

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

**For the year ending 31 December 2005**

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

## Mango

### Trustees' Report for the Year Ending 31 December 2005

#### 1. Reference and administrative details

<b>Charity name:</b>	Management Accounting for Non Governmental Organisations
<b>Known as:</b>	Mango
<b>Charity registration no.:</b>	1081406
<b>Company registration no.:</b>	3986178
<b>Registered office:</b>	Chester House, George Street, Oxford OX1 2AU UK
<b>Auditors:</b>	Critchleys Chartered Accountants Greyfriars Court Paradise Square Oxford OX1 1BE
<b>Bank:</b>	CafCash Limited Kings Hill West Malling Kent ME19 4TA
<b>Trustees:</b>	Lord Joffe – Chair Colin Havill – Treasurer Sir John Burgh John Nickson Ros Avery
<b>Management:</b>	Alex Jacobs – Director Terry Lewis – Training Director Lucy Markby – Recruitment Director Denise Joseph – Fundraising Director

#### Website:

Details of all of Mango's aims, activities and staff are available at [www.mango.org.uk](http://www.mango.org.uk).

## 2. 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 five trustees listed above are directors of the company and trustees of the charity. Alex Jacobs is the Company Secretary. No trustees resigned and no new trustees were appointed during 2005. 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 the main risks facing the charity in three categories: financial risk, reputational risk and operational risks. These risks are mitigated by the management team following strategies, plans and policies approved by the board.

## 3. Objects and activities

Mango's mission is to strengthen the financial management of Non Governmental Organisations (NGOs) working in humanitarian aid and development.

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 relief of poverty.

Throughout 2005 we have continued to deliver on our mission by providing six services to NGOs:

- Providing financial management staff for NGOs and related organisations.
- Providing financial management training to strengthen the practical skills and confidence of people working with NGOs.
- Publishing practical tools and resources for NGO financial management.
- Providing specialist consultancy services in NGO financial management.
- Encouraging NGO staff to share their financial management experience and information.
- Contributing to debates on professional standards for NGOs.

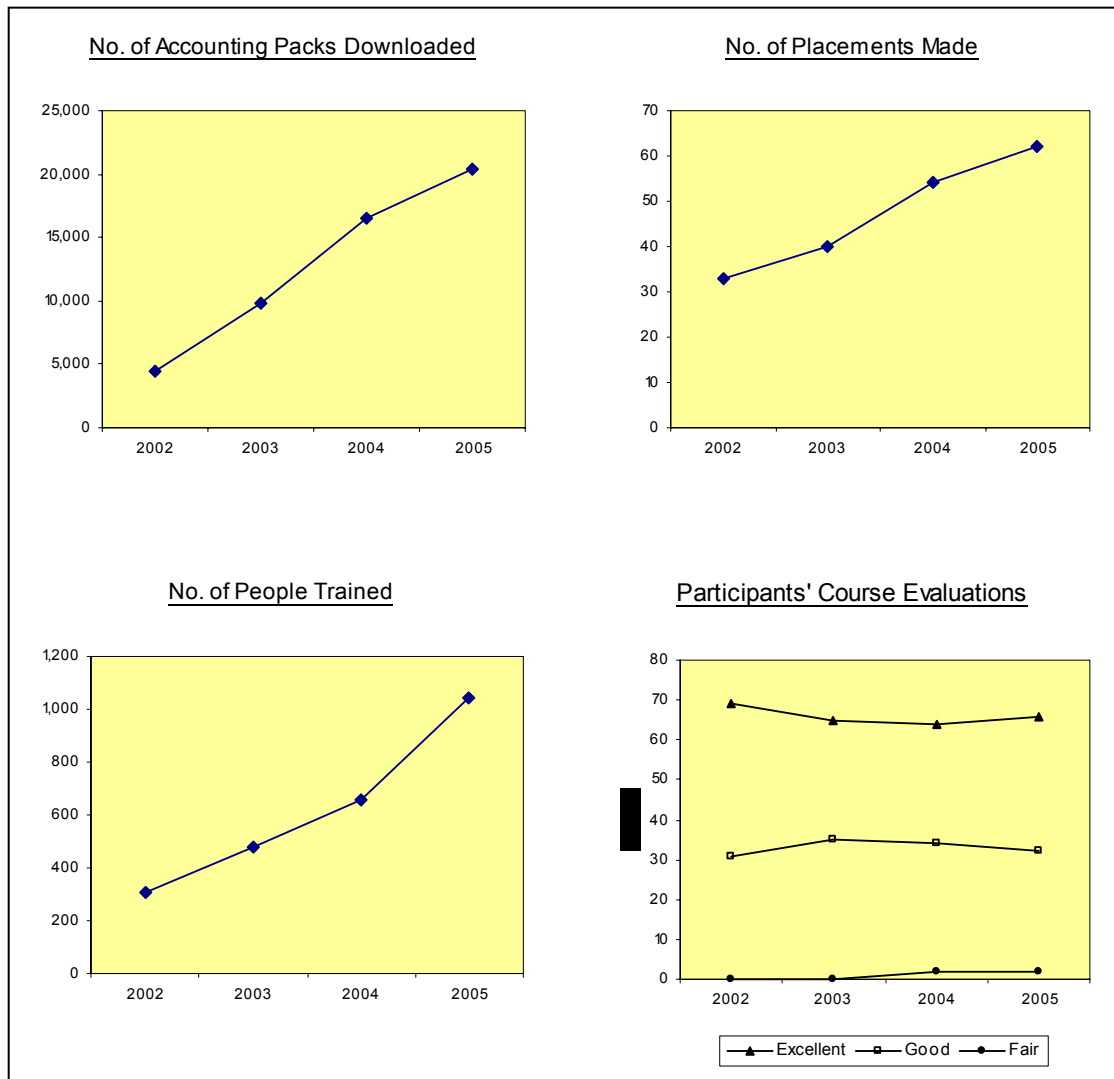
We work within the framework of our publicly stated values: in all our work we act with integrity and aim to:

- Be professional and ensure our work is high quality
- Be approachable and listen to other people's views
- Balance our interests with other stakeholders' interests
- Collaborate with other organisations
- Be transparent and take responsibility for the results of our actions
- 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.

#### 4. Achievements and performance

The charts below show that demand for our services continues to rise, including for our training and recruitment services for which we charge full cost-recovery fees. Approximately two-thirds of participants consistently evaluate our training courses as “excellent”. This gives us confidence that our clients value our services; that our services meet our clients’ needs; and so that we are achieving our mission in practice.



## 4.1 Training

Mango provides practical financial management training for NGO staff.

Mango's core courses are one to ten days long and are delivered in regional centres around the world. Mango also delivers in-house training for a wide range of NGOs. Our three full time trainers and three associate trainers delivered courses in locations such as: Amman, Bangkok, Colombo, Kabul, Khartoum, London, Lusaka, Nairobi and many others.

Performance indicators:

	2005	2004
Number of core courses delivered	37	21
Number of in-house training days delivered	169	100
Number of participants trained	1,046	654

During 2005, Mango trained participants from 173 different organisations, comprising:

- 95 Southern NGOs,
- 64 International NGOs,
- 3 British Universities,
- and 11 other organisations.

We successfully piloted a bursary scheme, to enable staff from poorly resourced Southern NGOs to attend our courses, which we expect to develop further in 2006. We delivered five training courses funded by the European Commission Humanitarian Office (ECHO).

### Course evaluations

Course evaluations by participants show that Mango continues to deliver excellent training.

Participants rated key aspects of the course on a scale of 1 – 5 (one is the lowest rating and five the highest):

	2005 average	2004 average
Relevance of training to participants' work	4.5	4.5
Presentation skills of facilitator	4.7	4.7
Teaching methods used	4.7	4.7
How strongly would you recommend this course to others?	4.7	4.6

The overall assessment of Mango's courses run in 2005 by our participants was:

	2005	2004
Poor	0%	0%
Fair	2%	2%
Good	32%	34%
Excellent	66%	64%

These ratings confirm the quality of Mango's training courses. This is reinforced by the significant increase (60%) in the number of participants choosing to attend our courses during 2005.

## 4.2 Recruitment

Mango runs a register of carefully selected finance professionals committed to working with NGOs around the world (including in Head Offices). Our register provides easy and reliable access to the finance staff that NGOs need.

Performance indicators:

	2005	2004
Placements made during the year	62	54
Total number of register members	320	248

Examples of placements Mango made in 2005 include:

- Regional Finance Advisor, Lutheran World Federation in the Balkans, 2 years
- Finance and Administration Delegate, British Red Cross in Indonesia, 6 months
- Senior Accountant, Oxfam GB in Kenya, permanent position
- Finance Manager, VetAid in Mozambique, 12 months
- Internal audit consultant, International HIV/AIDS Alliance, 30 days
- Consultant, ActionAid in the UK, 15 days

The continued demand for the staff on Mango's register demonstrates that we provide NGOs with a high quality and affordable service. This helps NGOs to find the staff they need to operate efficiently, effectively and accountably.

As well as meeting NGOs' staffing needs, Mango's register provides finance professionals with a route into the NGO sector. Many of these highly qualified and capable staff move on to senior positions in NGOs. We believe that this makes an important contribution to the management of NGOs in the future.

## 4.3 Publications

Mango publishes easy-to-use guides to NGO financial management on its website. The guides provide practical advice in plain English to NGO staff who are getting to grips with financial management.

During 2005, Mango undertook a major review of its publications, consolidating them into a new "Guide to Financial Management for NGOs". We also published "Financial Management for Emergencies", written by three external expert authors, developed in association with Oxfam and funded by ECHO, the British Red Cross, CAFOD and Christian Aid.

See [www.mango.org.uk/guide](http://www.mango.org.uk/guide) and [www.fme-online.org](http://www.fme-online.org) for details.

Performance indicators:

	2005	2004
Number of accounting packs downloaded	20,387	16,563
Copies of the Health Check downloaded	3,053	2,451
Copies of the Training Manual downloaded	1,712	1,358
Number of documents downloaded from Mango's Guide	4870 (Nov-Dec)	n/a
Number of visitors to Financial Management for Emergencies	6,644 (Sept-Dec)	n/a

"Financial Management for Emergencies" and our new "Guide to Financial Management for NGOs" are both freely available as on-line resources, with additional material available to download. The download figures above are likely to give a more accurate indication of use than on-line viewings. Both publications are also available on CD.

We believe that these materials provide an important resource for NGO staff all over the world, helping them get to grips with financial management.

Gareth Thomas MP, Under Secretary of State for the Department for International Development of the British Government, spoke at the launch of our new publications in December 2005, saying *"DFID recognises the importance of strong financial management for NGOs. Mango's publications are an important resource for NGO staff, providing practical guidance in this crucial area."*

#### 4.4 Network facilitation

Mango continues to chair a UK based networking group called the Overseas Special Interest Group (OSSIG), which is a sub-group of the Charity Finance Directors Group. 20-50 UK-based NGO finance staff participate in our meetings, coming from organisations like Marie Stopes International, Oxfam, Water Aid and many others.

Subjects discussed in 2005 included:

- Fraud,
- Accountability to beneficiaries,
- Working with Southern partners, and
- Handling donor funds

Members also use an email network to ask questions and find answers between meetings. For instance, they have used it to identify audit firms in Malawi and to explore how centralised financial systems should be in NGOs.

#### 4.5 Consultancy and standards

Mango contributes to debates on professional standards for NGOs, particularly in the areas of accountability and quality.

2005 saw Mango launch its first campaign: "Who Counts?" The campaign encouraged NGOs to provide financial reports to their beneficiaries. It presented

evidence to show that this can improve the impact of NGOs' field work, by strengthening the dialogue between beneficiaries and field staff.

The campaign was launched in April, supported by a simple website ([www.whocounts.org](http://www.whocounts.org)). 2,250 information sheets were downloaded from the web during the year. We were invited to run seminars on Who Counts? for the British Red Cross, the Lutheran World Federation, Save the Children UK and Tearfund. Other NGOs have also taken the campaign seriously. For instance, Ockenden International has adopted the principles as part of its standard way of working, and Oxfam is piloting the principles in their work in Banda Aceh.

In addition, Alex Jacobs, Mango's Director, was appointed to a Visiting Fellowship at the Skoll Centre for Social Entrepreneurship at Oxford University's Business School. He joins a team researching the accountability and legitimacy of social purpose organisations, including NGOs. As a trustee of BOND (British Overseas NGOs for Development, the umbrella body for UK NGOs), Alex also became Chair of BOND's Advisory Group on Quality Standards for the UK NGO sector. See [www.bond.org.uk/lte/standards](http://www.bond.org.uk/lte/standards).

Lucy Markby, Mango's Recruitment Director, continues to play an active role on the steering committee of the Emergency Personnel Network, which aims to strengthen the ability of humanitarian organisations to recruit, train and retain staff for emergency operations. See [www.redr.org/eprn](http://www.redr.org/eprn).

Mango carried out a modest amount of consultancy work during the year, working with NGOs to address specific finance systems issues and to explore issues of accountability and cost-effectiveness.

## 5. Financial review

Mango received the following income during the year:

Source	2005 £'000	2004 £'000
Earned fee income	343	235
Charitable donations	142	38
Grant making bodies	34	43
Interest	1	1
<b>Total</b>	<b>521</b>	<b>317</b>

We are extremely grateful to our major donors during the year: ECHO, PricewaterhouseCoopers (PwC), the Indigo Trust and the Methodist Relief and Development Fund.

We continue to receive substantial support from the UK accounting profession. PwC has increased its support and we look forward to deepening our relationship with the firm. We continue to enjoy important support from Ernst & Young, KPMG, the Association of Accounting Technicians, the Chartered Accountants Livery Company and Chartered Accountants' Trustees, as well as donations from many individual accountants.

Working in partnership with Oxfam, and with additional and very generous support from the British Red Cross, CAFOD and Christian Aid, we completed work that was



largely funded by a grant from ECHO to develop new publications and deliver training courses.

We are also extremely grateful to the Indigo Trust and the Methodist Relief and Development Fund for their three year commitments to Mango.

The following activities generated fee income:

<b>Fee earning activity</b>	<b>2005 £'000</b>	<b>2004 £'000</b>
Training	247	145
Placing register members with NGOs	77	70
Consultancy	18	20
Sales of publications	1	0
<b>Total</b>	<b>343</b>	<b>235</b>

At the year end, our unrestricted reserves strengthened to £55,431. The board has approved a policy of raising reserves to the level needed to cover three months operating expenditure. It is anticipated that progress will be made towards achieving this target in 2006.

## 6. Plans for 2006

During 2006 we expect to continue delivering our existing services to an increasing number of clients, while at the same time developing new approaches to increase our impact.

We will continue to offer our training and recruitment services, and expect that demand for these services will continue to grow organically. We will also continue to update our web-based publications and make them available for free. All of these services will be developed in response to our clients' requirements and in line with our own experience. We are committed to maintaining the quality of our services and the viability of the organisation.

At the same time, we will pilot new approaches to allow more NGOs to benefit from the investments we have made in our core services to date. We hope that this may provide scope to develop relationships further with our key donors. In particular, new approaches will include:

- Seconding one of our trainers to work with Christian Aid in Sri Lanka, to provide capacity building services to their local partners and to explore how we could support long term approaches to working there. We hope to develop relationships with other training providers around the world to deliver high quality, locally relevant training to NGOs.
- Exploring the possibility of providing distance-learning courses. This may be a cost-effective way of substantially increasing the scope and accessibility of our training courses to NGOs around the world. We hope to collaborate with other organisations on this project, who have experience of distance-learning.
- Recruiting more senior and head office financial positions in NGOs, in response to rising demand from clients.

- Developing a series of seminars for the Finance Directors of large international NGOs, to provide a forum for sharing experience and learning in the area of how finance systems contribute to the success of NGOs' field work.
- Continuing to contribute to the debate on developing new approaches to accountability for NGOs, for instance by working with Oxfam to pilot whether the extent of downward accountability (to beneficiaries) can be measured in a uniform way across different interventions.

We plan to undertake a strategic review in 2006, to develop new strategic directions for the next three year period. In particular, we hope that this will provide clear direction for developing the organisation so that we can help a substantially increased number of NGOs from around the world to strengthen their financial management.

### **Small Company Exemptions**

This report is prepared in accordance with the special provisions of the part VII of the Companies Act 1985 relating to small companies. The accounts on pages 14 to 22 have been prepared in accordance with Financial Reporting Standard for Smaller Entities (effective January 2005).

## Mango

### Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the annual report and accounts in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law requires the trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing these, the trustees are required to:

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

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the accounts comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Signed on behalf of the Trustees.

Name: Colin Havill

Date. 28 June 2006

## **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 2005 which comprise the Statement of Financial Activities, the Balance Sheet, and the related notes. These financial statements have been prepared in accordance with the accounting policies set out therein.

This report is made solely to the company's members, as a body, in accordance with Section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the 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 company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

### **Respective responsibilities of directors and auditors**

As described in the Statement of Directors' Responsibilities the trustees, who are also the directors of Management Accounting for Non-Governmental Organisations for the purposes of company law, are responsible for the preparation of financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you if, in our opinion, the Trustees' Report is not consistent with the financial statements, if the company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and other transactions is not disclosed.

We read the Trustees' Report and consider the implications for our report if we become aware of any apparent misstatements within it.

### **Basis of opinion**

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the judgements made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all information and explanations which we considered necessary in order to provide us with sufficient evidence to give

reasonable assurance as to whether the financial statements are free from material mis-statement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

### **Opinion**

In our opinion:

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the charitable company's state of affairs as at 31 December 2005 and of its incoming resources and application of resources, including its income and expenditure, in the year then ended; and
- the financial statements have been properly prepared in accordance with the Companies Act 1985; and

Critchleys, Oxford  
Chartered Accountants  
Registered Auditors

**Mango**  
**Statement of Financial Activities**  
**for the period ending 31 December 2005**

<i>Note</i>	2005 Unrestricted £	2005 Restricted £	2005 Total £	2004 Total £
<u>Incoming resources</u>				
Incoming resources from generated funds				
Voluntary income				
Donations	11	79,792	62,350	142,142
Institutional grants	11	34,310	34,310	42,913
Investment income		1,411	1,411	916
Incoming resources from charitable activities				
Training		246,829	246,829	145,453
Recruitment		77,310	77,310	69,930
Consultancy/standards		18,137	18,137	20,400
Publications		560	560	0
<b>Total incoming resources</b>		<b>424,039</b>	<b>96,660</b>	<b>520,699</b>
<u>Resources expended</u>				
Costs of generating voluntary income				
	7	37,234	37,234	47,676
Charitable activities				
Training		213,693	72,557	286,250
Recruitment		83,421	83,421	69,372
Consultancy and standards		8,319	8,319	21,968
Publications		12,281	52,964	65,245
Network facilitation		918	918	1,775
Governance costs	6	7,986	7,986	7,236
<b>Total resources expended</b>		<b>363,852</b>	<b>125,521</b>	<b>489,373</b>
Net incoming/(outgoing) resources before transfers				
	2	60,187	(28,861)	31,326
Transfers between funds		(17,419)	17,419	0
<b>Net movement in funds</b>		<b>42,768</b>	<b>(11,442)</b>	<b>31,326</b>
<u>Reconciliation of Funds</u>				
Total funds brought forward		12,663	32,326	44,989
<b>Total funds carried forward</b>		<b>55,431</b>	<b>20,884</b>	<b>76,315</b>

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

**Mango**  
**Balance Sheet as at 31 December 2005**

	<i>Note</i>	2005 £	2005 £	2004 £	2004 £
Fixed Assets	12		4,768		7,716
<u>Current Assets</u>	13				
Debtors		49,410		13,582	
Accrued income		17,616		-	
Prepayments		1,525		5,373	
Reclaimable VAT		817		2,527	
Other debtors		4,794		744	
Cash in hand and at bank		<u>62,111</u>		<u>30,587</u>	
			136,273		52,814
<u>Current Liabilities</u>	14				
Unsecured loan		10,000		-	
Trade creditors		5,298		6,243	
Accrued expenditure		19,578		1,558	
Training fees received in advance		<u>29,850</u>		<u>7,740</u>	
					<u>15,541</u>
Net Current Assets			<u>71,547</u>		<u>32,273</u>
Net Assets			<u><b>76,315</b></u>		<u><b>44,989</b></u>
<u>Represented By:</u>	16				
Unrestricted funds b/f		12,663		68,763	
Movement on unrestricted funds		<u>42,768</u>		<u>(56,100)</u>	
Unrestricted funds c/f			55,431		12,663
Restricted funds b/f		32,326		-	
Movement on restricted funds		<u>(11,442)</u>		<u>32,326</u>	
Restricted funds c/f			<u>20,884</u>		<u>32,326</u>
			<u><b>76,315</b></u>		<u><b>44,989</b></u>

These financial statements have been prepared in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small companies and in accordance with the Financial Reporting Standard for Smaller Entities (effective January 2005). The notes on pages 17 to 22 form part of these accounts.

These financial statements were approved and authorised for issue by the board on: 28 June 2006.

Signed on behalf of the board: Colin Havill

## Mango

### Notes to the Accounts for the year ending 31 December 2005

#### 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 1985. 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 January 2005) and the Companies Act.

The company has taken advantage of the exemption in FRS1 from the requirement to produce a cash flow statement because it is a small company.

##### b) Incoming Resources

Incoming resources from charitable activities consist of fee income 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.

##### c) Resources Expended

Resources expended are allocated to the particular activity for which the cost was incurred. Resources expended are allocated in the period in which they are incurred.

##### 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 9.

##### f) Pension contributions

The company operates a defined contribution pension scheme, the assets of which are held in external funds. Contributions are charged to the statement of financial activities as they become payable.



## 2. Operating Surplus/(Loss)

Operating surplus/(deficit) is stated after charging:

	2005 £	2004 £
Depreciation of tangible assets	4,443	4,589
Auditor's remuneration	1,050	500

## 3. Restatement of 2004 resources expended

In accordance with the new guidance issued in SORP 2005, costs that were categorised as 'support costs' in the 2004 annual accounts are no longer stated separately. They have been allocated across activity categories, on the basis of staff costs. To ease comparison with the 2005 figures, the 2004 figures have been restated in the SORP 2005 format as shown in the table below.

	Per 2004 accounts	Support Costs	Restated costs
Costs of generating funds	43,274	4,402	47,676
Charitable activities			
Training	171,482	18,452	189,934
Placements	62,839	6,533	69,372
Consultancy and standards	19,926	2,042	21,968
Publications	3,271	522	3,793
Network facilitation	1,610	165	1,775
Support costs	32,732	-	-
Governance costs	6,620	616	7,236
<b>Total</b>	<b>341,754</b>	<b>32,732</b>	<b>341,754</b>

## 4. Support Costs

	2005 £	2004 £
Staff costs	18,350	24,806
Other expenses	6,296	7,926
<b>Total</b>	<b>24,646</b>	<b>32,732</b>

Support costs include all the costs associated with managing the charity which are not directly related to specific charitable activities, to supporting the board of trustees or to meeting the charity's statutory requirements. They have been allocated across activity categories, on the basis of staff costs.

**5. Costs of charitable activities**

	Direct costs	Support Costs	Total
Training	271,596	14,654	286,250
Recruitment	78,101	5,320	83,421
Consultancy and standards	7,752	567	8,319
Publications	64,603	642	65,245
Network facilitation	852	66	918
	<b>422,904</b>	<b>21,249</b>	<b>444,153</b>

**6. Governance Costs**

	2005 £	2004 £
Staff costs	5,464	4,639
Audit fees	1,050	500
Support costs	615	616
Other expenses	857	1,481
<b>Total</b>	<b>7,986</b>	<b>7,236*</b>

\* - This figure has been re-stated to include £616 of costs categorised as 'support costs' in the 2004 annual report and accounts. See note 3 for details.

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

**7. Costs of generating voluntary income**

	2005 £	2004 £
Staff costs	24,701	31,595
Direct costs	2,292	2,171
Support costs	2,782	4,402
Other expenses	7,459	9,508
<b>Total</b>	<b>37,234</b>	<b>47,676*</b>

\* - This figure has been re-stated to include £4,402 of costs categorised as 'support costs' in the 2004 annual report and accounts. See note 3 for details.

**8. Trustee Remuneration, Benefits and Expenses**

The Trustees received no remuneration, benefits or reimbursement of expenses during the year.

## 9. Director and Employees

The average number of full-time equivalent employees was 10 (2004: 10) who were employed in charitable activities. There was one temporary member of staff in 2005 (2004: 0).

Employee emoluments were as follows:

	2005 £	2004 £
Permanent staff salaries	252,242	211,988
Social security costs	25,852	21,401
Pension contributions	8,161	7,485
<b>Total</b>	<b>286,256</b>	<b>240,874</b>

No employee earned over £50,000 during the year.

## 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. Grants and Donations Receivable

### Unrestricted grants and donations

Received from	2005 £	2004 £
PwC	35,000	10,000
Ernst & Young	10,000	10,000
Methodist Relief and Development Fund	20,000	-
Joel G. Joffe Charitable Trust	-	10,000
Chartered Accountants Livery Co.	5,000	10,000
Chartered Accountants Trustees	3,000	3,000
European Union (ECHO)	-	(3,294)*
Donations from individuals	6,692	5,368
Vodafone	100	-
<b>Total</b>	<b>79,792</b>	<b>45,074</b>

\* Accounting adjustment for a grant related to activities completed in 2003.

The donation of £10,000 from the Joel G. Joffe Charitable Trust is a related party transaction as Lord Joffe is a Trustee of both Mango and the Charitable Trust. See also note 14 below.

**Restricted grants**

Received from	2005 £	2004 £
European Union (ECHO)	34,310	36,207
Indigo Trust	20,000	-
Association of Accounting Technicians	10,000	-
CAFOD	10,000	-
KPMG	10,000	-
British Red Cross Society (BRCS)	5,000	-
Christian Aid	5,000	-
Bursary donations from individuals	2,350	-
<b>Total</b>	<b>96,660</b>	<b>36,207</b>

During 2005, we completed a project funded by the European Commission Humanitarian Office (ECHO), implemented in partnership with Oxfam GB and co-funded by CAFOD, BRCS and Christian Aid, building the financial management capacity of humanitarian NGOs by delivering specifically tailored training and tools for humanitarian relief work.

The grant received from the Indigo Trust is part of a three year commitment of £20,000 pa to enable Mango to pilot a partnership training programme.

The grants from the Association of Accounting Technicians, KPMG and the bursaries from individuals have been used to fund bursaries to allow staff from poorly resourced Southern NGOs to attend our training courses. The grant from KPMG has been used in particular to work in countries affected by the 2004 Tsunami. This grant covered the period 2005 / 2006; £4,000 of this grant will be used in 2006.

**12. Fixed Assets**

	Office Furniture £	Computers £	Projectors £	Total £
<b>Cost</b>				
As at 1 <sup>st</sup> January 2005	1,549	13,062	4,197	18,808
Additions in year	-	1,493	-	1,493
Disposals	-	-	-	-
As at 31 <sup>st</sup> December 2005	<u>1,549</u>	<u>14,555</u>	<u>4,197</u>	<u>20,301</u>
<b>Depreciation</b>				
As at 1 <sup>st</sup> January 2005	476	7,699	2,915	11,090
Charge for year	288	3,298	857	4,443
Disposals	-	-	-	-
As at 31 <sup>st</sup> December 2005	<u>764</u>	<u>10,997</u>	<u>3,772</u>	<u>15,533</u>
<b>Net book value</b>				
As at 31 <sup>st</sup> December 2004	<u>1,073</u>	<u>5,363</u>	<u>1,282</u>	<u>7,718</u>
As at 31 <sup>st</sup> December 2005	<u>785</u>	<u>3,558</u>	<u>425</u>	<u>4,768</u>

Fixed assets are depreciated using the straight-line method. Office furniture is depreciated over 5 years and computers and projectors are depreciated over 3 years.

All assets are held for direct charitable purposes.

### 13. Debtors and Prepayments

	2005 £	2004 £
Trade debtors	49,410	13,582
Accrued income	17,616	-
Prepayments	1,525	5,373
Recoverable VAT	817	2,527
Employee advances	4794	-
Reclaimable expenses	-	744

The accrued income includes the final tranche of £12,616 receivable from ECHO and £5,000 receivable from Christian Aid, both of which grants relate to activities carried out in 2005 and which Mango received in early 2006.

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

	2005 £	2004 £
Unsecured loan	10,000	-
Trade creditors	5,298	6,243
Accrued expenditure	19,578	1,558
Training fees received in advance	29,850	7,740

In 2005, the Joel G. Joffe Charitable Trust generously made Mango an interest free loan of £10,000. Mango expects to repay this loan during 2006. It is a related party transaction as Lord Joffe is a Trustee of both Mango and the Charitable Trust.

All training fees received in advance are released to incoming resources in the following year when the training takes place.

### 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 31st December 2005 there were 5 members.

**16. Balances on general and restricted funds**

	General Funds	ECHO Project	Training Partnerships	Training Bursaries	Total
		£	£	£	£
At 1 January 2005	12,663	32,326	-	-	<b>44,989</b>
Income	424,039	54,310	20,000	22,350	<b>520,699</b>
Expenditure	(363,852)	(104,055)	(3,115)	(18,350)	<b>(489,373)</b>
Transfer between funds	(17,419)	17,419	-	-	-
At 31 December 2005	55,431	-	16,885	4,000	<b>76,315</b>

**17. Analysis of net assets by funds**

	Restricted Fund £	Unrestricted Funds £	Total £
Fixed assets	-	4,768	<b>4,768</b>
Net current assets	20,884	50,663	<b>71,547</b>
<b>Total</b>	<b>20,884</b>	<b>55,431</b>	<b>76,315</b>