

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

**For the year ended 31 December 2004**

**Company Details:**

Management Accounting for Non Governmental Organisations (Mango) is a company limited by guarantee. It does not have a share capital. Each member has given a guarantee to contribute a sum, not exceeding £1, to the company should it be wound up. At 31 December 2004 there were 5 members.

Mango is a UK- registered charity.

Company No.: 3986178  
Charity No.: 1081406

**Trustees Throughout The Year:**

Lord Joffe of Liddington  
Ms Ros Avery  
Sir John Burgh  
Mr Colin Havill  
Mr John Nickson

**Registered Office Address:**

97A St Aldates  
Oxford  
OX1 1BT

**Bankers:**

CafCash Limited  
Kings Hill  
West Malling  
Kent  
ME19 4TA

**Solicitors:**

Blake Laphorn Linnell  
Seacourt Tower  
West Way  
Oxford  
OX2 0FB

**Auditors:**

Critchleys Chartered Accountants  
Greyfriars Court  
Paradise Square  
Oxford  
OX1 1BB

**Website:**

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

**Annual Accounts for the year ended 31 December 2004**

<b>Table of Contents</b>	<b>Page</b>
Director's Report	4
Trustees' Report for the Year Ending 31 December 2004	5
Statement of Trustees' Responsibilities	12
Auditor's Report to the Members of Mango	13
Statement of Financial Activities for the Year Ending 31 December 2004	15
Balance Sheet as at 31 December 2004	16
Notes to the Accounts for the year ended 31 December 2004	17
Five-year financial summary and key performance information	23

## Mango

### Director's Report

It gives me great pleasure to introduce the 2004 annual accounts. During the year Mango helped more Non Governmental Organisations (NGOs) work efficiently, effectively and accountably so that they can make the best use of every pound they are given. We provided NGOs with more qualified financial staff, practical financial management training and specialist tools and guides than ever before.

We believe that Mango plays a unique role in the sector, by bringing together experience from the field to the board-room, passionate commitment to development and humanitarian aims and professional financial management skills. We have experience of working with all the major UK-based international NGOs and many other organisations abroad, which allows us to recognise and disseminate good practice. All our work aims to make financial management relevant and accessible to NGO staff.

We celebrated Mango's fifth birthday in November. A five-year financial summary together with key performance information is included in this review at page 23. I would particularly like to thank Mango's dedicated and capable staff and trustees for their continued efforts and commitment during the past five years.

We continue to strive to make our services accessible to many smaller agencies based in developing countries and we depend on charitable donations to enable us to provide these and for development funds. We are extremely grateful to the Association of Accounting Technicians, Ernst & Young, the European Community Humanitarian Office, KPMG PricewaterhouseCoopers and loyal individual accountants for their support.

We look forward to building on these achievements and helping more NGOs work more effectively over the next five years.

Alex Jacobs  
Director

## Mango

### Trustees' Report for the Year Ending 31 December 2004

#### 1. Objects, Mission, Activities and Values

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....assisting non-governmental organisations with their charitable work in the relief of poverty."

Throughout 2004 we have continued to work to achieve our mission by providing six services to NGOs:

1. Qualified financial staff
2. Practical financial management training
3. Specialist tools and resources
4. Consultancy services in NGO financial management
5. Forums encouraging NGO staff to share their financial management experience and information.
6. Contributions to debates on NGO management and governance.

The Asian Tsunami Disaster shows how important these issues are. Mango is supporting agencies in their relief efforts to ensure that funds are handled appropriately, so that effective assistance can be provided to the millions of people affected by the disaster. Mango has provided financial staff, training and specialist tools and guides - all of which help aid agencies to apply professional standards of financial management in their response.

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.

## 2. Structure

Mango is overseen by a board of five trustees, comprising experienced figures from the commercial, public and charitable sectors. The trustees are the members of the charity and also directors of the company limited by guarantee. Nominations for new trustees are considered by the board and, as agreed by the board, nominees are invited to join the board.

At the end of 2004 Mango employed ten members of staff (some working full time and some part time), who are accountable to the board through the Director.

## 3. Review of the year's activities

Income received during the year was as follows:

Source	2004 £'000	2003 £'000
Earned fee income	235	168
Charitable donations	38	72
Grant making bodies	43	30
Interest	1	1
Rounding adjustment	1	-
<b>Total</b>	<b>318</b>	<b>271</b>

We are extremely grateful to the UK accounting profession for their continued support to Mango over the year. We received major donations from PwC, Ernst & Young and the Chartered Accountants Livery Company as well as additional donations from many individual accountants.

The European Commission Humanitarian Office (ECHO) awarded Mango (working in partnership with Oxfam) a substantial new grant during the year. The grant is for Financial Management Capacity Building for Humanitarian NGOs, and involves delivering training and developing tools for NGO staff from 1 November 2004 to 31 July 2005.

The following activities generated fee income:

Fee earning activity	2004 £'000	2003 £'000
Training	145	96
Placing register members with NGOs	70	43
Consultancy	20	29
<b>Total</b>	<b>235</b>	<b>168</b>

### 3.1 Training

Mango provides practical financial management training for NGO staff.

Mango's core courses are one to ten days long and are delivered in the UK and other regional centres around the world. Mango also delivers in-house training for a wide range of NGOs.

Performance indicators:

	2004	2003
Number of core courses delivered	21	24
Number of in-house training days delivered	100	55
Number of participants trained	654	480

During 2004, Mango ran 33 training events for 654 participants from 105 different organisations, including:

- International NGOs;
- Southern NGOs;
- British Universities.

We delivered training in the UK and in regional centres around the world such as: Bangkok, Kabul, Nairobi, New Delhi and London. We recruited two more full time trainers, bringing our training team up to three permanent staff.

#### 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):

	Average rating 2004	Average rating 2003
Relevance of training to participants' work	4.5	4.4
Presentation skills of facilitator	4.7	4.7
Teaching methods used	4.7	4.6
Value of course handbook and other handouts	4.6	4.6
How strongly would you recommend this course to others?	4.6	4.4

The overall assessment of Mango's courses run in 2004 by our participants was:

	2004	2003
Poor	0%	0%
Fair	2%	0%
Good	34%	35%
Excellent	64%	64%

These ratings confirm the quality of Mango's training courses. This is reinforced by the significant increase (36%) in the number of participants choosing to attend our courses during 2004.

### 3.2 Placing Finance Staff

Mango runs a register of carefully selected finance professionals who can work 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:

	2004	2003
Total number of register members	248	216
Placements made during the year	54	40

During 2003, Mango made 54 placements of its register members with NGOs around the world. The register grew from 216 to 248 members.

Examples of placements Mango made in 2003 include:

- Regional Finance Advisor, Kuru Family of Organisations in Botswana, 2 years
- Regional Finance Advisor, Christian Aid in Sahel, based in UK, 12 months
- Financial Controller, GOAL in Honduras, 12 months
- Finance Manager, ITDG in Kenya, 6 months
- Consultant, Save the Children UK in Ivory Coast, 1 month

The continued growth in demand for the carefully selected staff on Mango's register demonstrates that we are continuing to 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 foundations of NGO management in the future.

### 3.3 Tools

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.

Performance indicators:

	2004	2003
Number of introductory guides available	7	7
Number of introductory guides downloaded	16,563	9,798
Copies of the Health Check downloaded	2,451	1,806 (May - Dec)
Copies of the Training Manual downloaded	1,358	291 (Sept - Dec)

During 2004, over 16,500 copies of our introductory 'accounting packs' were downloaded by people from over 100 countries in six continents. All the tools listed above are free and available from [www.mango.org.uk](http://www.mango.org.uk).

We continue to be greatly encouraged by the level of use of these materials. It is likely that they are distributed further within organisations: one download may provide resources for many members of staff. For examples, during 2004 Tearfund chose to publish a version of Mango's Health Check in their magazine, Footsteps, which is distributed to 47,000 development practitioners.

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

### 3.4 Consultancy

Performance indicators:

	2004	2003
Number of chargeable consultancy days	58	80
Number of consultancy projects carried out	4	7

Mango provides specialist consultancy services to the relief and development community. We focus on research and advice related to the financial management of NGOs, drawing on our sector-wide experience.

During 2004 we carried out two major consultancy projects, working at a senior level in major UK-based NGOs to review their current systems and performance and make recommendations for the future. These substantial pieces of work also contributed significantly to our understanding of key issues facing major NGOs, which will inform our work going forwards.

Staff changes during 2004 had an impact on our capacity to deliver consultancy services during the year.

### 3.5 Networking

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. 15-50 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 2004 included:

- Accounting software,
- Managing restricted funds,
- Compliance and internal control.

Members also use an email network to ask questions and find answers between meetings. For instance, they have used it to identify specific training providers and to discuss responses to fraud

### 3.6 Standards

All of Mango's work aims to help NGOs to raise their professional standards. In addition, Mango was involved with the following initiatives during 2004:

- Alex Jacobs, our Director, was elected to the board of BOND, the umbrella group for UK NGOs. More information is available at [www.bond.org.uk](http://www.bond.org.uk).
- Lucy Markby, our Field Placements Director, continued to play an active role on the steering committee of the Emergency Personnel Network (EPN). This network aims to strengthen the ability of humanitarian organisations to recruit, train and retain staff for emergency operations. More information is available from [www.redr.org/epn/](http://www.redr.org/epn/).
- Alex Jacobs, our Director, carried out a month long visiting fellowship at Duke University, North Carolina, researching the factors that make it difficult for NGOs to improve their performance. The resulting paper will be published in a forthcoming Oxford University book; a short summary is available from Mango's website at [www.mango.org.uk/about/professionalstandards.asp](http://www.mango.org.uk/about/professionalstandards.asp)
- Teaching on non-profit modules of MBA programmes at Oxford University Business School and INSEAD.

## 4. Risks and reserves

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.

At the end of 2004, Mango held £32,326 in restricted funds and £12,663 in unrestricted reserves. There was £30,587 held as cash in the bank. During 2004, Mango generated a net loss of £23,774 on all activities. The loss was due to disappointing results from our fundraising efforts. We found it difficult to attract funding for our work from charitable sources, such as donations and grants. The board has reviewed Mango's fundraising strategy in detail and identified lessons for the future. We start 2005 with new fundraising staff and confidence that our fundraising position will strengthen.

Mango's unrestricted reserves are expected to increase over the course of 2005. 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 2005.

#### **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 20 have been prepared in accordance with Financial Reporting Standard for Smaller Entities (effective June 2002).

## Mango

### Statement of Trustees' Responsibilities

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. 13 July 2005

## **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 2004 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes. These financial statements have been prepared under the historical cost convention and 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 auditor's 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 Trustees' 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.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and United Kingdom Auditing Standards.

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 trustees' remuneration and transactions with the company 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 United Kingdom Auditing Standards 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 trustees 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 of the charitable company's state of affairs as at 31 December 2004 and of its incoming resources and application of resources, including its income and expenditure, in the year then ended and have been properly prepared in accordance with the Companies Act 1985.

Oxford  
Accountants

Critchleys  
Chartered  
Registered Auditors

**Mango**  
**Statement of Financial Activities**  
**for the period ending 31 December 2004**

	<i>Note</i>	2004 Unrestricted £	2004 Restricted £	2004 Total £	2003 Total £
<u>Incoming resources</u>					
Institutional grants	7	6,706	36,207	42,913	29,915
Donations	7	38,368		38,368	71,517
<u>Income from activities in furtherance of the charities objects:</u>					
Placements		69,930		69,930	42,720
Consultancy		20,400		20,400	29,587
Training		145,453		145,453	95,900
Tools					69
Interest Received		916		916	1,282
		<b>281,773</b>	<b>36,207</b>	<b>317,980</b>	<b>270,990</b>
Resources expended					
Costs of generating funds	13	43,274		43,274	23,695
<u>Charitable expenditure</u>					
<u>Costs in furtherance of the charities objects:</u>					
Consultancy		12,608		12,608	15,441
Network facilitation		1,610		1,610	2,387
Overseas programmes					2,683
Placements		62,839		62,839	47,954
Standards		7,318		7,318	8,534
Tools		1,086	2,185	3,271	906
Training		169,786	1,696	171,482	122,940
Support costs	2	32,732		32,732	31,942
Management and Administration	3	6,620		6,620	4,747
		<b>337,873</b>	<b>3,881</b>	<b>341,754</b>	<b>261,229</b>
Net incoming resources		(56,100)	32,326	(23,774)	9,761
Balance brought forward		68,763	0	68,763	59,002
Balance carried forward		<u>12,663</u>	<u>32,326</u>	<u>44,989</u>	<u>68,763</u>

## Mango

## Balance Sheet as at 31 December 2004

	Note	£	£	£	£
Fixed Assets	8		7,716		6,058
<u>Current Assets</u>	9				
Prepayments		5,373		1,892	
Reclaimable expenses		744		-	
Reclaimable VAT		2,527		-	
Debtors		13,582		37,535	
Cash in hand and at bank		<u>30,587</u>		<u>42,902</u>	
		52,814		82,329	
<u>Current Liabilities</u>	10				
Trade creditors payable within one year		6,243		1,088	
Accruals		1,558		12,935	
VAT Liability		-		2,163	
Training fees received in advance		7,740		-	
Other taxes and social security		-		3,411	
Other creditors		-		<u>27</u>	
		<u>15,541</u>		<u>19,624</u>	
Net Current Assets			<u>32,273</u>		<u>62,705</u>
Net Assets			<u>44,989</u>		<u>68,763</u>
<u>Represented By:</u>					
Unrestricted funds b/f		68,763		59,002	
Movement on unrestricted funds		<u>(56,100)</u>		<u>9,761</u>	
Unrestricted funds c/f			12,663		68,763
Balance on restricted funds	13		<u>32,326</u>		<u>-</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 June 2002).

These financial statements were approved by the board on: 13 July 2005

Signed on behalf of the board: Colin Havill

## Mango

### Notes to the Accounts for the year ending 31 December 2004

#### 1. Accounting Policies

a) The accounts are prepared under the historical cost convention and in accordance with applicable Accounting Standards and the Statement of Recommended Practice, Accounting and Reporting by Charities issued in 2000.

The accounts have also been prepared in accordance with the Financial Reporting Standard for Smaller Entities (effective June 2002).

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) Turnover

Turnover consists of fee income for service provision including training, consultancy work and placing accountants with NGOs.

#### c) 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 8.

#### d) Grants and Donations Receivable

Grants and donations given to fund revenue expenditure are credited to the income and expenditure account in the period for which they are given.

#### e) 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.

#### 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. Support Costs

	Year ending 31 December 2004 £	Period ending 31 December 2003 £
Staff costs	24,806	26,639
Other expenses	7,926	5,303
<b>Total</b>	<b>32,732</b>	<b>31,942</b>

Support costs include all the costs associated with managing the charity which are not directly related to supporting the board of trustees or to meeting the charity's statutory requirements.

## 3. Management and Administration of Charity

	Year ending 31 December 2004 £	Period ending 31 December 2003 £
Staff Costs	4,639	3,869
Audit Fees	500	500
Other expenses	1,481	378
<b>Total</b>	<b>6,620</b>	<b>4,747</b>

Management and Administration costs include all costs directly related to meeting the charity's statutory requirements.

No expenses were paid to board members nor did board members receive any remuneration from the company.

## 4. Directors and Employees

The Trustees received no remuneration or reimbursement of expenses in respect of their services as Directors of the company during the year. The average number of full-time equivalent employees was 10 (2003: 6) who were employed in charitable activities. Employee emoluments amounted to £240,874 (2003: £154,923). £211,988 (2003: £135,893) was spent on permanent staff salaries with an additional £21,401 (2003: £13,607) spent on employers' National Insurance and £7,485 (2003: £5,423) on pension contributions. There were no temporary staff in 2004 (2003: £0). No employee earned over £50,000 during the year.

## 5. 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.

**6. Operating Surplus/(Deficit)**

Operating surplus/(deficit) is stated after charging:

	Year ending 31 December 2004 £	Period ending 31 December 2003 £
Depreciation of tangible assets	4,589	3,647
Auditor's remuneration	500	500

**7. Grants and Donations Receivable**

Unrestricted Funds	Year ending 31 December 2004 £	Period ending 31 December 2003 £
Chartered Accountants Livery Co.	10,000	10,000
Ernst & Young	10,000	10,000
PwC	10,000	10,000
Joel G. Joffe Charitable Trust	10,000	
Chartered Accountants Trustees	3,000	4,000
European Union (ECHO)	(3,294)*	29,915
KPMG		5,500
The Sandra Charitable Trust		3,000
Grant Thornton		3,000
Arete Research		1,250
Staffs, Salop & Wolverhampton Society of Chartered Accountants		1,000
BDO Stoy Hayward Charitable Trust		1,000
Corporate donations < £1,000		985
Donations from individuals	5,368	16,782
<b>Total</b>	<b>45,074</b>	<b>96,432</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.

Restricted Funds	Year ending 31 December 2003 £	Period ending 31 December 2002 £
European Union (ECHO)	36,207	0
Association of Accounting Technicians	0	5,000
<b>Total</b>	<b>36,207</b>	<b>5,000</b>

## 8. Tangible Assets

	Office Furniture £	Computers £	Projectors £	Total £
<b>Cost</b>				
As at 1 <sup>st</sup> January 2004	495	9,279	2,813	12,586
Additions in year	1,054	3,783	1,385	6,222
Disposals				
As at 31 <sup>st</sup> December 2004	1,549	13,062	4,198	18,808
<b>Depreciation</b>				
As at 1 <sup>st</sup> January 2004	251	4,194	2,058	6,503
Charge for year	225	3,507	857	4,589
Disposals				
As at 31 <sup>st</sup> December 2004	476	7,700	2,915	11,092
<b>Net book value</b>				
As at 31 <sup>st</sup> December 2004	1,073	5,362	1,283	7,716
As at 31 <sup>st</sup> December 2003	243	5,060	755	6,058

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.

## 9. Debtors and Prepayments

	Year ending 31 December 2004 £	Period ending 31 December 2003 £
Debtors	13,582	37,535
Prepayments	5,373	1,892
Recoverable VAT	2,527	
Reclaimable expenses	744	

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

	Year ending 31 December 2004 £	Period ending 31 December 2003 £
Trade creditors payable within one year	6,243	1,088
Accruals	1,558	12,935
VAT liability		2,163
Training fees received in advance	7,740	
Other taxes and social security		3,411
Other creditors – Staff loan		27

## 11. 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 2004 there were 5 members.

## 12. Costs of generating funds

	Year ending 31 December 2004 £	Period ending 31 December 2003 £
Staff costs	31,595	13,062
Direct costs	2,171	6,689
Other expenses	9,508	3,944
<b>Total</b>	<b>43,274</b>	<b>23,695</b>

## 13. Balance on restricted funds

At the end of the year, Mango held a balance of £32,326 of restricted funds. This amount relates entirely to funds received by the European Commission Humanitarian Office (ECHO) for a project titled “Financial Management Capacity Building for Humanitarian NGOs”, implemented in partnership with Oxfam GB.

The project runs from 1<sup>st</sup> November 2004 to 31<sup>st</sup> July 2005. A proportion of the total amount payable to Mango under this contract was received in 2004. The balance shown in restricted funds at the end of the year represents the different between the amount of cash received for this project and the amount of expenditure carried out on the project during 2004.

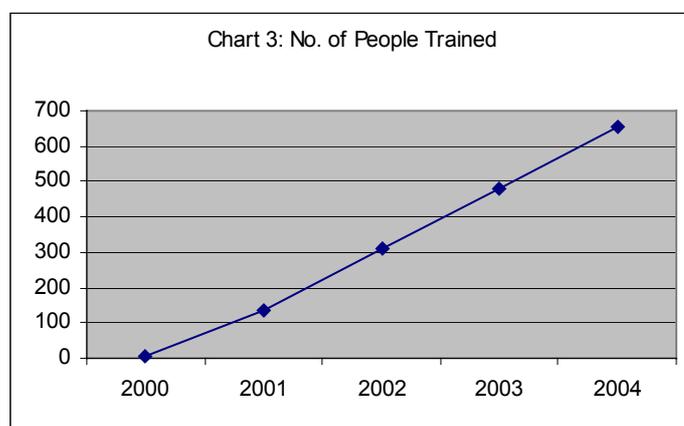
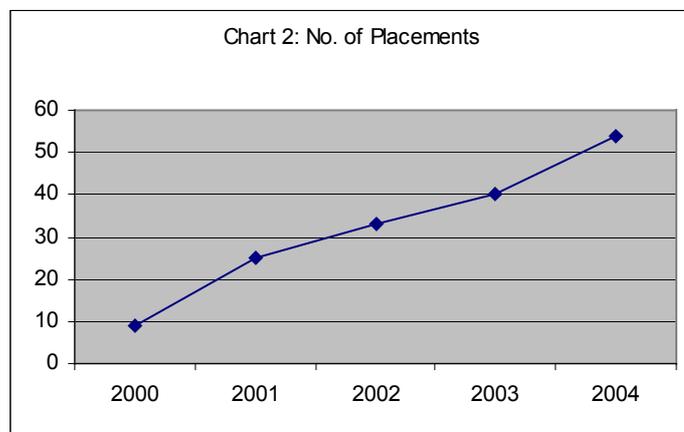
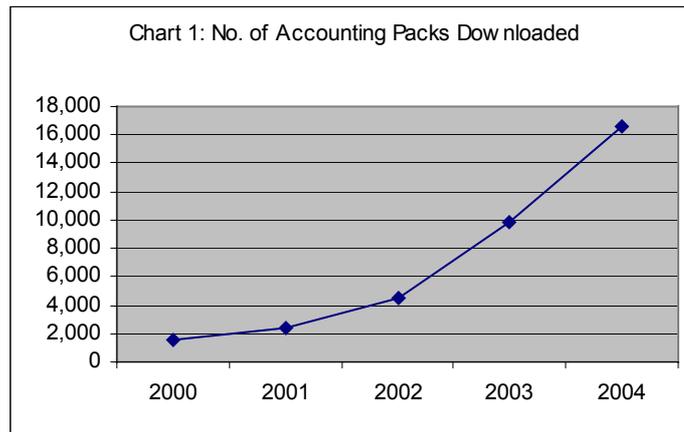
#### 14. Analysis of net assets by funds

	Restricted Fund £	Unrestricted Funds £	Total £
Fixed assets	-	7,716	<b>7,716</b>
Net current assets	32,326	4,947	<b>37,273</b>
<b>Total</b>	<b>32,326</b>	<b>12,663</b>	<b>44,989</b>

## Mango

### Five-year financial summary and key performance information

	2000	2001	2002	2003	2004
Number of introductory guides downloaded	1591	2445	4446	9798	16563
Number of participants trained	6	134	309	480	654
Placements made during the year	9	25	33	40	54



## Mango

### Five-year financial summary and key performance information

	2000 £'000	2001 £'000	2002 £'000	2003 £'000	2004 £'000
Fee Income	8	67	85	168	246
Fundraised Income	0	15	49	72	51
Development Grants	85	120	40	30	0
<b>Total Income</b>	<b>93</b>	<b>202</b>	<b>174</b>	<b>270</b>	<b>298</b>
<b>Expenditure</b>	<b>89</b>	<b>132</b>	<b>189</b>	<b>261</b>	<b>341</b>

