

Annual Report to the Charities Commission

Charity No. 1168411



Manchester Global Foundation
Local Impact, Global Challenge

www.mcglobal.org
info@mcglobal.org

April 2021 – April 2022

30th January 2023

Submitted By:
Director and the Trustees
Manchester Global Foundation
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Didsbury, Manchester, M20 3RA

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SECTION ONE: OUR ORGANISATION

1.1 INTRODUCTION

Manchester Global Foundation (MGF) is a unique philanthropic organisation providing technical expertise, consultancy, policy development, evaluation and advisory services to a range of clients, nationally and internationally. Our consultancy and advisory services generate income to support our philanthropic work to improve the health and well-being of vulnerable communities in the UK and worldwide. The organisation was conceived in 2015 and has been operational since the beginning of 2016.

The Trustees and Director of Manchester Global Foundation present this combined Annual Report from the 6th of April 2021 to 5th of April 2022.

This report complies with all the requirements of the Charities Act 2011, the trust deed and the Charities SORP (FRS 102).

1.2 OUR MISSION, VISION AND VALUES

Founded in 2015, Manchester Global Foundation (MGF) is a Charitable Incorporated Organisation registered in England and Wales, whose main sector of intervention is global health.

MGF's **vision** is to address global health inequalities and contribute to their improvement.

Our **mission** is to provide technical assistance, advisory services and research in global health, humanitarian and development programmes to improve the health and wellbeing of communities around the world – including in the UK.

We support the public benefit by advancing the health and survival of poor and vulnerable communities in low and middle-income countries, and socially deprived communities in the United Kingdom. Our motto, **Local Impact, Global Change**, summarises our belief that sound interventions at a local level will eventually contribute to broader improvements in global health worldwide.

Our Values

Use evidence-based approaches
Be proactive
Focus on people
Establish and Nurture Partnerships

1.3 OUR HISTORY

SUCCESSFUL START UP

Phase One - Concept stage and set up: Manchester Global Foundation was conceived in mid-2015 by a small group of people keen to work on both local and global health issues, with Manchester as the hub city. The idea was developed initially as a charitable entity linked to the Office of Global Health, part of the Manchester Academic Health Partnership. MGF set up a small management team, applied for charitable status, developed a constitution and applied for a bank account in 2015. In December 2015 the initial meeting of potential consultants and advisors was held in Manchester. MGF then started its operations in early 2016. The Foundation bank account became operational in February 2016, with its first deposit made on 1 March 2016. Our charitable status was gained on 25th July 2016 after several months of correspondence. Our Charity Number is 1168411. This report covers the period from our start up until March 2020. The development of the organisation was as follows:

Phase One: May 2015 to December 2015

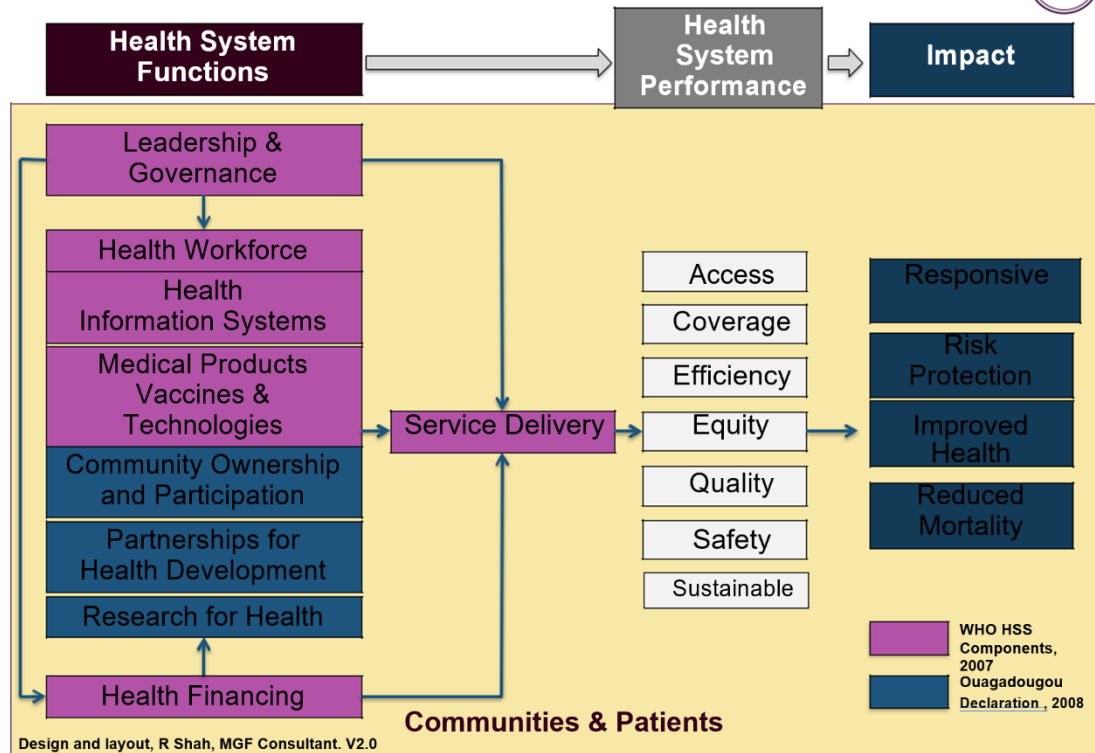
- Initial business plan with mission and vision developed and agreed.
- Approached and signed up two Trustees and agreed on the Chair.
- Agreed and appointed the Director and the initial management team, two more people.
- Initial constitution agreed.
- Initial consultants registered with the Foundation and consultancy agreement developed.
- Bank account in place
- Application for Charitable status
- Website development for launch in 2016
- Model of the organisation agreed and in place - see below Start to develop networks.
- Start to develop ideas for the philanthropic work.

1.4 STARTING TO DO BUSINESS

Phase Two - Getting to work: By the end of 2015, the foundations were in place and we were able to start work in 2016, with a strong Management Team and Board of Trustees with a clear direction and model. The Foundation continued to set up and develop further systems and processes and also started to review its financial and organisational models. The next stage of development was as follows:

Phase Two: January 2016 to December 2016

- Website up and running in February 2016
- Social media presence developed and marketing materials (banner and generic MGF business cards) from January 2016
- Adoption of the Constitution on 15th June 2016 (document shared with the Charities Commission) Financial policy developed and agreed March 2016
- Job descriptions developed for Trustees and Management team June 2016
- Philanthropic ideas and partnerships developed in northern Sri Lanka and Uganda
- Philanthropic work undertaken by individual Trustees and Management team.
- Technical and financial templates in place to use for bidding for work April 2016
- More than 25 proposals submitted for work during 2016 and 11 contracts undertaken by MGF in the first year of operation to March 2017, which enabled us to meet our objectives and start to generate income.
- Initially out of 7 contracts applied for, two were awarded to MGF and we were short listed for two more and got to the last 2/3 organisations This is an exceptional record. You can expect a 10-20% success rate on bidding for contracts through a procurement/cold bidding process.
- Indemnity and public liability insurance in place for contracts from May 2016.
- Additional trustee and management team members appointed in June 2016
- Development sessions commenced for the training and education of the consultants (three undertaken from September to December 2016)
- MGF attending conferences and meetings to raise awareness, including for recruitment of consultants and making links with new partners as well as finding out about possible philanthropic activities.
- Policies and procedures developed and in place (consultants agreement/contract, client contract, equity and diversity statement, overseas working policy in the draft, terms of business and working with clients document, overseas working policy in the draft, standard profiles and standard CVs, indemnity insurance and public liability)
- Computerised accounts using Wave software.
- Developed our approach to Health systems strengthening (see slide below)



1.5 OUR AIMS and OBJECTIVES

Aim: Manchester Global Foundation exists to advance health and well-being for the public benefit in poor and vulnerable communities in low- and middle-income countries and socially deprived communities in the United Kingdom.

Our original objectives are:

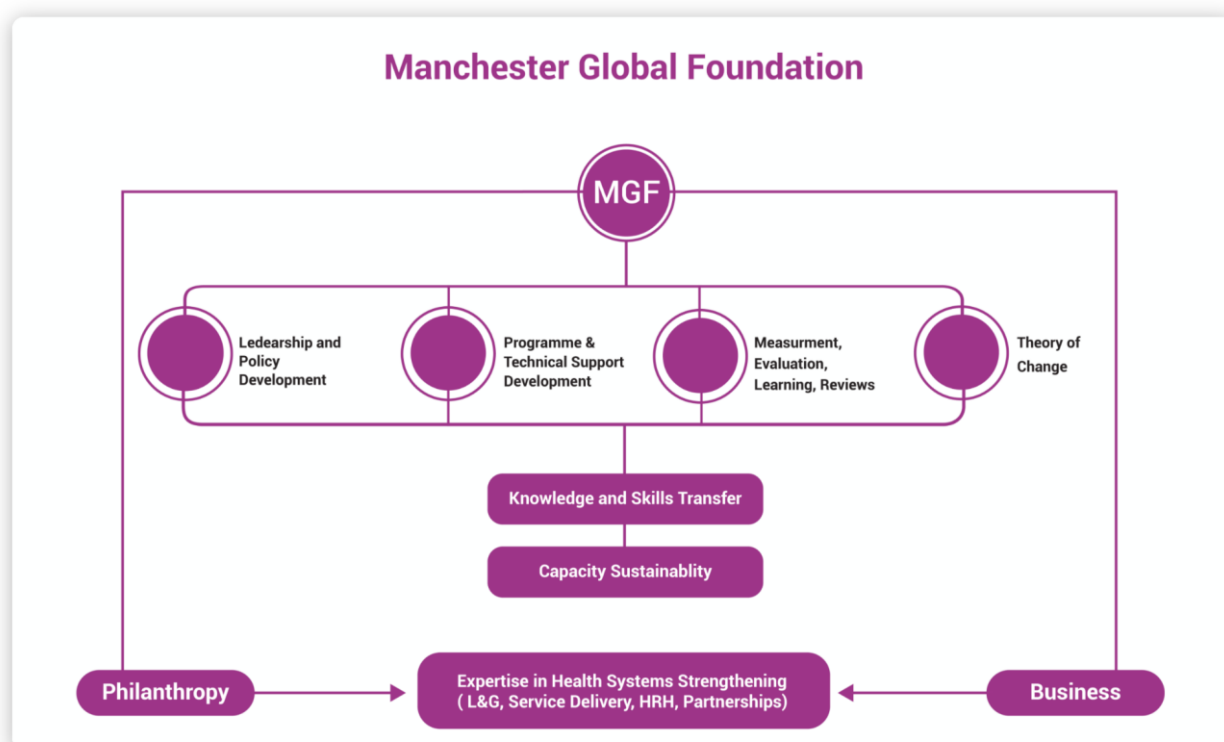
1. Providing health volunteers, other technical experts and researchers in medicine, nursing, midwifery, mental health, dentistry, and other health professions, from Greater Manchester and beyond, to build the capacity of health institutions in low and middle-income countries through research, teaching, training, and knowledge sharing; as well as providing curative and preventive services.
2. Supporting the conduct of medical and health research through collaboration between the United Kingdom and low and middle-income countries, aimed at generating innovative solutions to the problems of healthcare provision in resource poor settings.
3. Providing grants, equipment and supplies for preventing and relieving sickness and disease, mitigating the risk of death and disability as a consequence of catastrophe, and promoting health and wellbeing.
4. Advancing the education of health students and practitioners from United Kingdom in conjunction with the University of Manchester, by facilitating the development of their individual capabilities, competencies, understanding, and skills through learning and training attachments in low and middle-income countries.

'Poor' is defined according to the multidimensional poverty index (MPI) of the United Nations Development Programme (UNDP) and 'vulnerable' is defined as people affected by natural disasters and man-made conflicts and crises. Low and middle-income countries are defined according to the World Bank's classification of national economies. The "socially deprived" in the United Kingdom are communities identified as such by the indices of multiple deprivations published by the department for communities and local government.

1.6 OUR OPERATIONAL MODEL

A unique model: Manchester Global Foundation is a philanthropic organization with two arms, a business arm to generate income through consultancy, training and development and research projects with customers who are charities themselves, either registered in the UK or elsewhere and a philanthropic arm to have at least one project per year where we support activities in various ways to fulfil our aims and objectives.

The financial aspect of the model is twofold: All consultancy client contracts (budget) include a 10% overhead charge (on the costs of the consultancy fees only) to cover the MGF organisational running costs. This is always clearly visible on the financial proposal agreed between MGF and the client. In addition, ***all consultants are expected to donate 10% of their own consultancy fees earned to the philanthropic work of MGF.*** This 10% donation is deducted prior to payment to the consultant for the work completed. All Consultants have access to the MGF accounts, in the spirit of transparency. This is our model:



1.7 OUR TRUSTEES AND MANAGEMENT TEAM

The Management Team is Rakhshi Memon (Director), Jasmin Begum (Associate Director), Tsitsi Nyahwo (Operations Manager), Sameen Ali (Communications Manager), and Amber Azam (Coordinator). The management team are responsible for the operational running of the organisation. The Trustees are there to provide the governance overview and also take a lead in the philanthropic areas. The Trustees and their tenure are listed below:

Trustees	Role	Tenure
Mrs Tara Khare	Chair	1 st May 2018 to date
Dr Raj Ariyaranam	Trustee	28 th July 2016 to date
Dr Samina Matin	Trustee	15 th December 2021 to date
Dr Nadeem Gire	Trustee	12 th January 2022 to date

All the Board and Management Team undertake their roles on a voluntary basis, with the exception of occasional small honoraria paid to the Management Team out of the overheads resources generated. Over the course of the last year **£1,125** has been paid to management team members, which has included travel expenses.

1.8 OUR CONSULTANTS

At MGF, we have assembled a vibrant and growing community of experts with a wide range of skills and expertise in various domains related to global health, social services, international development, and humanitarian assistance. At the date of the report, there are 14 consultants and advisors registered plus a management team of four people and four Trustees who also have a range of skills to bring to the organisation.

Among us, there are university professors and academic researchers, health practitioners, managers and strategists, as well as experts in international development and humanitarian assistance. Those with health expertise includes clinicians and medical researchers with different specialisations, midwives, nutritionists, as well as specialists in health management, health systems strengthening, and management of humanitarian and development programmes. Everyone has a background in at least one of our four areas of expertise.

Our people are our main asset. We can count on a team of passionate and competent consultant and advisors with many years of experience in the promotion of global health. Cumulatively, our consultants and advisors have worked in over 35 different countries in all five continents and we can expect this figure to keep growing.



Our People and their Geographical Coverage

Our People

A team of self-motivated, passionate, competent consultants and advisors. Based in 07 different countries. Multi-skilled, health, nutrition, food security, agriculture, emergency relief, finance, advocacy, research and evaluation, programme management, leadership, and strategy. Thought leaders.

1.9 OUR AREAS OF EXPERTISE

In addition to these charitable activities, through its business arm, Manchester Global Foundation provides quality consultancy, training and development and advisory services to a wide range of clients, nationally and internationally. Income generated through the business arm is then used to support our philanthropic activities. Our key areas of expertise and advice are:

1. Leadership and Policy
2. Programme Design, Monitoring, and Implementation
3. Research, Evaluation, and Learning
4. Theories of Change

All four areas are key to strengthening the capacities and building capabilities of health institutions worldwide, ultimately contributing to reducing global health inequalities and in working in these areas, we fulfil our organisational objectives.

(i) Leadership and Policy

Expertise in leadership and policy means that our consultants are capable of developing national, regional, or organisational policies and strategies, as well as of supporting leadership and governance at different levels – from mentoring the management of a single hospital to advising a ministry. Some selected examples include:

PAST

- Developing an NGO's 5-year nutritional strategy in Cambodia;
- Overseeing the development of the original CHW national training manual for Sierra Leone (2010);
- Preparing mid-term plans for various hospitals in the UK and abroad;
- Writing guidelines to be adopted by the National Institute of Health and Care Excellence (NICE);
- Writing the 2006-2010 national guidance for emergency care;
- Developing curricula at medical schools, both in the UK and overseas;
- Setting up policies for the deployment of medical volunteers abroad;
- Supporting the preparation and negotiation of dossiers on "Development in Africa" for the 2009 G8 held in L'Aquila, Italy;
- Acting as the focal point for the Special Session on Global Health at the recent World Humanitarian Summit 2016;
- Advising the top management of the Ministry of Health and Sanitation of Sierra Leone;
- Mentoring senior managers in various NGOs.
- Supporting the development of the 'Roadmap for Dementia' for Pakistan (2019)
- Collaborating on the preparation and deployment of the Mental Health Summit in Pakistan (2020)

CURRENT

- Supporting the development of Learning Through Play + (Dads) training program in Pakistan (2021);
- Establishment and Monitoring of Ethics & Governance processes in Pakistan (2021);
- Collaboration with NGOs in Bangladesh, Nigeria & Kenya (2022);
- Developing training programs in UK and low and middle income countries (2022).

(ii) Programme Design, Monitoring and Implementation

This area of expertise includes all phases of project management, from the initial programme design in response to identified needs to the development of concept notes and funding proposals, to programme implementation and monitoring. Some consultants also have formal project management certifications. A few examples of this type of work include:

PAST

- Developing and setting up new projects such as the Manchester - Gulu (Uganda) link;
- Developing multi-million GBP concept notes and funding proposals to be submitted to DFID and other major donors (including also grant proposals for research programmes);
- Managing portfolios of several million GBP, both for humanitarian / development projects and for medical research;
- Managing the start-up of the first ever emergency urban/peri-urban cash-for-work programme in Zimbabwe (ECHO, €1 million)
- Managing a team of 21 international and national staff to implement the Basic Package of Health Services across 10 primary health care facilities in South Sudan (2011).
- Monitoring the implementation of various projects part of the health portfolio funded by the Italian Government in Mozambique (2009-2010);
- Remotely supporting and monitoring the implementation of several programmes across East Africa.
- Implementation of the clean water project in Karachi, Pakistan in collaboration with other NGOs – 2019
- Planning and preparing proposals such as delivering Theory of change workshops to global teams eg ACROSS, Pakage etc

CURRENT

- Securing Lottery funding for Bangladesh projects (<https://www.mcglobal.org/news-bulletin/>),
- Securing Lottery funding for Nigeria project (<https://www.mcglobal.org/news-bulletin-3/>),
- Collaborating with Save the Children UK for Bangladesh project (<https://www.mcglobal.org/news-bulletin-4/>)
- Scrutinizing and advising on policies in Pakistan.

(iii) Research, Evaluation and Learning

We consider here both academic research and project-related evaluations and assessments (as well as anything in between). Among our consultants, we have both qualitative and quantitative researchers, as well as some experts in mixed-methods research who are familiar with a wide range of methods and tools. Examples of MGF consultants' involvement in this area include:

PAST

- Conducting health needs assessments;
- Conducting operational reviews of health systems and health facilities in various countries (Somaliland, Zambia, Canada);
- Leading research groups and conducting research on various subjects (mental health, medical microbiology, morbidity to sickness and absenteeism);
- Conducting operational evaluations of public health centres in India through participatory approaches;
- Conducting surveillance studies on diseases such as Hepatitis E, TB, cholera and depression in various countries.
- Collaborating with other NGOs to deliver learning and development programme – Sharjah 2018
- Building capacity and capability by conducting workshops in Theories of Change, Process mapping, Ethics and Good Governance in Pakistan – 2019
- Conducting training in Bangladesh to midwives on maternal and child health

CURRENT

- Dissemination of learning on Global platforms;
- Continuation of capacity building on TOC;
- Collaborating with other NGO to deliver learning and development programmes – Dubai
- Partnering with other NGOs on several research projects on developing research protocols (Bangladesh & Nigeria).

(iv) Theory of Change (ToC)

The Theory of Change (“ToC”) was developed in the 1960s as an approach to planning, monitoring, evaluation and impact assessment to ensure that the marginalised voices are included in developing the vision and that change happens through the lens of the end beneficiaries. ToC is a form of “critical theory” that results in an agreed model of change. This model of change then informs the development, implementation and evaluation of plans and results frameworks at all levels.

The focus is on what will change for whom as a result of our efforts, NOT on what we will do or achieve.

In practical terms, the ToC causal model of planning, monitoring, evaluation and impact assessment begins with the process of bringing together key stakeholders so we can agree how change happens in the current context, our influences, responsibilities, and our most effective roles in contributing to changes. With our stakeholders, we identify barriers and challenges. Together short, medium- and long-term outcomes are agreed to develop a model of change (not a plan) that we think will contribute to desired changes. As the context changes, we test the model and adapt and adjust the model for the new context. As part of the impact assessment, we not only measure expected and planned impacts but also unexpected and unplanned changes so that the learning from the successes and failures can be taken forward to inform future projects.

The ToC process gives a detailed and direct understanding of the links between activities and desired goals. This understanding leads on to developing a better measure of progress and evaluation, as well as an improved understanding of impact, both planned and unplanned. ToC causal pathway is developed using a backwards mapping approach, which starts with the long-term goals and plots the required process of change and the short- and medium-term outcomes required to achieve this. During this process, the assumptions about what needs to be in place to achieve the outcomes are made explicit as well as the contextual factors which influence the ToC. Additional elements of a ToC include beneficiaries, research evidence supporting the ToC, actors in the context, sphere of influence, strategic choices and interventions, timelines and indicators. The ToC process adds rigour and strengthens other approaches such as logic models and the ToC causal pathway is an excellent communication tool for the programme.

SECTION TWO: OUR ACTIVITIES

2.3 Capacity and Capability Building

2021-2022

MGF strives to continue with its mission to tackle global health disparities in collaboration with its partners, both nationally and internationally.

- Maternal Health and Wellbeing in Bangladesh – Consultants, Jasmin Begum and Jules Robertson are conducting a scoping exercise to support Community Clinics with additional training on Maternal Health and wellbeing in the Sylhet region of Bangladesh. Aim of this is to improve the experience of pregnant and postnatal mothers and their families from the beginning of their pregnancy until the baby's first birthday. MGF consultant conducted focus groups/interviews with Health Professionals, local community health workers and local women and their families.
- Dr. Jidong's collaboration with University of Jos (Nigeria) to promote the research work in four projects has been a real success story.

Theories of Change (ToC) – Director Rakhshi Memon and Dr Tayyeba Kiran, have been delivering workshops and webinars on ToC with the teams in Bangladesh, India, Pakistan, Turkey and the UK



European Association of Psychosomatic Medicine ("EAPM") -

One of our MGF members, Imran Chaudhry, along with colleagues from Pakistan presented at the **European Association of Psychosomatic Medicine ("EAPM")** Conference this June in Austria's beautiful capital, Vienna. The EAPM was held in the Hofburg Centre, which interestingly was the palace of the Austrian royal family until 1910s.



Learning Through Play Plus Training - Two members from MGF, Dr Tayyeba Kiran, who is a post-doc researcher on the project, and Subia Naz, who is a PhD fellow, attended a two-day training course in **Nairobi** on 10th and 11th June 2022. Training sessions were held on important topics relating to research such as critical appraisal of scientific literature, governance and safeguarding, qualitative research, developing and managing site files and transferable skills.

2.4: Philanthropic Work

2021-2022

Income generation for philanthropic work - all contracts awarded from the beginning have raised a 10% overhead charge applied to cover the operating costs of the Foundation and in addition, all consultants who undertake paid consultancy work for clients have donated 10% of their consultancy fees to the philanthropic work of the Foundation which went initially to cover the development costs of the Sri Lanka programme.

Support of Research Fellows in Nigeria - MGF has contributed tremendously towards capacity and capability building by developing research skillset such as (a) conducting various aspects of research activities (b) presentations in academic conferences (c) co-authorship and publications (d) organizing and hosting of research workshop/seminars etc and funding of research fellows.

Dentman - work has continued with the two branches of Dentman:

- **DentMan GOHF (Global Oral Health Forum)** It is a platform for the Oral Health Practitioners (students and staff) to share and reflect their global health volunteering experiences with others and to inspire future volunteers. MGF is closely associated with these activities. Raj Ariyaratnam has continued to be an adviser for the students on volunteering matters.
- **SHINE Humanity(USA):** To develop collaborative proposals and fund raiser for primary care health initiatives in Pakistan.

2.5 COMMUNICATIONS AND MEDIA PRESENCE

Our communities and interested individuals worldwide and in the UK are able to:

- Connect with MGF on Twitter, Facebook and LinkedIn
- Keep themselves informed on global health topics by reading posts on our website or shared via our social media channels. This includes global health related events in Manchester and beyond.
- Submit articles/videos/comments of interest for publication or to be shared on our website and social media
- Volunteer to be part of a team to develop a bid or concept note in an area of interest Forward ideas for philanthropic area of support and development
- Volunteer to write a blog or help with policy developments
- Generally, keep in touch with your views and ideas and be part of the MGF family

A website is up and running: www.mcglobal.org

A Twitter profile: [@MCR_Global](https://www.twitter.com/MCR_Global)

A Facebook page www.facebook.com/mcrglobalfoundation

LinkedIn Company page www.linkedin.com/company/manchester-global-foundation

Quarterly News bulletin

Every quarter a news bulletin is published and widely shared via MGF social media sites and email distribution list.

2.6 CONSULTANCIES UNDERTAKEN

21 consultancies were undertaken Consultancies have been in the areas of our expertise (section 1.7). These have principally been in the areas of strategy development, evaluations and scoping, proposal writing, strategic thinking and conference development.

2.7 CURRENT STATUS

Some of the activities have been:

- Reconnecting with existing consultants
- Recruiting new consultants
- Ensuring GDPR compliance
- Updating website
- Developing networks
- Building and strengthening collaborations
- Philanthropic activity
- Reviewing the organisation structure

2.8 SUMMARY OF ACHIEVEMENTS

- Board of Trustees and Management team in place A constitution and business plan in place
- A bank account in operation
- Registered with the Charities Commission
- Clear ethos, strategy and policies underpinned by Aims, Objectives Mission, vision and values A website and active social media presence on Twitter, Facebook and LinkedIn
- Key documents and policies: consultants agreement, templates for technical and financial proposals, terms of business document, standard profiles and CVs, indemnity insurance and public liability (policy being taken out next week after seeking several quotes) and so on
- A community of consultants, advisors and researchers with 4 key areas of organisational expertise
- Philanthropic work completed and programmes in development
- Risks minimised through policies and having liability insurance, including public liability and regular Board meetings with organisational oversight by the Trustees.
- Environmental impact of the organisation minimised by home working, preferred use of public transport and flights minimised through remote working
- A range of network and relationships established with current and future partners and clients
- UK and Global Research projects - ongoing.

2.9 Future Plans

Building on our many achievements, the Trustees and Management Team will continue with their focus on:

Capacity and capability building in the UK and low and middle income countries with a focus on research consultancy to support research infrastructure.

Collaborative research projects

Training and development

Philanthropy

Collaboration with other like-minded Not for Profit organisations to promote our vision and mission

SECTION THREE: OUR FINANCIALS

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 05 APRIL 2021

	2022	2021
	£	£
INCOME		
Donations	21,000.00	7,630.00
Consultancy Income	2,994.24	21,264.00
Grants	9,952.00	
Total Income	33,946.24	28,894.00
EXPENDITURE		
Computer Hosting	311.87	1,182.16
Indemnity Insurance	782.80	766
Management team		
Honorariums	900	225
Consultants Payments	14,837.56	2,725.79
Consultancy direct costs	2,466.04	
Total Expenses	19,298.45	4,898.95
Excess of Income over Expenditure	14,647.97	23,995.05

BALANCE SHEET AS AT 05 APRIL 2022

	2022	2021
Fixed Assets	Nil	Nil
Current Assets		
Bank	50,245.58	35,597.61
Total Assets	50,245.58	35,597.61
Creditors falling due within one year		
Creditors	Nil	Nil
Net Assets	50,245.58	35,597.61
Represented by		
Excess of Income over expenditure b/f	35,597.61	11,602.56
Current year Excess of Income over expenditure	14,647.97	23,995.05
Total funds available	50,245.58	35,597.61

The above accounts for the Manchester Global Foundation are prepared from the books of accounts and information available and they are in accordance therewith.

Tsitsi Nyahwo

Treasurer

Date 02/04/2022

4.2 FINANCIAL REVIEW

Financial Review

The financial statements provided in this report are for the period of 6th April 2021 to 5th April 2022. The results for the year and financial position are set out in the Statement of Financial Activities on the above page

Income

The total income of **£33,946.24** was received from consultancy work and donations. In the future Manchester Global Foundation is expected substantial income to expand philanthropic activities.

Expenditure

The total expenditure was **£ 19,298.45**. The expenses included stipends to the voluntary management team, professional and public liability and indemnity insurance and computing and IT software services. The total income in the NatWest bank account at the end of the financial year was **£50,245.58**.

Reserves policy

The trustees aim to maintain reserves in unrestricted funds of **£500**. The trustees consider that this level will provide sufficient funds to cover risks, contingencies or unforeseen events (However, these have a low likelihood of happening but if they did, they would have some impact on the operations of MGF).

Internal control and risk

The trustees have an overall responsibility of ensuring that Manchester Global Foundation has a comprehensive system of financial reporting and risk controls to provide reasonable assurances that:

- Proper financial records are maintained, and that financial information is reliable and up to date.
- The accounts were prepared in accordance with the relevant laws and regulations.

The financial activities are recorded and kept on a secure portal <https://onedrive.live.com> and the trustees receive quarterly updates on the financial position of the organisation.

Insurance Broker: Access Insurance (<http://www.accessinsurance.co.uk>)

Bank: **NATIONAL WESTMINSTER - CENTRAL MANCHESTER**

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Our Values

Use evidence-based approaches
Be proactive
Focus on people
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1.3 OUR HISTORY

SUCCESSFUL START UP

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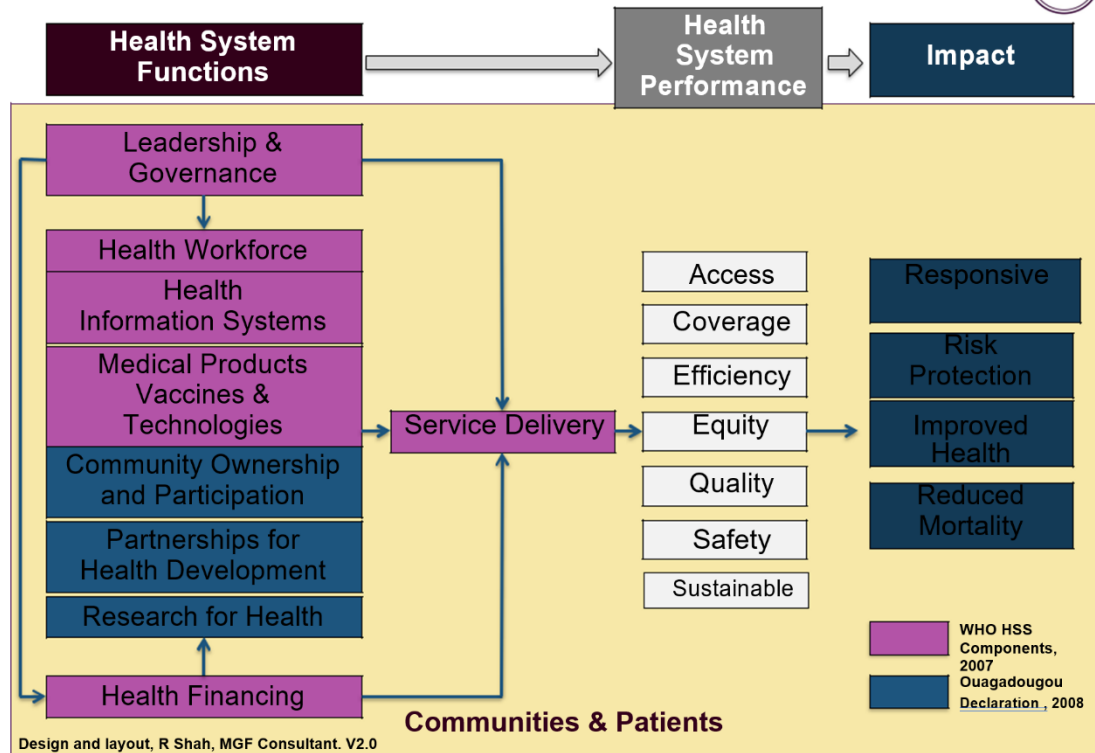
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- Development sessions commenced for the training and education of the consultants (three undertaken from September to December 2016)
- MGF attending conferences and meetings to raise awareness, including for recruitment of consultants and making links with new partners as well as finding out about possible philanthropic activities.
- Policies and procedures developed and in place (consultants agreement/contract, client contract, equity and diversity statement, overseas working policy in the draft, terms of business and working with clients document, overseas working policy in the draft, standard profiles and standard CVs, indemnity insurance and public liability)
- Computerised accounts using Wave software.
- Developed our approach to Health systems strengthening (see slide below)



1.5 OUR AIMS and OBJECTIVES

Aim: Manchester Global Foundation exists to advance health and well-being for the public benefit in poor and vulnerable communities in low- and middle-income countries and socially deprived communities in the United Kingdom.

Our original objectives are:

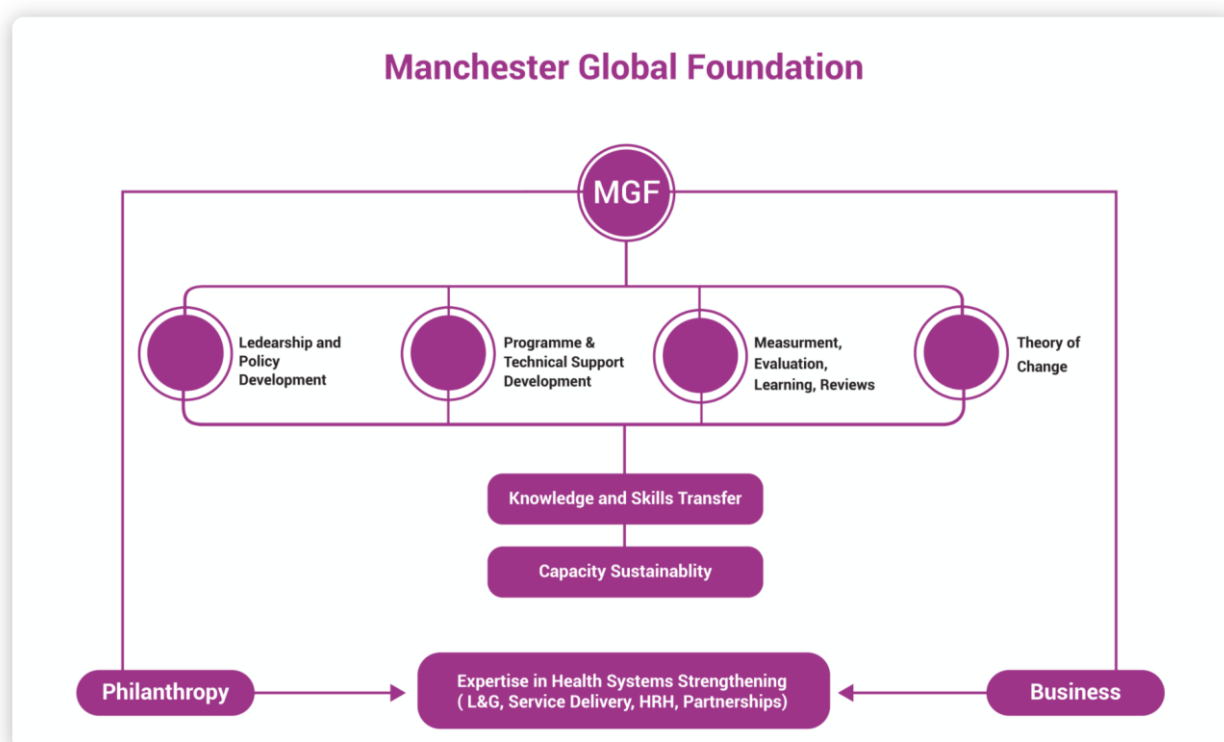
1. Providing health volunteers, other technical experts and researchers in medicine, nursing, midwifery, mental health, dentistry, and other health professions, from Greater Manchester and beyond, to build the capacity of health institutions in low and middle-income countries through research, teaching, training, and knowledge sharing; as well as providing curative and preventive services.
2. Supporting the conduct of medical and health research through collaboration between the United Kingdom and low and middle-income countries, aimed at generating innovative solutions to the problems of healthcare provision in resource poor settings.
3. Providing grants, equipment and supplies for preventing and relieving sickness and disease, mitigating the risk of death and disability as a consequence of catastrophe, and promoting health and wellbeing.
4. Advancing the education of health students and practitioners from United Kingdom in conjunction with the University of Manchester, by facilitating the development of their individual capabilities, competencies, understanding, and skills through learning and training attachments in low and middle-income countries.

'Poor' is defined according to the multidimensional poverty index (MPI) of the United Nations Development Programme (UNDP) and 'vulnerable' is defined as people affected by natural disasters and man-made conflicts and crises. Low and middle-income countries are defined according to the World Bank's classification of national economies. The "socially deprived" in the United Kingdom are communities identified as such by the indices of multiple deprivations published by the department for communities and local government.

1.6 OUR OPERATIONAL MODEL

A unique model: Manchester Global Foundation is a philanthropic organization with two arms, a business arm to generate income through consultancy, training and development and research projects with customers who are charities themselves, either registered in the UK or elsewhere and a philanthropic arm to have at least one project per year where we support activities in various ways to fulfil our aims and objectives.

The financial aspect of the model is twofold: All consultancy client contracts (budget) include a 10% overhead charge (on the costs of the consultancy fees only) to cover the MGF organisational running costs. This is always clearly visible on the financial proposal agreed between MGF and the client. In addition, ***all consultants are expected to donate 10% of their own consultancy fees earned to the philanthropic work of MGF.*** This 10% donation is deducted prior to payment to the consultant for the work completed. All Consultants have access to the MGF accounts, in the spirit of transparency. This is our model:



1.7 OUR TRUSTEES AND MANAGEMENT TEAM

The Management Team is Rakhshi Memon (Director), Jasmin Begum (Associate Director), Tsitsi Nyahwo (Operations Manager), Sameen Ali (Communications Manager), and Amber Azam (Coordinator). The management team are responsible for the operational running of the organisation. The Trustees are there to provide the governance overview and also take a lead in the philanthropic areas. The Trustees and their tenure are listed below:

Trustees	Role	Tenure
Mrs Tara Khare	Chair	1 st May 2018 to date
Dr Raj Ariyaranam	Trustee	28 th July 2016 to date
Dr Samina Matin	Trustee	15 th December 2021 to date
Dr Nadeem Gire	Trustee	12 th January 2022 to date

All the Board and Management Team undertake their roles on a voluntary basis, with the exception of occasional small honoraria paid to the Management Team out of the overheads resources generated. Over the course of the last year **£1,125** has been paid to management team members, which has included travel expenses.

1.8 OUR CONSULTANTS

At MGF, we have assembled a vibrant and growing community of experts with a wide range of skills and expertise in various domains related to global health, social services, international development, and humanitarian assistance. At the date of the report, there are 14 consultants and advisors registered plus a management team of four people and four Trustees who also have a range of skills to bring to the organisation.

Among us, there are university professors and academic researchers, health practitioners, managers and strategists, as well as experts in international development and humanitarian assistance. Those with health expertise includes clinicians and medical researchers with different specialisations, midwives, nutritionists, as well as specialists in health management, health systems strengthening, and management of humanitarian and development programmes. Everyone has a background in at least one of our four areas of expertise.

Our people are our main asset. We can count on a team of passionate and competent consultant and advisors with many years of experience in the promotion of global health. Cumulatively, our consultants and advisors have worked in over 35 different countries in all five continents and we can expect this figure to keep growing.



Our People and their Geographical Coverage

Our People

A team of self-motivated, passionate, competent consultants and advisors. Based in 07 different countries. Multi-skilled, health, nutrition, food security, agriculture, emergency relief, finance, advocacy, research and evaluation, programme management, leadership, and strategy. Thought leaders.

1.9 OUR AREAS OF EXPERTISE

In addition to these charitable activities, through its business arm, Manchester Global Foundation provides quality consultancy, training and development and advisory services to a wide range of clients, nationally and internationally. Income generated through the business arm is then used to support our philanthropic activities. Our key areas of expertise and advice are:

1. Leadership and Policy
2. Programme Design, Monitoring, and Implementation
3. Research, Evaluation, and Learning
4. Theories of Change

All four areas are key to strengthening the capacities and building capabilities of health institutions worldwide, ultimately contributing to reducing global health inequalities and in working in these areas, we fulfil our organisational objectives.

(i) Leadership and Policy

Expertise in leadership and policy means that our consultants are capable of developing national, regional, or organisational policies and strategies, as well as of supporting leadership and governance at different levels – from mentoring the management of a single hospital to advising a ministry. Some selected examples include:

PAST

- Developing an NGO's 5-year nutritional strategy in Cambodia;
- Overseeing the development of the original CHW national training manual for Sierra Leone (2010);
- Preparing mid-term plans for various hospitals in the UK and abroad;
- Writing guidelines to be adopted by the National Institute of Health and Care Excellence (NICE);
- Writing the 2006-2010 national guidance for emergency care;
- Developing curricula at medical schools, both in the UK and overseas;
- Setting up policies for the deployment of medical volunteers abroad;
- Supporting the preparation and negotiation of dossiers on "Development in Africa" for the 2009 G8 held in L'Aquila, Italy;
- Acting as the focal point for the Special Session on Global Health at the recent World Humanitarian Summit 2016;
- Advising the top management of the Ministry of Health and Sanitation of Sierra Leone;
- Mentoring senior managers in various NGOs.
- Supporting the development of the 'Roadmap for Dementia' for Pakistan (2019)
- Collaborating on the preparation and deployment of the Mental Health Summit in Pakistan (2020)

CURRENT

- Supporting the development of Learning Through Play + (Dads) training program in Pakistan (2021);
- Establishment and Monitoring of Ethics & Governance processes in Pakistan (2021);
- Collaboration with NGOs in Bangladesh, Nigeria & Kenya (2022);
- Developing training programs in UK and low and middle income countries (2022).

(ii) Programme Design, Monitoring and Implementation

This area of expertise includes all phases of project management, from the initial programme design in response to identified needs to the development of concept notes and funding proposals, to programme implementation and monitoring. Some consultants also have formal project management certifications. A few examples of this type of work include:

PAST

- Developing and setting up new projects such as the Manchester - Gulu (Uganda) link;
- Developing multi-million GBP concept notes and funding proposals to be submitted to DFID and other major donors (including also grant proposals for research programmes);
- Managing portfolios of several million GBP, both for humanitarian / development projects and for medical research;
- Managing the start-up of the first ever emergency urban/peri-urban cash-for-work programme in Zimbabwe (ECHO, €1 million)
- Managing a team of 21 international and national staff to implement the Basic Package of Health Services across 10 primary health care facilities in South Sudan (2011).
- Monitoring the implementation of various projects part of the health portfolio funded by the Italian Government in Mozambique (2009-2010);
- Remotely supporting and monitoring the implementation of several programmes across East Africa.
- Implementation of the clean water project in Karachi, Pakistan in collaboration with other NGOs – 2019
- Planning and preparing proposals such as delivering Theory of change workshops to global teams eg ACROSS, Pakage etc

CURRENT

- Securing Lottery funding for Bangladesh projects (<https://www.mcglobal.org/news-bulletin/>),
- Securing Lottery funding for Nigeria project (<https://www.mcglobal.org/news-bulletin-3/>),
- Collaborating with Save the Children UK for Bangladesh project (<https://www.mcglobal.org/news-bulletin-4/>)
- Scrutinizing and advising on policies in Pakistan.

(iii) Research, Evaluation and Learning

We consider here both academic research and project-related evaluations and assessments (as well as anything in between). Among our consultants, we have both qualitative and quantitative researchers, as well as some experts in mixed-methods research who are familiar with a wide range of methods and tools. Examples of MGF consultants' involvement in this area include:

PAST

- Conducting health needs assessments;
- Conducting operational reviews of health systems and health facilities in various countries (Somaliland, Zambia, Canada);
- Leading research groups and conducting research on various subjects (mental health, medical microbiology, morbidity to sickness and absenteeism);
- Conducting operational evaluations of public health centres in India through participatory approaches;
- Conducting surveillance studies on diseases such as Hepatitis E, TB, cholera and depression in various countries.
- Collaborating with other NGOs to deliver learning and development programme – Sharjah 2018
- Building capacity and capability by conducting workshops in Theories of Change, Process mapping, Ethics and Good Governance in Pakistan – 2019
- Conducting training in Bangladesh to midwives on maternal and child health

CURRENT

- Dissemination of learning on Global platforms;
- Continuation of capacity building on TOC;
- Collaborating with other NGO to deliver learning and development programmes – Dubai
- Partnering with other NGOs on several research projects on developing research protocols (Bangladesh & Nigeria).

(iv) Theory of Change (ToC)

The Theory of Change (“ToC”) was developed in the 1960s as an approach to planning, monitoring, evaluation and impact assessment to ensure that the marginalised voices are included in developing the vision and that change happens through the lens of the end beneficiaries. ToC is a form of “critical theory” that results in an agreed model of change. This model of change then informs the development, implementation and evaluation of plans and results frameworks at all levels.

The focus is on what will change for whom as a result of our efforts, NOT on what we will do or achieve.

In practical terms, the ToC causal model of planning, monitoring, evaluation and impact assessment begins with the process of bringing together key stakeholders so we can agree how change happens in the current context, our influences, responsibilities, and our most effective roles in contributing to changes. With our stakeholders, we identify barriers and challenges. Together short, medium- and long-term outcomes are agreed to develop a model of change (not a plan) that we think will contribute to desired changes. As the context changes, we test the model and adapt and adjust the model for the new context. As part of the impact assessment, we not only measure expected and planned impacts but also unexpected and unplanned changes so that the learning from the successes and failures can be taken forward to inform future projects.

The ToC process gives a detailed and direct understanding of the links between activities and desired goals. This understanding leads on to developing a better measure of progress and evaluation, as well as an improved understanding of impact, both planned and unplanned. ToC causal pathway is developed using a backwards mapping approach, which starts with the long-term goals and plots the required process of change and the short- and medium-term outcomes required to achieve this. During this process, the assumptions about what needs to be in place to achieve the outcomes are made explicit as well as the contextual factors which influence the ToC. Additional elements of a ToC include beneficiaries, research evidence supporting the ToC, actors in the context, sphere of influence, strategic choices and interventions, timelines and indicators. The ToC process adds rigour and strengthens other approaches such as logic models and the ToC causal pathway is an excellent communication tool for the programme.

SECTION TWO: OUR ACTIVITIES

2.3 Capacity and Capability Building

2021-2022

MGF strives to continue with its mission to tackle global health disparities in collaboration with its partners, both nationally and internationally.

- Maternal Health and Wellbeing in Bangladesh – Consultants, Jasmin Begum and Jules Robertson are conducting a scoping exercise to support Community Clinics with additional training on Maternal Health and wellbeing in the Sylhet region of Bangladesh. Aim of this is to improve the experience of pregnant and postnatal mothers and their families from the beginning of their pregnancy until the baby's first birthday. MGF consultant conducted focus groups/interviews with Health Professionals, local community health workers and local women and their families.
- Dr. Jidong's collaboration with University of Jos (Nigeria) to promote the research work in four projects has been a real success story.

Theories of Change (ToC) – Director Rakhshi Memon and Dr Tayyeba Kiran, have been delivering workshops and webinars on ToC with the teams in Bangladesh, India, Pakistan, Turkey and the UK



European Association of Psychosomatic Medicine ("EAPM") -

One of our MGF members, Imran Chaudhry, along with colleagues from Pakistan presented at the **European Association of Psychosomatic Medicine ("EAPM")** Conference this June in Austria's beautiful capital, Vienna. The EAPM was held in the Hofburg Centre, which interestingly was the palace of the Austrian royal family until 1910s.



Learning Through Play Plus Training - Two members from MGF, Dr Tayyeba Kiran, who is a post-doc researcher on the project, and Subia Naz, who is a PhD fellow, attended a two-day training course in **Nairobi** on 10th and 11th June 2022. Training sessions were held on important topics relating to research such as critical appraisal of scientific literature, governance and safeguarding, qualitative research, developing and managing site files and transferable skills.

2.4: Philanthropic Work

2021-2022

Income generation for philanthropic work - all contracts awarded from the beginning have raised a 10% overhead charge applied to cover the operating costs of the Foundation and in addition, all consultants who undertake paid consultancy work for clients have donated 10% of their consultancy fees to the philanthropic work of the Foundation which went initially to cover the development costs of the Sri Lanka programme.

Support of Research Fellows in Nigeria - MGF has contributed tremendously towards capacity and capability building by developing research skillset such as (a) conducting various aspects of research activities (b) presentations in academic conferences (c) co-authorship and publications (d) organizing and hosting of research workshop/seminars etc and funding of research fellows.

Dentman - work has continued with the two branches of Dentman:

- **DentMan GOHF (Global Oral Health Forum)** It is a platform for the Oral Health Practitioners (students and staff) to share and reflect their global health volunteering experiences with others and to inspire future volunteers. MGF is closely associated with these activities. Raj Ariyaratnam has continued to be an adviser for the students on volunteering matters.
- **SHINE Humanity(USA):** To develop collaborative proposals and fund raiser for primary care health initiatives in Pakistan.

2.5 COMMUNICATIONS AND MEDIA PRESENCE

Our communities and interested individuals worldwide and in the UK are able to:

- Connect with MGF on Twitter, Facebook and LinkedIn
- Keep themselves informed on global health topics by reading posts on our website or shared via our social media channels. This includes global health related events in Manchester and beyond.
- Submit articles/videos/comments of interest for publication or to be shared on our website and social media
- Volunteer to be part of a team to develop a bid or concept note in an area of interest Forward ideas for philanthropic area of support and development
- Volunteer to write a blog or help with policy developments
- Generally, keep in touch with your views and ideas and be part of the MGF family

A website is up and running: www.mcglobal.org

A Twitter profile: [@MCR_Global](https://www.twitter.com/MCR_Global)

A Facebook page www.facebook.com/mcrglobalfoundation

LinkedIn Company page www.linkedin.com/company/manchester-global-foundation

Quarterly News bulletin

Every quarter a news bulletin is published and widely shared via MGF social media sites and email distribution list.

2.6 CONSULTANCIES UNDERTAKEN

21 consultancies were undertaken Consultancies have been in the areas of our expertise (section 1.7). These have principally been in the areas of strategy development, evaluations and scoping, proposal writing, strategic thinking and conference development.

2.7 CURRENT STATUS

Some of the activities have been:

- Reconnecting with existing consultants
- Recruiting new consultants
- Ensuring GDPR compliance
- Updating website
- Developing networks
- Building and strengthening collaborations
- Philanthropic activity
- Reviewing the organisation structure

2.8 SUMMARY OF ACHIEVEMENTS

- Board of Trustees and Management team in place A constitution and business plan in place
- A bank account in operation
- Registered with the Charities Commission
- Clear ethos, strategy and policies underpinned by Aims, Objectives Mission, vision and values A website and active social media presence on Twitter, Facebook and LinkedIn
- Key documents and policies: consultants agreement, templates for technical and financial proposals, terms of business document, standard profiles and CVs, indemnity insurance and public liability (policy being taken out next week after seeking several quotes) and so on
- A community of consultants, advisors and researchers with 4 key areas of organisational expertise
- Philanthropic work completed and programmes in development
- Risks minimised through policies and having liability insurance, including public liability and regular Board meetings with organisational oversight by the Trustees.
- Environmental impact of the organisation minimised by home working, preferred use of public transport and flights minimised through remote working
- A range of network and relationships established with current and future partners and clients
- UK and Global Research projects - ongoing.

2.9 Future Plans

Building on our many achievements, the Trustees and Management Team will continue with their focus on:

Capacity and capability building in the UK and low and middle income countries with a focus on research consultancy to support research infrastructure.

Collaborative research projects

Training and development

Philanthropy

Collaboration with other like-minded Not for Profit organisations to promote our vision and mission

SECTION THREE: OUR FINANCIALS

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 05 APRIL 2021

	2022		2021
	£	Restricted Funds	£
INCOME		Endowment Funds	
Donations	21,000.00		7,630.00
Consultancy Income	2,994.24		21,264.00
Grants	9,952.00		
Total Income	33,946.24		28,894.00
EXPENDITURE			
Computer Hosting	311.87		1,182.16
Indemnity Insurance	782.80		766
Management team			
Honorariums	900		225
Consultants Payments	14,837.56		2,725.79
Consultancy direct costs	2,466.04		
Total Expenses	19,298.45		4,898.95
Excess of Income over Expenditure	14,647.97		23,995.05

BALANCE SHEET AS AT 05 APRIL 2022

	2022	2021
Fixed Assets	Nil	Nil
Current Assets		
Bank	50,245.58	35,597.61
Total Assets	50,245.58	35,597.61
Creditors falling due within one year		
Creditors	Nil	Nil
Net Assets	50,245.58	35,597.61
Represented by		
Excess of Income over expenditure b/f	35,597.61	11,602.56
Current year Excess of Income over expenditure	14,647.97	23,995.05
Total funds available	50,245.58	35,597.61

The above accounts for the Manchester Global Foundation are prepared from the books of accounts and information available and they are in accordance therewith.

Tsitsi Nyahwo
Treasurer

Date 02/04/2022

4.2 FINANCIAL REVIEW

Financial Review

The financial statements provided in this report are for the period of 6th April 2021 to 5th April 2022. The results for the year and financial position are set out in the Statement of Financial Activities on the above page

Income

The total income of **£33,946.24** was received from consultancy work and donations. In the future Manchester Global Foundation is expected substantial income to expand philanthropic activities.

Expenditure

The total expenditure was **£ 19,298.45**. The expenses included stipends to the voluntary management team, professional and public liability and indemnity insurance and computing and IT software services. The total income in the NatWest bank account at the end of the financial year was **£50,245.58**.

Reserves policy

The trustees aim to maintain reserves in unrestricted funds of **£500**. The trustees consider that this level will provide sufficient funds to cover risks, contingencies or unforeseen events (However, these have a low likelihood of happening but if they did, they would have some impact on the operations of MGF).

Internal control and risk

The trustees have an overall responsibility of ensuring that Manchester Global Foundation has a comprehensive system of financial reporting and risk controls to provide reasonable assurances that:

- Proper financial records are maintained, and that financial information is reliable and up to date.
- The accounts were prepared in accordance with the relevant laws and regulations.

The financial activities are recorded and kept on a secure portal <https://onedrive.live.com> and the trustees receive quarterly updates on the financial position of the organisation.

Insurance Broker: Access Insurance (<http://www.accessinsurance.co.uk>)

Bank: **NATIONAL WESTMINSTER - CENTRAL MANCHESTER**

Charity Number: **1168411**

Manchester Global Foundation

BALANCE SHEET AS AT 05 APRIL 2022

	<u>2,022</u>	<u>2,021</u>
Fixed Assets	Nil	Nil
<u>Current Assets</u>		
Bank	50,245.58	35,597.61
Total Assets	<u>50,245.58</u>	<u>35,597.61</u>
<u>Creditors falling due within one year</u>		
Creditors	Nil	Nil
Net Assets	<u>50,245.58</u>	<u>35,597.61</u>
<u>Represented by</u>		
Excess of Income over expenditure b/f	35,597.61	11,602.56
Current year Excess of Income over expenditure	14,647.97	23,995.05
Total funds available	<u>50,245.58</u>	<u>35,597.61</u>

Independent examiners report

I have completed my examination of the charity accounts and records. I confirm that no material matters or irregularities have come to my attention with the examination.
I have no concerns in connection to these accounts to which attention should be drawn.



Signature

S Faredi
MBA (Charity Finance)

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Manchester Global Foundation
INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 05 APRIL 2022

	<u>2022</u>	<u>2021</u>
<u>INCOME</u>		
Donations	21,000.00	7,630.00
Consulatncy Income	2,994.24	21,264.00
Grants	9,952.00	
Total Income	<u>33,946.24</u>	<u>28,894.00</u>
<u>EXPENDITURE</u>		
Computer Hosting	311.87	1,182.16
Indemnity Insurance	782.80	766.00
Management team Honorariums	900.00	225.00
consultancy fees	<u>17,303.60</u>	<u>2,725.79</u>
	-19298.27	-
Excess of Income over Expenditure	<u>14,647.97</u>	<u>4,898.95</u>
		<u>23,995.05</u>