff, finance and admin staff, and board members. We also offer a programme of tailored training for in-house clients.

As well as training participants directly, Mango seeks to extend its reach by training finance staff on our *Taking the fear out of finance* training for trainers course.

We use a highly effective participatory training approach which is designed to 'take the fear out of finance'. We train up to a maximum of 20 people on our courses to maintain the quality of the learning experience. All courses are supported by professionally produced workbooks and course handbooks.

During 2013/14, The *Last Mile Learning* online self-study modules (developed by LINGOs using Mango materials) have proved popular with 2,327 completed modules. The courses are also now available in Spanish and French. We will launch our own eLearning programme in 2014/15.

Key performance indicators for Training:

During the year to 30 June 2014, Mango trained 2,528 people on 189 courses in 44 countries around the globe.

Table 1 shows that for the 12 months to June 2014 numbers trained directly by Mango fell by 12% when compared to the previous 12 months. This reflects a noticeable drop in bookings numbers during 2013/14 although still significantly higher than 2011.

In-house courses exceeded the Open training programme for the second year running, although numbers dropped by around 10% for both training services.

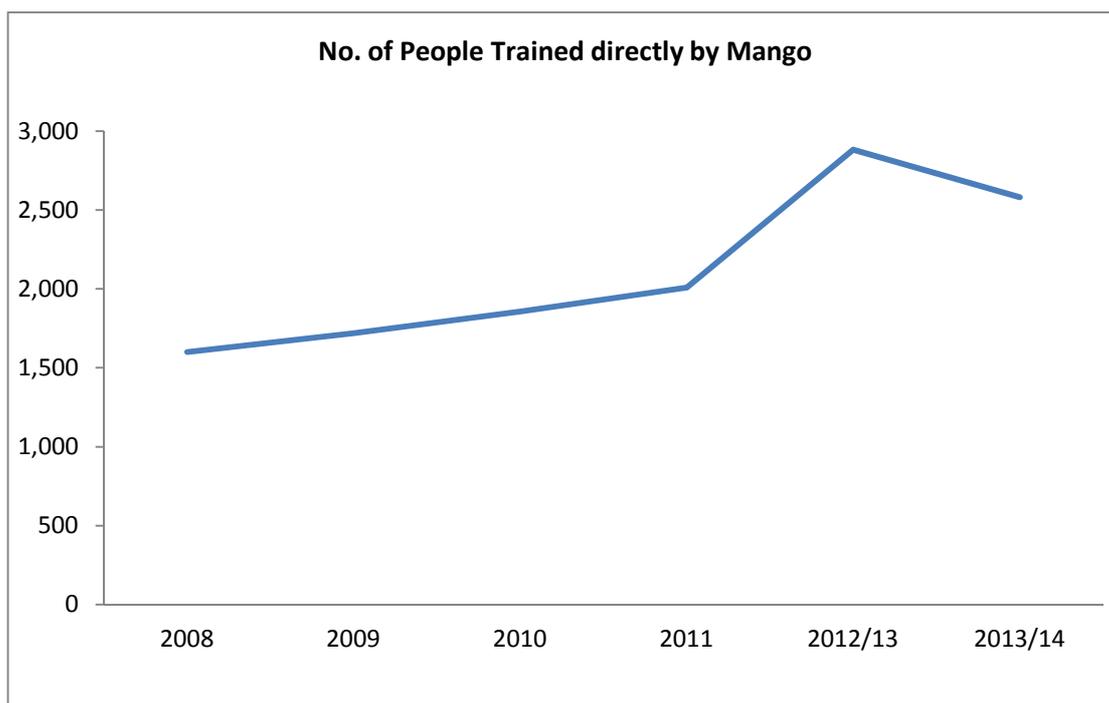
Where possible, we also collect data on the numbers of trainees trained by our training partners. Table 1 includes the statistics for two partners only – CSSP in Ethiopia and FHI360 in Mozambique.

Table 1: Performance indicators

Indicator	2013/14	2012/13
Number of Open courses delivered	88	98
Number of In-house training courses delivered	101	111
Total number of participants trained by Mango	2,528	2,882
Total number of participants trained by partners	262	515
Total number of participants trained	2,790	3,397

Figure 1 below shows the trend in numbers trained and demonstrates the spike due to the larger numbers trained on the ENCISS training partnership which ended in 2013.

Figure 1: People trained



Who and where do we train?

We trained participants from 706 different organisations. This includes many organisations receiving Mango training for the first time, as Mango's reputation and reach spreads.

Although the number of organisations trained fell and the proportion of local versus international NGO staff trained fell by 12% (due to the impact of the ENCISS capacity building contract in 2012/13), the majority of our trainees come from small, local NGOs where the need is greatest.

Table 2: Organisations trained by type

Organisation Type	2013/14	%	2012/13	%
Local NGOs	404	57%	781	69%
International NGOs	268	38%	296	26%
Other	34	5%	54	5%
TOTAL	706	100%	1,131	100%

85% of our Open Training courses were delivered outside of the UK in 26 different countries in the developing world (86% for the 12 months to June 2013 in 25 countries). Our in-house training programme was delivered in 35 different countries (37 in 2012/13).

Course evaluations

We ask our participants to rate and share feedback on their experience of our training at the end of the courses.

"This is one of the most enriching training experiences I have ever had. I appreciate the simplified yet effective ways of learning."

Gabriel Amimo, Director, Mwangaza Rehabilitation Center (ES1 Nairobi, June 2014)

The evaluation results show that Mango continues to deliver excellent training with 99% of participants consistently rating our training as good or excellent.

Table 3: Customer satisfaction rate

Assessment	2013/14	2012/13
Poor	0%	0%
Fair	1%	1%
Good	31%	32%
Excellent	68%	67%

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

Table 4: Assessment of the training

Area assessed	2013/14 average	2012/13 average
Relevance of training to participants' work	4.6	4.6
Presentation skills of facilitator	4.8	4.8
Teaching methods used	4.7	4.7
How strongly would you recommend this course?	4.7	4.8

Training partnerships

During 2013/14 we developed a training partnership with Civil Society Support Programme (CSSP) in Ethiopia, a project of The British Council. The CSSP project gives grants to strengthen the civil society organisations and Mango is supporting them to build capacity to manage their grants effectively.

In November 2013 we trained six Ethiopian NGO finance professionals as mentors to support grantees to strengthen their financial management systems. The training included how to:

- assess grantees' financial management capacity
- deliver tailored courses to meet the grantees' training needs
- provide ongoing support after the training to help grantees strengthen their financial systems.

During the year we also worked with training partners to develop two new courses:

- For Catholic Relief Services' (CRS) global finance summit we trained 124 staff (in three different languages) on the soft skills required to carry out partner assessments.
- For Oxfam Novib on cost recovery for local NGOs, which will be delivered by a group of local finance trainers who are already trained to run Mango training courses in their local language and context.

Publications

www.mango.org.uk/guide

Mango's comprehensive flagship *Guide to Financial Management*, available on our website, continues to be a popular source of reference for NGOs around the world. We ceased making the Guide available on CD in January 2014.

We encourage people to voluntarily register to use the Guide. Registrations continue to increase from an average of 82 per month in 2013 to 98 during 2014.

In 2013/14, almost 167,000 documents (ie file types .zip, .xls, .pdf, .doc) were downloaded from the online Guide. This represents an increase of 14% on the previous period, a rise of approximately 1,700 hits per month.

Table 5: The Guide – sign-ups and downloads

Indicator	2013/14		2012/13	
	Total	Avg per month	Total	Avg per month
Users registering on the Guide	1,173	98	984	82
All Guide documents downloaded	163,900	13,658	143,216	11,935
FME Handbook downloaded	9,271	773	6,976	581
Finance Health Check downloaded	8,743	729	7,272	606

Two of our most popular downloaded tools are the Financial Management Essentials (FME) Handbook which accompanies our 5-day *Getting the basics right* course, and the Finance Health Check. These are available in several languages, including Arabic, French, Portuguese, Russian and Spanish. The FME Handbook saw a 33% increase in downloads and the Health Check increased by 20%.

The top 10 downloaded documents from the Guide in are shown in Table 6 below. This gives an insight into what our users find most useful in their work. This year, far and away the most popular of all downloaded documents is a payroll template, followed by the consistently popular internal audit checklist.

Table 6: The Guide - Top 10 documents 2013/14

Rank	Document	Downloads
1	Payroll spreadsheet template	15,630
2	Internal audit review checklist	9,603
3	FME Course Handbook (all languages)	9,271
4	Finance health check (all languages)	8,743
5	QuickBooks Pro 2010 guidance manual	7,885
6	Cashflow forecast template	6,826
7	Budget worksheet example	5,094
8	Double-entry bookkeeping fact sheet	5,029
9	Fixed assets register	4,854
10	Mango accounting pack system	4,501

During 2013/14, we also began posting short self-study slideshows on financial management topics on both our Guide and the social networking site *Slideshare*. We have developed two slideshows so far (*Key financial management concepts* and *Financial Planning*), each one averaging 500 views and 10 downloads per month.

Goal 2 Staff: Recruitment:

www.mango.org.uk/recruitment

Mango's recruitment service connects NGOs looking for quality finance staff with finance professionals who are inspired by what NGOs do and share Mango's passion for helping NGOs do more with their money.

In the 12 months ending 30 June 2014, the recruitment service made 38 placements with 30 organisations in 13 countries supporting the head office and field operations of leading international NGOs and other development organisations. The recruitment service also worked closely with Mango's consultancy service to source specialist finance professionals from the Mango register for assignments in Haiti, Switzerland, and Lebanon.

Examples of recruitments:

International NGOs – field operations:

- Director of Finance, Kenya Country Office, Save the Children
- Finance and Administration Manager, British Red Cross, Haiti
- Finance and Management Accountant, Malaria Consortium, South Sudan
- Finance and Administration Manager, Trocaire, South Sudan.

Head Office:

- Head of Finance, International HIV/AIDS Alliance, UK
- Head of Finance, Johanniter-Unfall-Hilfe, Germany
- Associate International Finance Coordinator, Jesuit Refugee Service, Italy.
- Budget Development Coordinator, SNV, Netherlands.

Other NGOs/organisations, including part-time/consultancy support:

- Finance Manager Bidna Capoiera, UK
- Senior Finance Officer, Windle Trust International UK
- Consultant, The Mali Elephant Project, UK
- Consultant, The Bartlett Development Planning Unit, University College London (UCL).

Table 7: Key performance indicators for the Recruitment service:

	2013/14	2012/13
Number of appointments to NGOs	38	37
New staff requests from NGOs	101	103
Number of Register members	685	608

Demand for the Recruitment service slowed in the first half of the financial year (July to December 2013). We therefore simplified our terms of business and reduced our recruitment fee to 12% of salary for successful introductions, while still operating on a no-appointment-no-fee basis. By the end of the year requests for recruitment support had stabilized at an average of 8-9 requests a month for the year, split 50/50 as in previous years between field and head office roles.

Our global talent pool continues to grow. In 2013/2014, we invited 93 new members to join the register from 37 countries, and we continue to attract candidates with skills and experience to offer at all levels.

"Mango was swift and very professional in responding to our need to successfully find our Global Finance Director. We were impressed by their outreach into the field as well as their efficient support and services."

Ramesh Singh, International Organisation Director, Greenpeace International

2013/2014 was a year of change in the recruitment team, as Lucy Markby, Mango's longstanding Recruitment Director left the Recruitment service to take up a senior internal role within Mango. The team has continued to further develop recruitment systems including our integrated website tracking systems, to ensure that we can handle more applicants as well as requests with a smaller team.

Thinking ahead to 2014/15 developments, we plan to introduce a new advertising offer to enable access by national NGOs to Mango's recruitment networks for the first time. We will also focus on our communications with register members and clients and developing the on-the-job support we can offer to Mango Register members so that they can maximise their impact.

The greatest challenge is the highly competitive market in which Mango's recruitment service operates, with many agencies competing for both jobs and talent. But despite these challenges, our small team continues to attract, select and match finance professionals at all levels to the needs of NGOs. We use our understanding of NGOs and what makes highly effective finance professionals alongside our Mango values to provide a niche and trusted service both to clients and our register members.

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.

The consultancy budget for 2013/14 was created on the basis that significant growth in the previous year would continue. However total fee income of £332k was 6% lower than the previous 12 months and £53k less than planned.

In the last 12 months we have provided 534 days of consultancy support to over 40 NGOs, grant makers and donors. Examples include:

- Development of tools and guidelines for contracting with Action Aid.
- Cost recovery review and support across global operations for Oxfam GB.
- Review and update of grant management policies and protocols for VSO.
- Financial assessment of a national Syrian humanitarian assistance and coordination organisation for DFID.
- Developed further the portfolio of Mango's internal audit services to NGO and donor clients, including fraud investigations.
- Continued a range of work supporting Comic Relief on assessing and building the financial capacity of NGOs it supports.
- Development of an organisation-wide finance policies manual for CIMMYT, a non profit organisation that researches sustainable development of wheat and maize farming based in Mexico.

Peter Sargent was appointed to the position of Consultancy Director in January 2014 following the departure of Jonathan Orchard in June 2013. He leads Mango's expanding Consultancy service while also delivering consultancy assignments directly.

Assignments 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 expect increased demand for our consultancy services next year as the external environment places increased demands on international NGOs in terms of managing risks specifically in relation to new funding opportunities such as commercial contracts and payment by results grants.

Many NGOs are increasingly challenged to demonstrate optimum use of their unrestricted funding. We believe that understanding and recovering costs will also be essential for supporting work in this area.

Through our network of experienced associate consultants we are able to support organisations in meeting these increased demands, and are also partnering with INGOs and donors to help them manage risks and deliver these complex contracts effectively.

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

In the last 12 months we have awarded 58 bursaries with a total value of £29k. These bursaries have supported small local NGOs to send their staff to attend Mango's *Getting the basics right (ES1)*, *Planning for financial sustainability (ST1)* and *Keeping your donors happy (WD1)* training courses.

The largest donor to the Bursary Fund is a long-standing 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. Up until 2014, this donor preferred to remain anonymous. This year Deb Appleby decided to share who she was and why she gives in a video on Mango's new website:

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

Deb wants to help us by sharing her own experience as a donor to attract others to also support this really valuable area of our work. We are immensely grateful for Deb's long-term support and this new role she has volunteered to play helping us with fundraising.

The ICAEW Foundation have continued their long-term support for the bursary programme in 2013/14. We are very grateful for this long-term support which enables us to operate the bursary scheme with confidence across the year.

After many years of supporting us, the Chartered Accountants Livery Company is now focusing all their giving on a single and very worthy cause which is about building financial literacy amongst disadvantaged young people in the UK. We are immensely grateful for all the support they have given over the years and are glad they will continue to take an interest in Mango's work even if they are not able to continue funding.

One of the organisations we supported in 2013/14 was Social Development Initiative (SDI) based in Myanmar. PhyuSin Ngwethaw is the Executive Director for SDI and was awarded a bursary to attend Mango's *Getting the basics right* course.



SDI prioritises and focuses on partnership programs and projects in order to promote the capacity of its partner and to strengthen and sustain their existing and ongoing programs and projects.

SDI has a capacity building programme that strengthens and builds capacity of CBOs, CSOs and LNGOs. SDI also runs Health, Education and Sustainable Livelihoods programmes.

This is what PhyuSin Ngwethaw reported back to Mango some months after the course:

"After the participating in ES1, I had an idea of reviewing current financial system of Social Development Initiative. I give presentation to the Board of Directors about the course and inform them about the need to review our financial management system so that SDI could become a more credible and accountable NGO.

Board of Directors agreed with my opinion and recommended to work jointly with project teams to review current practices and system and develop a joint manual with finance and admin team. I presented Mango health checks in the meeting and they are quite interested to see the results.

For the time being, this is an initial step and I hope to incorporate my knowledge in planning, designing and implementation of programme next year. I hope to have a brain storming session with the team early next year to have a review on SDI financial management system."

Other fundraised income, sponsorship and donated support

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.

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 the last 12 months, there were three strands of Mango's influencing activity:

1. Value for money
2. The risks and challenges of a rapidly changing funding environment
3. International Accounting Standards for NGOs.

Value for Money

Mango has continued to facilitate dialogue, analysis and the dissemination of learning round emerging practice in value for money. We have worked in partnership with Bond to develop and start offering a ground breaking new course on value for money and options analysis in programme planning.

The risks and challenges of a rapidly changing funding environment

Mango is working in partnership with Bond to create a formal dialogue process between DFID and NGOs on aspects of funding policy. This involves us meeting with a range of officials from across DFID three times a year to discuss procurement and grant-making policies and practice. One key issue has been the introduction of payment by results into grants and contracts with NGOs.

A related issue has been cost recovery. We are working in partnership with Bond and InsideNGO to promote better practice in cost recovery within NGOs and to promote more enlightened policies on offering full cost recovery by donors. This is leading up to Bond and Mango launching a UK and European survey of cost recovery practice in November 2014.

The survey will enable participating NGOs to understand their cost-base better and to benchmark their cost structure and cost recovery practice with other NGOs. The data will also provide evidence for donor advocacy where Mango will be arguing against the sort of one-size-fits all approach behind the caps on overhead recovery set by many major UK and European donors.

International Accounting Standards for NGOs

Mango and the UK's Charities Finance Group have been working together for more than 3 years to explore the potential for an international financial reporting standard for not for profit organisations since a short article called 'Stand up for Standards!' was published in the Charity Finance Yearbook of 2011. This called for 'a broad international coalition to encourage and support the IASB to develop international accounting standards for NGOs.

Mango has been part of the steering committee for an exciting piece of research into the global use of financial reporting standards in non-profits. The research, funded by CCAB, (which combines ICAEW, ACCA, ICAS, CIPFA and Chartered Accountants Ireland), was carried out by a group of universities led by Sheffield Hallam.

We sent out the survey link to people that Mango has worked and responses from that group formed a critical evidence base for the report. 72% of the 600 respondents from 179 countries agreed that an international standard for financial reporting in the not-for-profit sector that it would be useful.

Speaking at the launch of the research report at the House of Commons on 25 February 2014, CCAB Chairman Anthony Harbinson said:

"The CCAB promotes the highest standards in financial transparency and governance. This is why we are proud to have led the profession with this report and demonstrated the need for consistent high quality reporting in this increasingly important area globally."

Based upon the research, CCAB have called for more study into what is needed in this area and further consideration of what an international standard for financial reporting in the not-for-profit sector could look like. Further research should also consider whether an international standard could create consistent expectations from donors, so potentially reducing the costs for NPOs by avoiding duplication.

A copy of the full report is available at
<http://www.ccab.org.uk/documents/IFRNPO-FullReport-Final-07022014.pdf>

Networks

In the last 12 months, Mango was involved in directly supporting a range of networks some which meet face-to-face and/or some that operate via social media.

Face-to-face:

1. The Mango Finance Director's Seminar Series held in the UK
2. Overseas Special Interest Group (OSSIG) of the UK's Charities Finance Group.

Social media:

3. The Mango Worldwide Linked-in group, Facebook page and Twitter feed, which involve NGOS professionals from across the globe
4. The Mango Linked-in Trainers Network (worldwide)
5. The Mango East and Central Africa Inter-Agency Finance Group.

For more details on how these groups share information and good practice and to learn more about some of the emerging challenges and issues being discussed - visit Mango's website or join one of the social media groups.

Goal 6: Develop Mango

The main developmental project was to complete the fundamental review of our approach to marketing and communications including the redevelopment of our website. The new website was launched at the end of the financial year.

We also invested in building our internal capacity on HR and People Development, but continuing financial pressure in 2014/15 means that we will not be able to afford this level of central support. The key focus of internal development work and management attention since the end of the financial year has been about achieving a financial recovery. This involves reducing our cost base through a range of measures as well as prioritising key income generating areas.

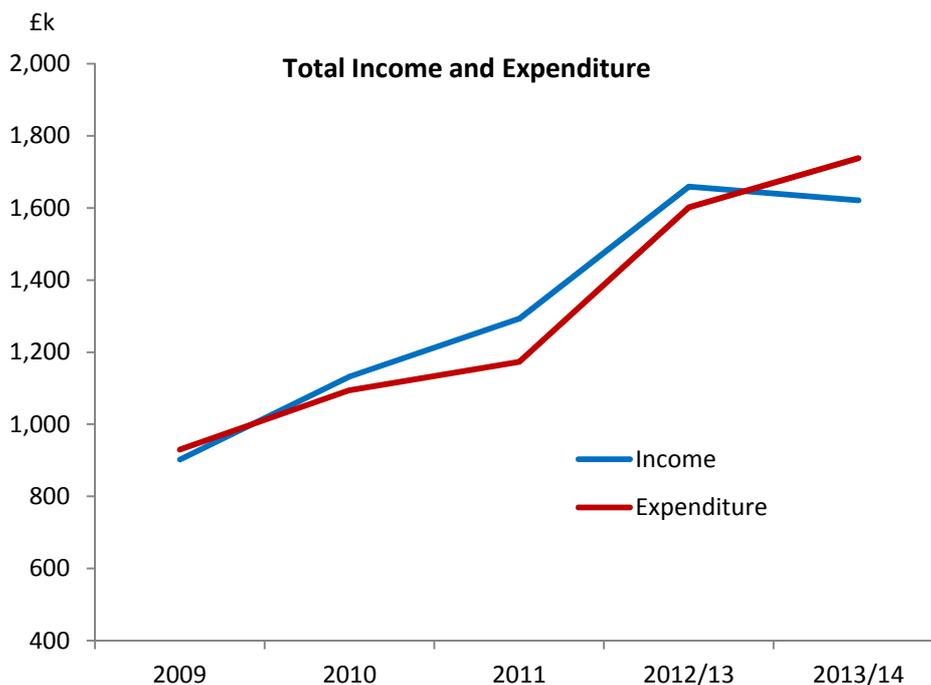
Some of these income generating areas involve us working more efficiently and effectively, for example by reducing costs and improving fill rates in the Open Training programme. The relatively high fixed cost of delivering a substantial Open Training programme remains Mango's biggest financial challenge.

Other income generating areas involve investing in new products and services like the development of eLearning.

Through these measures we are confident that Mango will make a smaller deficit in 2014/15, further diversify income to manage risk better and return to making a surplus in 2015/16.

E. Financial review

Figure 2: Income and expenditure



The 12 months to 30 June 2014 have been challenging for Mango financially. We experienced a drop in demand for all our services. This fall in demand occurred at the same time as we had planned to invest in improving our marketing and communications capacity to grow access to and usage of Mango's services. Although we had planned to make a deficit because of this investment, the final deficit exceeded what had been budgeted and we were also not able to afford all the investments we had planned.

Income and expenditure for the 12 months to June 2013 saw significant growth. These figures offer more accurate comparators and so have been used on figure 2 above and in the narrative below although tables 8 and 9 show the audited 18 month income and expenditure figures.

Income

The ambitious strategic plan forecast 9% further growth in 2013/14. However Mango faced a downturn in demand and total income for the 12 months of £1,621k was 86% of the total budgeted income. Fee income fell by 6% in the 12 months to June 2014 compared to the previous 12 months.

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

Table 8: Total income

Source	2014 (12 months)		2013 (18 months)	
	£'000	%	£'000	%
Training fees	1,150	71%	1,582	70%
Consultancy fees	332	20%	453	20%
Recruitment fees	93	6%	158	7%
Networks & Influence fees	15	1%	33	1%
Total fee income	1,590	98%	2,226	98%
Fundraised income	27	2%	42	2%
Interest / other income	4		2	
Total income	1,621	100%	2,270	100%

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).

Expenditure

Total expenditure for the 12 months of £1,738k was 90% of the total budgeted expenditure. Expenditure grew by 4% in the 12 months to June 2014 compared to the previous 12 months.

The total amount spent on overhead costs grew slightly to 14% of total expenditure (12% in 2012/13) due to investments in both the finance and HR staff teams. Business development costs increase to 5% of total expenditure (2% in 2012/13) due to investments in our branding, website and marketing. Staff costs (including associate costs) were 73% of total expenditure (74% in 2012/13).

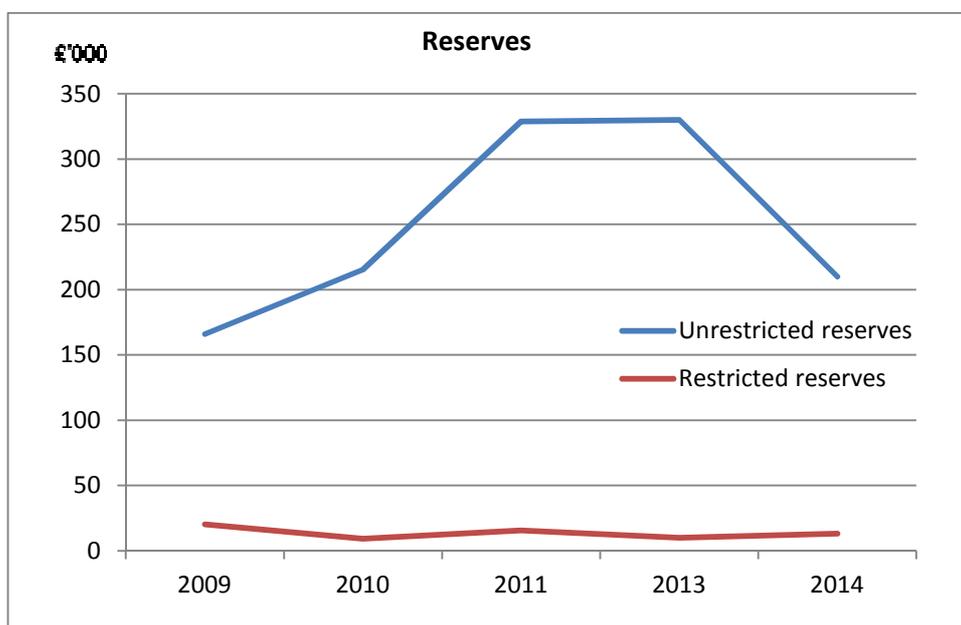
Table 9: Total expenditure

Activity	2014 (12 months)		2013 (18 months)	
	£'000	%	£'000	%
Training & Publications	1,014	58%	1,335	59%
Consultancy	273	16%	380	17%
Recruitment	68	4%	149	6%
Networks & Influence	39	2%	72	3%
Total	1,394	80%	1,936	85%
Overheads	240	14%	267	12%
Business Development	90	5%	46	2%
Other expenditure*	14	1%	25	1%
Total expenditure	1,738	100%	2,274	100%

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

Reserves

During the period, Mango made a deficit of £120k on unrestricted funds. At 30 June 2014 our unrestricted reserves (general reserves plus designated funds) were £210k (2013: £330k).



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.

General reserves are not restricted to, or designated for, a particular purpose. General reserves fell by £111k during the period to £196k (2012: £307k). General reserves are outside of the target range and equivalent to 1.4 months budgeted expenditure in 2013/14. As a result we are closely monitoring forecast income and expenditure so we can respond proactively.

The designated bursary fund is £14k (£23k in 2013). 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 £13k at 30 June 2014 (2013: £10k).

F. Plans for 2014 to 2016

The financial challenges of 2013/14 have meant that Mango was not able to implement key aspects of the ambitious 3 year plan (2013-2016) which was approved by Mango's Board in June 2013.

As well as rebalancing our finances we are continuing to work towards the aims and objectives of our 2013-16 3 year plan, notably the three key goals described in the last Trustee Report:

International Standards for Financial Management in NGOs

Mango continues to build the networks and partnerships that will be necessary to be successful in our 3-year campaign to develop and secure worldwide support for a new international standard in financial management for NGOs.

The aim of these standards would be to increase the quality and consistency of financial management practices in both donors and NGOs which would improve accountability and save the money which is currently wasted conforming to a wide variety of different national and donor requirements.

This practical financial management standard, which would be focused on systems, practice and staff competencies, will link to a new International Standard for NGO financial reporting which Mango will continue to push for within the next 5 years. Taken together these standards will significantly increase the confidence that beneficiaries, donors and the wider public have in the NGO sector.

Mango's financial circumstances mean that work on the standards can only be pursued to the extent it is funded. However, there are initiatives being taken by both NGOs and donors that mean that Mango can use funded projects to pursue the work needed to deepen partnerships and also the systems of competencies and assessment methodologies that will ultimately be needed to create and implement standards.

Mango's Capacity Building Approach

Capacity building is at the centre of Mango's offer and the income generating priorities in the Recovery Plan. Mango both achieve its highest value in terms of impact and in earned income when we deliver a sustained programme of capacity building work with clients or as part of large capacity building programmes working with groups of NGOs.

Therefore a number of our income generating priorities are around developing new ways to deliver the in-house training and follow up support that the key NGO implementing partners of grant making organisations, larger partner-based INGOs or long-term civil society strengthening contracts need.

Mango's ability to communicate, influence and collaborate

Mango has been unable to afford to recruit the new team that was originally envisaged focused on increasing its capacity to communicate, influence and collaborate with NGOs, donors and other stakeholders. However, the aim is to enable more external engagement by a range of staff across Mango.

To achieve the financial recovery plan, external engagement will prioritise business development activity and client relationship management around the key income generating priorities.

G. 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. The accounts on pages 34 to 44 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: 5 December 2014

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: 5 December 2014

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 2014 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 29 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 2014 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 and 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
Oxford

17 December 2014

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

Statement of Financial Activities for the 12 month period ending 30 June 2014

		2014 (12 months) Unrestricted £000's	2014 (12 months) Restricted £000's	2014 (12 months) Total £000's	2013 (18 months) Total £000's
<u>Income</u>					
<i>Fee income</i>					
Training & Publications		1,150		1,150	1,582
Recruitment		93		93	158
Consultancy		332		332	453
Networks & Influence		15		15	33
<i>Voluntary income</i>	11	4	23	27	42
<i>Other income</i>		4		4	2
Total income		1,598	23	1,621	2,270
<u>Expenditure</u>					
<i>Fundraising costs</i>	5	2		2	3
<i>Charitable activities</i>					
Training & Publications		1,231		1,231	1,521
Bursaries		9	20	29	39
Recruitment		98		98	189
Consultancy		320		320	419
Networks & Influence		43		43	79
<i>Governance costs</i>	6	15		15	24
Total expenditure		1,718	20	1,738	2,274
Net (deficit)/surplus	2	(120)	3	(117)	(4)
Total funds brought forward		330	10	340	344
Total funds carried forward		210	13	223	340

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 30 June 2014**

	Note	2014 £000's	2014 £000's	2013 £000's	2013 £000's
Fixed Assets	12		24		18
<u>Current Assets</u>	13				
Debtors		268		148	
Accrued income		32		4	
Prepayments		5		13	
Other debtors		8		12	
Cash in hand and at bank		<u>139</u>		<u>384</u>	
		452		561	
<u>Current Liabilities</u>	14				
Trade creditors		49		69	
Accrued expenditure		121		71	
Training fees received in advance		<u>83</u>		<u>99</u>	
		253		239	
Net Current Assets			<u>199</u>		<u>322</u>
Net Assets			<u>223</u>		<u>340</u>
<u>Represented By:</u>	16				
Designated bursary fund			14		23
General funds			196		307
Restricted funds			<u>13</u>		<u>10</u>
Total Funds			<u>223</u>		<u>340</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 36 to 44 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: 5 December 2014

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

Notes to the Accounts

for the 12 months ending 30 June 2014

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 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.

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 2014 Mango incurred £40,236 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.

2. Net surplus/(deficit)

Net surplus/(deficit) is stated after charging:

	2014 (12mths) £000's	2013(18mths) £000's
Depreciation of tangible assets	8	15
Auditor's remuneration	2	3

3. Expenditure

	Direct costs 2014 (12mths) £000's	Overheads 2014 (12mths) £000's	Total 2014 (12mths) £000's	Total 2013 (18mths) £000's
Charitable activities:				
Training & Publications	985	246	1,231	1,521
Bursaries	29		29	39
Recruitment	68	30	98	189
Consultancy	273	47	320	419
Networks & Influence	39	4	43	79
Fundraising costs:	1	1	2	3
Governance costs:	13	2	15	24
Total	1,408	330	1,738	2,274

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

4. Overheads

	2014 (12mths) £000's	2013(18mths) £000's
Administration expenses	157	144
Staff costs	173	169
Total	330	313

Overheads include Business development costs. The growth in annual overhead costs compared to the previous period is due to significant investment in branding, marketing, the development of a new website as well as investment in both the Finance and HR staff teams.

5. Fundraising costs

	2014 (12mths) £000's	2013(18mths) £000's
Staff costs	1	2
Direct costs	0	1
Overhead allocation	1	-
Total	2	3

6. Governance costs

	2014 (12mths) £000's	2013(18mths) £000's
Staff costs	10	13
Audit fees	2	3
Support and trustee recruitment costs	1	6
Overhead allocation	2	2
Total*	15	24

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 2012/13 Mango recruited 3 new trustees hence the decrease in costs compared to 2013/14.

7. Trustee remuneration, benefits and expenses

The Trustees received no remuneration or benefits during the 12 month period running from 1st July 2013 through to 30th June 2014 (2013: nil). Expenses in the year totalled £0 (2013: nil)

8. Director and employees

The average number of staff during the 12 months to 30 June 2014, including full-time and part-time employees, was 25 (2013:24). The number of full-time equivalent employees was 21.7 (2013:19.7). There were no temporary members of staff in the 12 months to 30 June 2014 (2013:2).

Employee emoluments were as follows:

	2014 (12mths) £000's	2013(18mths) £000's
Staff salaries*	793	1,084
Social security costs	76	103
Pension contributions	59	53
Total	928	1,240

*Includes £0k in respect of temporary agency staff in 12 months to 30 June 2014 (2012-13: £4k)

Emoluments of the Director

	2014 (12mths) £000's	2013(18mths) £000's
Salary	75	99
Pension contributions	6	5
Total	81	104

9. Leasing commitments

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

	30.06.2014 Land & buildings £000's	30.06.2013 Land & buildings £000's
Expiring:		
Within 1 year		
Within 2 - 5 years	16	16

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	2014 (12mths) £000's	2013(18mths) £000's
Donations from individuals	4	8
The Morgan Trust	0	1
Total	4	9

Restricted income

Received from	2014 (12mths) £000's	2013 (18mths) £000's
Bursaries funded by Deb Appleby	10	15
ICAEW Foundation	8	8
Donations from individuals	5	5
Chartered Accountants Livery Co.	0	5
Total	23	33

Deb Appleby ICAEW and Andrew Maclay have generously provided funding for bursaries to allow staff from small local NGOs to attend our training courses in developing countries.

12. Fixed Assets

	Office Furniture £000's	Computers & Projectors £000's	Software £000's	Leasehold Improvements £000's	Total £000's
Cost					
As at 1 July 2013	5	7	27	20	59
Additions in year	-	-	14	-	14
Disposals	-	-	-	-	-
As at 30 June 2014	5	7	41	20	73
Depreciation					
As at 1 July 2013	4	7	22	8	41
Charge for year	-	-	4	4	8
Disposals	-	-	-	-	-
As at 30 June 2014	4	7	26	12	49
Net book value					
As at 30 June 2013	1	-	5	12	18
As at 30 June 2014	1	-	15	8	24

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

	30.06.2014 £000's	30.06.2013 £000's
Trade debtors	268	148
Prepayments	5	13
Rent deposit	7	7
Accrued income	32	4
Other debtors	-	2
Employee advances	1	3
Total	313	177

14. Creditors: Amounts falling due within one year

	30.06.2014 £000's	30.06.2013 £000's
Trade creditors	49	69
Accrued expenditure	121	60
Accrued pension contributions	-	11
Training fees received in advance	83	99
Total	253	239

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 30 June 2014 there were 7 members.

16. Balances on unrestricted and restricted funds

	Unrestricted funds £000's		Restricted funds £000's		Total £000's
	General funds	Designated bursary fund	Training bursaries	Publications	
At 1/7/2013	307	23	1	9	340
(Deficit)/ surplus for the year	(111)	(9)	3	0	(117)
At 30/6/2014	196	14	4	9	223

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.

17. Analysis of net assets by funds

	Restricted Funds £000's	Unrestricted Funds £000's	Total Funds £000's
Fixed assets	-	24	24
Net current assets	13	186	199
Total	13	210	223