



Mary's Meals International Organisation (A company limited by guarantee)
For the year ended 31 December 2022

Trustees' annual report and financial statements

Charity number: SC045223 Company number: SC488380

mary's
meals

a simple solution
to world hunger

Mary's Meals International Organisation (A company limited by guarantee)

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An important note on organisation names

"Mary's Meals International Organisation" is the legal name for the entity which co-ordinates and leads the global network of Mary's Meals organisations. In practice, this is often referred to simply as Mary's Meals International or MMI.

"Mary's Meals" is the legal name for the entity which raises awareness and funds for the network's programmes in the United Kingdom.

Since the term "Mary's Meals" is reasonably used in practice to refer to the work of the entire Mary's Meals movement around the world, we will – for the purposes of clarity – refer to the UK-focused organisation, in this document, as Mary's Meals UK or MM UK.

Legal and administrative information

Legal and administrative information

Charity number SC045223

Company registration number SC488380

Business address

Craig Lodge
Dalmally
Argyll
Scotland
PA33 1AR

Registered office

Craig Lodge
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Trustees

David Clayton
Peter Higgins
Jacob Allen
Dr Željka Markić
Dr Christian Stelzer
Ana Luisa Diez de Rivera-Laffont
Charles McGhee (resigned 16 June 2022)
Bishop John Keenan
Marie Da Silva
John Darley
Sebastian Bailey
Dr Cornelius Chipoma
Graham Paterson (appointed 16 June 2022)
Michael George (appointed 17 April 2023)
Karel Necesal (appointed 15 March 2023)

Secretary

Michael Ferguson

Chief Executive

Magnus MacFarlane-Barrow

Auditor

RSM UK Audit LLP
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PO Box 3, 5-11 St Georges Street
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Executive Leadership Team

Magnus MacFarlane-Barrow
Michael Ferguson
Graeme Little
Rhian Cooke
Leah Swindon



Our year in numbers

2,538,918
children fed

Working with communities
to feed children in

18 countries

We welcomed
258,977
children into our
global programmes



Total income of £36.9 million



Actual cost per child:

£15.47

14 affiliate
organisations
growing the global movement

1.47

tonnes of CO₂e per
UK-based MMI employee

Our vision is that every child receives one daily meal in their place of education and that all those who have more than they need, share with those who lack even the most basic things.



Chair's report

As I present the Mary's Meals International Organisation annual report for the year ending 31 December 2022, I would again like to thank the many supporters who make our work possible and all those who are dedicated to leading and serving this important mission to provide children with a daily meal in a place of education.

By the end of 2022, our school feeding programmes – delivered in collaboration with some of the world's poorest communities – were providing life-changing meals to 2,538,918 children in 18 countries every school day. This represents a growth of 11% compared to the start of the year, with 258,977 children being added to the programme through expansions and natural growth during 2022.

Total group income in 2022 was £36.9m (2021: £33.7m). Set against the backdrop of the cost-of-living crisis linked to the conflict in Ukraine, this is another pleasing result and reflects the continued growth of the organisation. We have continued to record notable achievements in many affiliate countries in terms of fundraising income and I am pleased to report continued diversification as we grow in different geographical locations and through different sources of income with the simple message of how people can bring hope to hungry children through Mary's Meals. The key year-on-year increase in income received from National Affiliates is from MM Czech Republic with growth of £3.1m driven by the receipt of a major donation from a new supporter. Transfers from other National Affiliates were in line with the prior year reflecting the challenges of fundraising in a period where much of the focus was on supporting Ukraine. Despite this, we are delighted to see continued growth in both awareness and fundraising, which offers a promising foundation for the future.

The early part of 2022 saw school feeding programmes return to normal following the exceptional circumstances of the Covid-19 pandemic. Our dedicated teams and partners have implemented successful expansions in ten of our existing programmes which is certainly a cause for celebration. Through these expansions, Mary's Meals has continued to grow its programmes in areas where the need is greatest, despite often facing practical and economic challenges in these locations.

Expenditure has increased by £7.4m (2021: £6.5m), not only because of the programmatic achievements during 2022, but also the full-year impact of previous expansions and the promise we are keeping to more than 2.5 million children of a meal every school day in a place of education.

In addition to these factors, we faced a growing challenge of rising food and fuel prices across most locations we operate in. This is a challenge that we expect will continue into 2023 as we look for continued innovation and efficiency to ensure that the way we do our work continues to be cost efficient.

We undertook further work to strengthen the organisation through the development of a Growth function to allow us to grow more efficiently as well as a restructure of the Programmes function. In addition, we continued the roll-out of the Integrated Digital Platform; and we continue to be innovative in our fundraising activities following successes during the Covid-19 pandemic which successfully grew our global movement.

One of our principal values is the good stewardship of the resources entrusted to us and Mary's Meals has an ongoing commitment to spend at least 93% of donations on charitable activities and to keep running costs low. I am pleased to say that in 2022, MMI continued that commitment, with 99% (2021: 99%) of expenditure from donations going directly to charitable activities. The global average cost to provide a child with Mary's Meals for a whole school year in 2022 was £15.47 (2021: £14.56), due to the factors described in the Financial Review on page 19.

Despite the challenges of 2022, supporters continue to hear about our work and be inspired by the life-changing difference a meal in a place of education makes for the world's poorest children and at how small the cost is to support hungry children in this way. I offer my heartfelt thanks to all those who serve this mission in whichever way they feel called to: the supporters, volunteers, staff, my fellow trustees and the communities who own, run and champion our school feeding programmes, giving their time and skills to ensure their children can eat nutritious food each day in a place of education, fuelling their ability to learn and nurture dreams for a more prosperous future.

David Clayton
Chair



Chief Executive's report

After two years dominated by the various impacts of the Covid-19 pandemic it was a relief, at the start of 2022, to be able to return to our normal models of operation with schools re-opening in our programme delivery countries and in-person fundraising activities becoming possible again across our National Affiliates. However, by the end of February the war in Ukraine began presenting a whole new set of challenges. Understandably, many people who might otherwise have been engaged in the work of Mary's Meals began supporting efforts to help the suffering people of Ukraine. Although it would have been possible for us to establish partnerships in Ukraine in order to begin work there and to fundraise for that, we decided instead to continue seeking support for those impoverished communities that were at a greater risk than ever of being forgotten and where we had made a promise of a daily meal in a place of education to many thousands of children.

The impact of the Ukraine crisis was experienced in various ways. The overwhelming focus of the world on this new war made it hard to maintain existing levels of donations and certainly made it enormously challenging to gain new support; and then, the ensuing economic crisis began to affect both our supporters (whose ability to give was limited) and those communities in which we serve meals (who were especially vulnerable to the significant rises in the cost of food and other basic commodities).

However, despite the challenges and in the face of an acute need for Mary's Meals to reach a growing population of hungry children, 258,977 children were added to our programme by the end of the year. This was achieved largely through utilising reserves carried forward from previous years. In the second half of the year, we received our largest ever single gift – from a Foundation in the Czech Republic – which played a significant part in us recording our highest level of annual income.



Another highlight in the second half of the year was our three-day International Leadership Gathering in Medjugorje, in Bosnia-Herzegovina, attended by staff leaders and board members from Mary's Meals International, National Affiliates, Programme Affiliates and Partners – and hosted by our team in Medjugorje. This was made possible by a generous grant from the Robertson Foundation and was the first time we had been able to have an in-person 'family gathering' since before the pandemic. It was striking to see the increased diversity at leadership level across Mary's Meals and the opportunity to share best practice, discuss strategy and explore more effective ways of working was grasped with enthusiasm. Our partners working in areas of conflict and civil unrest – such as South Sudan and Haiti – inspired us all with their courage and by explaining just how crucial Mary's Meals is in those situations.

Another significant development this year was that as well as expanding our programme to many new communities, we also saw some of our older programmes transition away from Mary's Meals' support. This is something we hope to see more of in the years ahead – school feeding programmes we have set up continuing without reliance on our funding.

This was certainly a year marked by unprecedented external challenge and uncertainty and once again we have seen evidence of the remarkable resilience of the Mary's Meals family – and the communities that we have the privilege of serving. We can see in the lives of thousands of children, and in the impact data we collect, that this provision of daily meals is changing lives. And we see in the shocking increase in the numbers of hungry children globally that the need for those meals is greater than ever. And so, our vision – that every child receives a daily meal in their place of education and that all those who have more than they need, share with those who lack even the most basic things – burns more brightly than ever.

Magnus MacFarlane-Barrow
Chief Executive



Trustees' annual report

(including the strategic report and directors' report)

The trustees, who are also directors of the charitable company, present their annual report together with the audited consolidated financial statements of the charity and group for the year ended 31 December 2022. The trustees of Mary's Meals International Organisation (MMI) who served during the period and up to the date of this report are set out on page 3.

This report reflects the work and results of MMI, which acts as the international organisation of the Mary's Meals network and for which it provides a focus of unity, stability and continuity. Our school feeding programmes are delivered directly through Programme Affiliates in Malawi, Liberia, Zambia and Kenya and through partner organisations in other countries. These financial statements incorporate the full costs to carry out, monitor and support the delivery of these school feeding programmes. Income is generated by National Affiliates who raise awareness of the work of Mary's Meals and are entirely independent legal entities. As such, the results of these entities are not incorporated into this report. More detail on the group structure is set out on page 27.

All organisations across the Mary's Meals network share the following vision and mission:

Our vision:

Our vision is that every child receives one daily meal in their place of education and that all those who have more than they need, share with those who lack even the most basic things.

Our mission:

Mary's Meals is a global movement supported by people from many walks of life and different backgrounds.

Our mission is to enable people to offer their money, goods, skills, time, or prayer, and through this involvement, provide the most effective help to those suffering the effects of extreme poverty in the world's poorest communities.

We welcome all into the Mary's Meals family and we believe everyone has something important to contribute to the realisation of our vision.

Our charitable objects:

MMI has a specific role in the Mary's Meals movement to deliver on the vision and mission through the following charitable objects:

- a. To provide a daily meal, in a place of education, for children in the world's poorest communities;
- b. To provide relief for those suffering, in any part of the world, as a result of humanitarian crises or poverty, to help people escape poverty and to provide care for orphaned, abandoned and vulnerable children and to work for the prevention thereof;
- c. To raise awareness worldwide of poverty issues through education and;
- d. To assist and support the work of other organisations, financially or otherwise, in particular members of the Mary's Meals network throughout the world, the objects of which would be considered to be charitable purposes and similar in nature to these objects.

Our strategic aims:

We work towards the above charitable objects by focusing our efforts on three core strategic aims:

1. To feed more children in a place of education and help those suffering the effects of extreme poverty in the world's poorest communities.
2. To grow the global movement and enable more people to offer their money, goods, time, or prayer to advance the work of Mary's Meals.
3. To strengthen the organisation and Mary's Meals global network in the furtherance of the vision, mission and values.

We firmly believe that the children receiving Mary's Meals today can one day grow up, well-nourished and well-educated, to become the men and women who will lift their communities out of poverty.

Strategic report

Mary's Meals Strategic Plan 2021-2023

Throughout 2022, the focus has continued to be on the rollout and delivery of our 2021 - 2023 Strategic Plan titled "The Next Child", and continuing to work towards the strategic aims that it contains.

The plan sets out our strategic objectives and high-level milestones as we work towards being capable of reaching three million children with a daily meal in their place of education by the end of 2023. The three key strategic aims will continue to guide our work throughout that period.

In line with those strategic objectives and because of the ongoing generosity of our global supporters, we have been able to achieve the following key highlights:

- Fed over 2.5 million children.
- Welcomed 258,977 new children to our global school feeding programmes.
- Conducted expansions in ten countries.
- Began serving a daily school meal in primary schools in the Turkana region of Kenya.
- Welcomed two new partners in Zimbabwe and in Madagascar.
- Launched multiple successful campaigns, including Global Hunger Crisis and Big Family Christmas.
- Continued to grow the global movement through our network of National Affiliates across various fundraising activities.
- Strengthened the organisation through the introduction of new policies and revision of existing policies.



The sections that follow illustrate the progress we have made against each of our overarching strategic aims and highlight the impact that we believe these achievements have delivered for the children we serve and for the global movement we seek to inspire.

Our strategic aims



Feeding more children

Growing the global movement



Strengthening the organisation



Feeding more children



Our school feeding programme grew by a net 258,977 children in 2022, representing an 11% growth rate. This was achieved through a combination of expansions in 10 programme countries, a specific case of large enrolment growth within Zambia due to a “no school fees” policy introduced by the national government, and natural enrolment growth within existing schools (these added a total of 317,109 children to our programme) - partly offset by 3 transitions and exits of schools out of our programme that totalled 58,132 children.

This is an amazing achievement and is testament to the efficiency of the Mary’s Meals School Feeding Model and the hard work of our Programme Affiliates and Programme Partners. Thanks to this growth, we are now reaching 2,538,918 children across 18 countries, including 1,787,534 children across four Programme Affiliates and 751,384 children across 22 Partner Programmes.



This total number of children is higher than our public number of 2,429,182 which was released in January 2023 (based on verified figures from September 2022), prior to a number of expansions late in the year. Due to ongoing strategic programmes activities around evolving need levels in some communities and schools, and dependent on available funds for expansion in 2023, the number of children reached may fluctuate in 2023 but we intend to stay above the current public number.

Some of the highlights and key changes in 2022 are listed below:

Kenya

Mary's Meals has been reaching children in the Turkana region in Early Childhood Development Centres (ECDs) since 2005 with our trusted partner, the Diocese of Lodwar, and since 2018 with Mary's Meals Kenya. Over the past few years, the need in this region has been particularly dire, with severe drought after consecutive failed rainy seasons, resulting in crop failure and low yield harvests. We have been acutely aware of the need within primary schools, which are often located adjacent to or nearby the ECDs where we feed. Working with the national government, local communities and schools, Mary's Meals Kenya began feeding in primary schools in October 2022, adding more than 70,000 primary children to our school feeding programme.

Madagascar

Mary's Meals worked with our partner Feedback Madagascar to respond to the impact of Tropical Cyclone Batsirai, which caused significant damage to some of the schools we reach in the Fitovinany and Vatovavy regions. We worked in partnership to keep our promise to the children we normally serve by providing emergency food distributions to around 15,000 households, ensuring children would continue to receive meals while their school buildings were under repair.

In response to the escalating food insecurity situation and amidst the incredible challenges posed by climatic shocks, Mary's Meals took action to forge a new partnership with Money for Madagascar. As a result of this new partnership, Mary's Meals is now reaching 3,922 children in 37 places of education in the north-west Itasy region and in the capital city Antananarivo.

Additionally, through our existing partner in the country, Feedback Madagascar, Mary's Meals has been able to expand our programme significantly to reach more children in remote rural areas. In 2022, Mary's Meals expanded multiple times to reach 22,863 children in 139 places of education. This allowed our programme to grow and reach 98,027 children through Feedback Madagascar, a testament to our strong partnership and shared values.

Zimbabwe

Mary's Meals has prioritised reaching additional children to the extent possible in Zimbabwe as it has been an extremely challenging time, with soaring inflation having a disproportionate impact on the poorest and most vulnerable populations.

In April 2022, Mary's Meals started working with a new partner in Zimbabwe, Organisation of Rural Associations for Progress (ORAP), to deliver Mary's Meals to children in the Umguza district of Zimbabwe. This new programme is now serving school meals to 20,507 children in 69 schools.

Through our other trusted partner, Mavambo Orphan Care, who work near Harare, we are feeding 120,128 children across 126 places of education in Zimbabwe.

Liberia

In 2022, we were able to expand our reach in the county of Bong, where we are the sole provider of school meals. Based on an identified need, we expanded to 71 new schools, and were able to reach an additional 12,681 children. We were also able to track the impact of expansions, with pre-feeding baseline surveys and post-feeding surveys conducted. Post-feeding, the percentage of children reporting that they can concentrate "well" or "very well" at school increased by 46%. In addition, the percentage of children reporting that they leave school early in the day because they are hungry dropped by 32% after we started school feeding.





Impact of our feeding programmes

In 2022 we streamlined the collection of key child-focused indicators across our four Programme Affiliates using surveys that incorporated child-friendly language and images. This was used to track our programme implementation and learn for everyday programme excellence, as well as longer term programme innovation and decision-making.

- 83% of children reported that they feel 'hungry' or 'very hungry' before the meal. This dropped to 3% after the meal
- 96% of children reported that they were able to concentrate 'well' or 'very well' after the meal
- 26% of children reported that the daily school meal is the only food they eat

This year we also completed research from Early Childhood Education (ECE) classes in both Kenya and Zambia, interviewing a total of 386 pre-school children, 389 household members, and 23 teachers.

- Hunger and food insecurity were high within households, particularly in Kenya.
- Only 89% of householders in Kenya said their children eat breakfast up to 2 school days a week with 45% of householders in Kenya reporting their children 'never' eat breakfast at home before going to school.
- When householders were asked why their children do not eat breakfast at home before ECE, 90% of respondents in Kenya stated that there is no food to eat at home.
- 67% of the children we spoke to in Kenya said that the school meal was the only meal they would eat that day.
- Households in Kenya expressed benefits beyond a reduction in hunger.
- 37% of households worried about their children eating enough to stay healthy 'most days' or 'always' before the introduction of Mary's Meals, and after children started receiving a daily meal in school, that reduced to only 7% of households worrying.
- Following the implementation of school feeding in Kenya, 68% of householders reported a change in their child's health including increased weight, happiness, energy, fewer illnesses, and improved general health.



Growing the global movement



This year has seen worldwide financial strain, with rising costs of living and multiple crises sweeping the globe. The Growth Directorate, which was established early in 2022, restructured to enable it to become a centre of excellence for our National Affiliates. This structure was embedded with a clear focus to deliver inspiring campaigns, build global partnerships and ensure our National Affiliates' ability to grow the grassroots movement. This new way of working showed good progress and has allowed for enhanced planning for future years.



With the global economic conditions impacting our activities through higher prices of food and fuel, it also has an impact on our supporters ability to give and these have an impact on our ability to continue growing and reach the next child. As outlooks become more challenging, it has become clear that we need to consider alternative sources of income.

Mary's Meals is, and will always be, a grassroots movement however the Growth team developed plans across our different sources of income and generous supporters who may be in a position to step in and support us. This work has allowed us to plan more effectively as we navigate through this economic situation and return our grassroots income to the levels of growth we aspire to, so that we can get back on track to meet our strategic aim of reaching 3 million children.

Despite these challenges, Mary's Meals has initiated inspiring campaigns and our National Affiliates have continued to find innovative ways to raise awareness of our life-changing work. Through this deep resolve to continue to reach the poorest and most vulnerable children, we have successfully grown the global movement throughout 2022.

Food Changes the Story

Throughout 2022, Mary's Meals has continued to utilise our creative platform, "Food Changes the Story", as a tool to help us achieve our ambitious aims laid out in our current three-year strategic plan. The platform has three main characteristics and themes including hope, storytelling and simplicity. This messaging has been adopted by our National Affiliate network and has been consistently interwoven into our global campaigns and messaging. Additionally, there are core visuals that convey the simplicity and storytelling aspects of the tool. This has been an impactful creative device that enables our global network to instantly communicate everything that we want audiences to know about Mary's Meals in a single distinctive, cohesive asset. With its success thus far, Mary's Meals will continue to use 'Food Changes the Story' as we enter the final year of our current strategic plan.

Global hunger crisis

In August 2022, Mary's Meals launched a Global Hunger Crisis Appeal to raise funds for the world's most vulnerable children who are suffering immensely under the increased strain from the 'perfect storm' of conflict, climate change, Covid-19 and the soaring cost of living. The six-week-long appeal addressed a different theme each week, including Mary's Meals' school feeding model, the voice of the child, our commitment and legacy and existing challenges in the countries where we feed.



National Affiliate Initiatives

In October 2022, pilgrims, including Mary's Meals volunteers and supporters, travelled from far and wide to attend Medjugorje's 33rd Youth Festival, Mladifest. Mary's Meals has been invited to take part in the event for many years and after being online during Covid-19, the festival was back to being held in-person for all. This year, attendees enjoyed presentations from CEO, Magnus Macfarlane-Barrow, who spoke about Mary's Meals as a fruit of Medjugorje and world hunger; Amina Swedi, Country Director of Mary's Meals Kenya, who discussed how hunger and food insecurity are affecting Turkana and its people; and a musical performance from Italian singer and celebrity Mary's Meals ambassador, Dajana. This festival provided a platform to spread the word of Mary's Meals and the importance of our work around the world. Medjugorje continues to play a special role in the story of Mary's Meals.

Several National Affiliates (including the UK, Spain, USA, and Ireland) ran a six-week-long campaign called 'Support South Sudan' to raise awareness in response to the high food insecurity in the country and to highlight the vital work Mary's Meals is doing through our partners.

This festive season and into the new year, the generosity of donors in Germany, the UK and USA went even further with the match funding support each of these Mary's Meals National Affiliates has secured. Donations made to Mary's Meals in each of the three countries will not only bring hope to one child but two, helping to change the story for twice as many children. To promote this match funding opportunity with Mary's Meals UK and to encourage supporters to dig deep, the team championed the Double the Love campaign. The campaign focused on sharing the message that all donations made to Mary's Meals UK, up to a total of £1.5 million, were to be doubled, thanks to a group of generous donors.

Many National Affiliates have found creative ways to raise awareness for the campaign to coincide with its launch. For example, Mary's Meals UK ran its 'Raise Some Dough' campaign to encourage supporters to get baking in support of our work. They created a fundraising pack, a booklet to share tips and tricks on how to organise a bake sale, and an exclusive recipe book – which includes recipes from celebrities such as actress Joanna Lumley – to inspire budding bakers.

Following previous success, our National Affiliate network, including Mary's Meals UK, Mary's Meals USA and Mary's Meals Canada launched the Move for Meals Campaign. The campaign invited supporters to collect sponsorships toward a distance goal, completed by running, cycling, walking or other creative ways. Supporters track their distance and log it on their online account, showing sponsors their progress. The campaign continued to prove to be an effective way to raise funds for Mary's Meals.



Strengthening the organisation



MMI continued to strengthen the organisation throughout 2022 by taking specific steps to enhance our structure, policies, inter-organisational communication, and system infrastructure. These activities all contribute to ensure our growth is scalable and sustainable, allowing us to deliver on our strategic aims.

Growth

MMI created a Growth function to allow us to grow effectively and authentically. The Growth function has been created with our values at its core, with simplicity and stewardship underpinning all structural changes. These changes enable Mary's Meals as a global organisation to work more simply together, with dedicated teams performing specific functions as part of our growth strategy, allowing for greater efficiencies and more effective communication. With the new structure and robust strategic planning in place, our growth strategy can flourish and support the overall growth of our movement in the upcoming year.

Governance

To ensure we continue to uphold the highest standard of governance within the organisation, MMI has updated policies where the need exists, as well as refreshing policies already in place to reflect the culture and practices within the organisation.

To ensure compliance with relevant laws and good stewardship, MMI launched an updated suite of Data Protection policies which were made available to all staff in MMI and the Programme Affiliates via a newly created Data Protection Hub. This built on the existing global Data Protection policy that was rolled out to MMI and all Programme Affiliates in late 2021. The Hub provides staff with access to a unified platform for all data protection matters across all areas. An updated Data Protection training course was also released to all staff across MMI & Programme Affiliates to coincide with the release of the Hub. This puts us in a strong position in respect of data protection compliance across the family.

Our policy remit was enhanced through developing a suite of 'ethical' policies across MMI and Programme Affiliates, including an Anti-bribery & Corruption policy, a Protection of Funds Policy and a Modern Slavery Policy. By implementing our ethical policies in this way, the organisation can ensure employees have the knowledge and power to be in control of any situation and to easily understand procedures. We also enhanced our Equal Opportunities policy with an associated training course, which has been well received.

Governance practices were also strengthened by the creation of comprehensive resource hubs for MMI trustees & Programme Affiliate board members. These hubs include guidance and important information to allow board members to fully understand their role and responsibilities within Mary's Meals.

Developing our systems

As a global organisation serving a movement across many different countries and time zones, working with colleagues in different locations is very familiar to us. Over the past year as we continue to develop as a 'remote first' organisation, we have taken several steps to support colleagues in this way of working. To ensure information is easily accessed and communication across the global network is easy, MMI has launched various online 'Hubs' as a way of supporting a remote-first culture. For example, in August 2022, we launched our 'People Team Hub' which is a central source of information about the People team, useful resources for new starts, a home for our policies and procedures, as well as helpful guides on working in the organisation.

We have also undertaken key IT projects related to organisational cyber security and data management and protection. Numerous projects and initiatives relate to organisational cyber security, and all sit within the objective of moving our cyber security posture to a zero-trust model. Our data management and protection projects are linked to our cyber security initiatives to ensure we continue to comply with GDPR and other data regulations for protecting, storing and managing our data across the organisation.



The key strategic programme focused on growing the organisation is the enhancement and rollout of our Integrated Digital Platform (IDP). This is designed to provide all our National Affiliates with access to a centralised digital platform to simplify, standardise and enrich our engagements with our supporters and schools. The platform also provides us with insights into supporter behaviours which will help determine future fundraising campaigns and products. The first set of three National Affiliates were delivered onto the IDP in 2022, with the others migrating through 2023 and 2024.

The achievements in 2022 are linked to our success in hiring, promoting and retaining the experienced and highly skilled IT practitioners that we have been able to attract to the mission.

Developing our people

The international gathering took place in October 2022 in Medjugorje, Bosnia-Herzegovina, with representation from 26 countries across the Mary's Meals network in attendance. This included all four programme affiliate countries and seven programme partners, whose insight as part of 'The Next Child' was extremely valuable and inspiring. The gathering provided a great opportunity for our global family to come together to build relationships and to discuss key ideas, strategies, learnings and promote cohesion across our network.

Insurance

Improvements to our insurance coverage were delivered to keep in-step with organisational development. For example, in line with the improvements to our technological infrastructure and offering to the movement, we determined that securing cyber insurance was now cost-beneficial and would represent good stewardship of funds. Should we experience a cyber-attack, the insurance provides access to experts to help us respond to the incident and provides coverage of associated costs, including any financial loss experienced through ransom requests. Our insurance coverage applies to all data held on our systems, including supporter data stored on systems that we host on behalf of our fundraising affiliates.

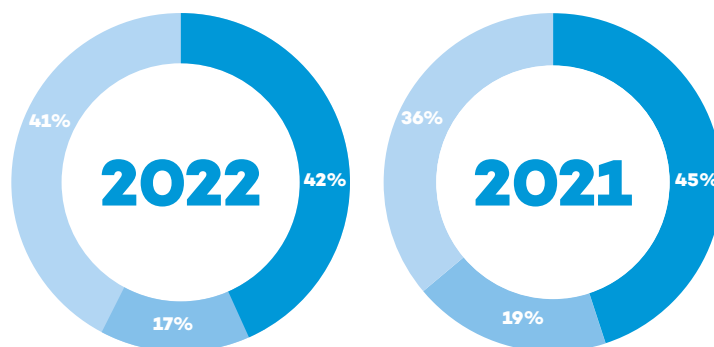


Safeguarding Children
& Vulnerable Adults



Cash income received by MMI

■ MMUK ■ MMUSA ■ Other



Financial review

For the year to 31 December 2022, the MMI organisation has recorded an overall deficit of £3.46m (2021: surplus £0.62m). Total group income was £36.92m (2021: £33.72m), of which £36.17m was cash (2021: £33.15m) which makes 2022 our most successful year to date. Virtually all of this income was generated by the many Mary's Meals National Affiliates across the world, with 42% (2021: 45%) of total cash income coming from the National Affiliate in the UK, 17% (2021: 19%) from the National Affiliate in the US and the remaining funds being generated by many other National Affiliates, international fundraising groups and individuals all around the world. The increasing proportion of funds being raised by National Affiliates based outside the UK and US is part of our strategy to continue to grow and diversify the sources of our income.

Successful fundraising efforts made by a number of our National Affiliates have yielded the following notable year-on-year upward trends: MM Czech Republic £3.08m, MM UK £0.30m, MM Canada £0.28m and MM Croatia £0.15m. The increase recorded by MM Czech Republic was driven by a major donation from a new donor reflecting a small shift in the composition of our income which is still grassroots led but with challenges experienced by a number of National Affiliates in fundraising in 2022, this particular receipt was very welcome. More detail is given on the significant contributions of all affiliates in note 6 to the accounts.

Total expenditure for the year was £41.15m (2021: £33.71m) which represents an increase of 22% (2021: 24%) year on year. This increased expenditure reflects two key areas. The first is that we reached a further 258,977 children during 2022, an 11% increase on 2021. The second area is the impact of rising prices across the countries we work in where inflationary pressures, partly driven by the impact of the conflict in Ukraine, have resulted in significant increases in the costs of food and fuel and it is anticipated that this will remain a challenge in 2023.

We spent £40.85m (2021: £33.45m), or 99% (2021: 99%), on charitable activities (which are explained in full on page 9). Note 9 shows that the year-on-year increase in expenditure is predominantly as a result of our direct and partner feeding expenditure, with a proportionally lower increase in support cost spend. We continue to significantly exceed our long-term commitment to spend at least 93p of every £1 on our charitable activities. Direct fundraising is carried out on our behalf by independent National Affiliates, whose financial results are not included in these financial statements.

As outlined in note 8 to the financial statements, it cost £36.61m (2021: £30.16m) to deliver our core school feeding programme in all the countries where we work. We use core KPIs, including the number of children fed and charitable spend, along with cost per child, to accurately assess and demonstrate the significant progress that has been achieved in the reporting period as we look to feed more children as efficiently as possible. The cost per child incorporates the total cost of delivering the school feeding programmes each year, inclusive of support costs. The actual average cost of feeding a child for our financial year 2022 was £15.47 (2021: £14.56) against a budget of £15.90 (2021: £15.90), evidencing our strong commitment to keeping costs under control and achieving value for money against a challenging backdrop of increasing prices for food. The average cost is higher than the prior year reflecting a return to a normal year of school feeding after the interruptions of the Covid-19 pandemic as well as increasing costs of food and fuel. Increasing costs are driven by the wider economic challenges caused by the conflict in Ukraine and local climate events which have caused shortages of supply of key commodities that impact our programmes. Prior year KPI results are shown in the table below. The individual results of our consolidated subsidiaries are detailed in note 23.

KPI	2018	2019	2020	2021	2022
Number of children fed	1,425,013	1,667,067	1,838,859	2,279,941	2,538,918
Cost per child (£)	11.69	12.97	12.60	14.56	15.47
Charitable spend (%)	99	99	99	99	99

The reserves policy is reviewed annually. As at 31 December 2022, the policy was to retain sufficient funds required to meet three months of central running costs and 1.5 months of committed programme expenditure, along with an amount to cover the net book value of forecasted group tangible and intangible fixed assets. On this basis, the charity would expect to hold £9.09m (2021: £7.83m), as a minimum. At 31 December 2022, the group unrestricted reserves were £15.41m (2021: £19.06m). Restricted funds of £0.81m (2021: £0.62m) were held at year end and relate primarily to Ethiopia where feeding has not been able to take place during 2022 due to ongoing conflict. We anticipate these funds will be spent in 2023. The unrestricted free funds held over year end will be utilised to maintain our commitment to reach the children we currently feed during this period of high prices globally. As a result, we have not committed to any expansions in 2023 and although this is not in line with our Strategic Plan, we still aspire to reach significantly more children when circumstances allow.

In accordance with the articles of association, the charity has the power to invest as it sees fit. Surplus funds are held in a combination of current and investment accounts in a mixture of currencies to minimise bank charges, to optimise interest earned and accessibility and to minimise risk.

Despite having robust tendering processes in place, food prices have risen across the countries we work in as we re-tender at the end of the contract period. Further, in a couple of situations, suppliers have not honoured the prices in agreed contracts which has meant that our ability to protect the programmes from fluctuations in food costs has been hampered. Despite this, we have worked hard to try to achieve the best value for money in the major procurements we have undertaken in 2022 despite a very challenging environment to operate in. Owing to the nature of our main charitable activities, food prices remain a significant risk to our overall future financial position and are therefore monitored carefully. In the current global context, we are reviewing our model of fixed price contracts and working with local suppliers with alternative models to ensure that we are best placed to mitigate the risk of significant price rises as much as possible.

While the bulk of our work is delivered directly through Programme Affiliates (in Malawi, Liberia, Zambia and Kenya), we also have significant and growing partnerships with other organisations who implement our programmes in other countries. This is a strategic decision to increase the proportion of programme delivery carried out through partner organisations. Although it is a smaller proportion of our total expenditure, by working with these partner organisations, we are able to extend the work of Mary's Meals to reach hungry children in some particularly challenging environments. The costs of our directly delivered programmes and those delivered through partner organisations are shown in note 9 to the financial statements.

In addition to our school feeding programmes, we work with the Rhema Foundation in Romania to serve nutritious meals to young adults living in residential care. The Rhema Foundation provides all-round care for HIV-positive young people who were abandoned in hospital in Bucharest in the 1990s. Mary's Meals Liberia runs the Oscar Romero School for the Deaf in Tubmanburg, which is an elementary school with residential facilities. The costs associated with these projects do not form part of the core school feeding programme and thus are shown separately in notes 8 and 9 to the financial statements.

The vast majority of funds received by MMI come from our fundraising National Affiliates, spanning a number of countries around the world, who successfully raise funds for Mary's Meals programmes. In addition to this, we receive a small proportion of our total income directly from donors who are located in countries where a fundraising National Affiliate does not yet exist.

Consistent with previous years, Mary's Meals has benefitted tremendously from the contribution of many volunteers who have given willingly of their time to help realise our vision. Across the global movement, volunteers are engaged every day in fundraising activities, promoting awareness of the Mary's Meals vision and delivering our feeding programmes. While the financial impact cannot be quantified, the selfless contribution of so many volunteers has a huge impact on the success of Mary's Meals and will continue to rely on volunteers being an essential part of our global movement in the future.

Our supporters continued to respond positively to our message during 2022 as we emerged from the Covid-19 pandemic and our school feeding programmes returned to normal operation. We are grateful to those supporters who continued to give generously of their money, goods, skills, time, or prayer. 2023 is presenting a challenging outlook, with prices continuing to increase and the cost-of-living crisis impacting donation levels. MMI has planned to take a more active and direct role in raising funds in 2023 and beyond by using connections to engage with existing and new major donors and by further assisting our National Affiliates to enhance grassroots engagement.

The financial statements have been prepared on a going concern basis. The trustees continue to believe this is reasonable, in view of our reserves position, our controllable costs, our plans to grow and diversify the income base, the wide and stable fundraising base in place across the Mary's Meals network and the contingency plans developed.

Risk review

Risk management is crucial to safeguarding the delivery of our vision through timely action to manage known threats. The trustees have overall responsibility for identifying and assessing the charity's strategic risks. The risk register is subject to periodic review by both trustees and the Executive Leadership Team (ELT) to confirm the risks identified continue to be relevant. We then design and implement suitable mitigating strategies to manage each risk, either through preventing the risk or minimising its impact on the charity should it occur. The trustees delegate responsibility for delivering the mitigating strategies to ELT.

Risk registers are in place for each pillar of the organisation to support delivery of the mitigating strategies at an operational level and to better inform our assessment of our strategic risk profile. The pillar registers mirror our strategic register and each pillar risk is linked to an overarching strategic risk.

Risk registers are also in place to manage risks to our programme affiliates and key projects, with escalation from those registers to our pillar and strategic risk registers taking place as appropriate.

We regularly monitor risk performance through our risk governance structure. ELT receive a quarterly report on our strategic risks, which highlights movements in our risk profile and provides details of new and existing mitigating strategies being deployed to manage critical risks. Quarterly reporting is also provided to our trustees through the Finance, Risk and Audit Committee and the Board.



The strategic risks for MMI are as follows:

No.	Strategic risk themes	Key mitigation strategies	Strategic aim
1	We fail to deliver quality feeding programmes	<ul style="list-style-type: none"> Clearly defined School Feeding Approach setting out key principles for how our programmes should operate. School Feeding Delivery Model providing applications and tools to support effective delivery and oversight of feeding programmes. 	Feeding more children
2	Our programme growth is not in line with our ambition and desired impact	<ul style="list-style-type: none"> Three year programme strategy and expansion roadmap outlining planned activity. Robust programme partner identification and assessment process to support growth. 	Feeding more children
3	Our financial planning and stewardship is inadequate to support programme delivery and growth	<ul style="list-style-type: none"> Five-year financial plan, supported by annual budgets and ongoing financial monitoring. Regular monitoring and reporting on financial management and outlook. 	Feeding more children
4	Our campaigns and content fail to inspire new supporters or retain existing audiences	<ul style="list-style-type: none"> Delivery of new and existing campaigns, such as Food Changes the Story. Communications staff providing advice and support on raising brand awareness to the global movement. 	Growing the global movement
5	Our systems and tools don't create engaging and meaningful interactions with supporters	<ul style="list-style-type: none"> Digital Content Library available to provide appropriate and engaging content for communications with supporters. Training provided to National Affiliate staff on communicating digitally with supporters, such as via social media. 	Growing the global movement
6	Our income generation is inadequate and unsustainable	<ul style="list-style-type: none"> Access to geographical and cultural spread of donors and funding via National Affiliates. Facilitation of regular engagement and information-sharing between National Affiliates on growing income. 	Growing the global movement
7	Inadequate or underperforming workforce	<ul style="list-style-type: none"> Established processes to facilitate staff recruitment, performance management and capacity building. Systems in place to support blended working, including revised remote working policy. 	Strengthening the organisation

8	We fail to adequately prevent or address safeguarding concerns	<ul style="list-style-type: none"> Safeguarding policy and procedures in place and training provided to all staff. MMI Safeguarding Committee established to oversee safeguarding framework and respond to concerns raised. 	Strengthening the organisation
9	Breach of systems holding critical data	<ul style="list-style-type: none"> IT security measures in place across MMI systems, with Cyber Essentials Plus accreditation obtained. Training provided on key topics to staff, such as data protection and IT security. 	Strengthening the organisation
10	We fail to protect MM, our people, beneficiaries or brand from insecure, unsafe or unethical situations	<ul style="list-style-type: none"> Dedicated Security & Risk Managers in each Programme Affiliate advise on day-to-day security and incidents. Crisis Management Teams established for MMI and each Programme Affiliate who respond to crises. 	Strengthening the organisation
11	The global movement operates inconsistently in silos	<ul style="list-style-type: none"> Mary's Meals International Council discusses key topics and has representation from across the movement. Forums established to encourage cross-sharing of objectives and information, such as the quarterly National Affiliate Forum. 	Strengthening the organisation
12	Staff, affiliates or partners act contrary to MM values and culture	<ul style="list-style-type: none"> Comprehensive due diligence exercises conducted over affiliates, partners, and suppliers. All new employees are screened for compatibility with our values during the recruitment process. 	Strengthening the organisation
13	We are unable to respond to the increased need or operational challenges caused by environmental changes, and/or minimise our own environmental impact	<ul style="list-style-type: none"> Environmental impact and legislative requirements considered in programmatic initiatives and general operations. 	Strengthening the organisation

Section 172 statement

The Board of trustees consider, both individually and collectively, that they have acted in the way they consider, for the benefit of its members as a whole (having regard to the stakeholders and matters set out in S172(1)(a-f) of the Companies Act 2006) in the decisions taken in the year ended 31st December 2022 and summarise those actions in the table below.

Section 172 Interest	Actions in the period
a) Likely consequences of any decision in the long term	<ul style="list-style-type: none"> • The trustees consider all decisions on the basis of reports made to them by the ELT. Supporting papers setting out the relevant facts are provided and set out the background and reasons for any proposals and associated costs, benefits, risks and impacts on our stakeholders. All decisions are taken with the long-term interest of our stakeholders in mind and with reference to our three-year strategy. • Key decisions made / actions taken during the year include: <ul style="list-style-type: none"> • Further expansions over and above those committed in the 2022 budget which allowed us to reach more children • Development and roll-out of the Growth strategy • Setting up a Nominations & Remunerations Committee, part of whose remit it is to consider trustee succession planning • Approval of the 2023 budget containing assumptions on income growth requirement and contingency planning
b) Interest of employees	<ul style="list-style-type: none"> • Due to the global nature of the organisation, we have a diverse workforce both in terms of gender and ethnicity. MMI continues to take an equal opportunity approach in all that we do. Mary's Meals is a global movement supported by people from many walks of life and different backgrounds. We welcome all into the Mary's Meals family and we believe everyone has something important to contribute to the realisation of our vision. In 2022, we: <ul style="list-style-type: none"> • Launched a range of new policies to support our employees, wherever they are based. These included new policies relating to Equal Opportunities and Dignity Developed our wellbeing offer to ensure that our employees are well supported whilst working, largely, remotely. In 2022, we developed and launched a new Wellbeing and mental health policy. • Completed a full cultural survey to determine the level of cultural alignment across the global network. The findings have informed the development of a Culture Action Plan to increase collaboration and cooperation across the charity. • Continued to develop our current and future leaders by running a Leadership Academy for 18 senior leaders from across the network.
c) Foster business relationships with suppliers, customers and others	<ul style="list-style-type: none"> • The success of MMI is dependent upon the strong relationships it builds with both its supporters, regulatory authorities, suppliers and internally with employees. We seek to build long-term partnerships with key suppliers and delivery partners, recognising the long-term nature of the school feeding programmes that we are delivering.
d) Impact of our operations on the community and the environment	<ul style="list-style-type: none"> • Our approach relies on community volunteers to serve meals each day – this commitment is vital for a long-term, sustainable school feeding programme. We are mindful of what we do in respect of our impact on the environment.
e) Maintaining a reputation for high standards of business conduct	<ul style="list-style-type: none"> • We always strive to conduct ourselves to the highest ethical and professional standards.
f) Act fairly as between members of the company	<ul style="list-style-type: none"> • The continued success of MMI is dependent on the continued collaboration of all parts of the Mary's Meals family. In 2022, the leadership of the Mary's Meals family gathered in Medjugorje with the benefit of increasing cooperation and input on global activities from representatives across the movement.

Energy and carbon reporting

We recognise that the climate emergency is one of the key issues of the current era. The growing nature of MMI and our broad global footprint make it important that we act in an environmentally responsible manner and do our part in moving to a sustainable low carbon society. The following table shows MMI's energy use in the UK for the year, together with associated greenhouse gas emissions.

	2022	2021
UK energy use		
Electricity ('000 kWh)	25	20
Gas ('000 kWh)	98	94
Transport ('000 miles)	242	54
Associated greenhouse gas emissions (GHG)		
Electricity (tonnes of CO ₂ e)	5	4
Gas (tonnes of CO ₂ e)	18	17
Transport (tonnes of CO ₂ e)	113	25
Intensity Ratio		
Tonnes of CO ₂ e per UK-based MMI employee	1.47	0.55

The increase in transport use and related emissions reflects the increased travel to monitor school feeding programmes and raising awareness of our work which had been significantly reduced due to the restrictions on travel during the Covid-19 pandemic.





Structure, governance and management

MMI is a company limited by guarantee governed by its memorandum and articles of association dated 3 October 2014. It is registered as a charity with the Office of the Scottish Charity Regulator. There are 12 founder members and the trustees are obliged to appoint, subject to certain conditions being satisfied, representatives from National Affiliates, each of whom agrees to contribute £1 in the event of the charity winding up. As at 31 December 2022, there were 32 members of MMI.

Scottish International Relief Malawi, Mary's Meals Zambia and Mary's Meals Liberia are subsidiary entities whose main function is to implement Mary's Meals' projects in those countries. MMI is represented on the boards of these organisations. For the purposes of this annual report, and on the basis of control, these entities have been consolidated as subsidiaries.

Mary's Meals is also registered in Kenya as an overseas organisation working in the country. Kenya represents a branch of MMI, and along with Bosnia-Herzegovina make up the charity results as presented in this report. The group results include the consolidated subsidiaries, Malawi, Zambia and Liberia. Mary's Meals fundraising National Affiliates are entirely independent entities and therefore not included in these financial statements. A new subsidiary entity – Mary's Meals Kenya – was registered as an NGO in Q3 2022. This entity has remained dormant throughout 2022 and is consolidated into these accounts on this basis. The transition from branch to subsidiary is planned in 2023.

The charity is governed by the board of trustees, as listed on page 3, which meets on a quarterly basis. The composition of the board is monitored on a regular basis to ensure that the trustees have the necessary skills and expertise required to govern the charity. A budget is set annually in advance and submitted to the trustees for approval.

Appointment of trustees and training

As set out in the articles of association, the minimum number of trustees is three. There is no maximum number, unless determined by ordinary resolution. New trustees are appointed by the charity by ordinary resolution and are thoroughly vetted prior to appointment. They are briefed on their legal responsibilities and supplied with copies of the governing documents through the resource hubs available to MMI trustees. They commit to a code of conduct, including upholding the aims and values of the charity. A list of the trustees who served during the financial period is included on page 3 of this report.

During the financial period to 31 December 2022, the day-to-day running of the charity was managed by the Chief Executive Officer Magnus MacFarlane-Barrow, reporting to the board of Trustees, and supported by the Executive Leadership Team which includes the Chief Growth Officer, Chief Programmes Officer, Chief Services Officer and the Director of People.

This new, smaller Executive Leadership Team with 3 Chief Officer positions aligned with the 3 'pillars' or 'aims' of our strategic plan replaced the previous larger Senior Leadership Team (SLT).

Approach to remuneration

In 2015, a pay and grading structure was introduced for all staff and this was benchmarked against similar organisations. The benchmarking showed that Mary's Meals pays significantly less than the benchmark to those in senior roles. This reflects our long-standing commitment to pay restraint at senior levels in the organisation and also reflects a vocational approach on the part of our senior leaders and the wider staff group across Mary's Meals. Recognising the differential in pay compared to other organisations, Mary's Meals is committed to offering a great place to work and an attractive package of non-financial benefits. The pay of the senior staff, and all staff, is reviewed annually and consideration is given to applying an appropriate cost of living increase.

MMI continues to take an equal opportunity approach in all that we do.

Trustees' insurance and indemnities

The trustees, who are also the directors, have the benefit of the indemnity provisions contained in the company's articles of association ("articles"), and the company has maintained throughout the year directors' and officers' liability insurance for the benefit of the company, the directors and its officers. The company has entered into qualifying third-party indemnity arrangements for the benefit of all its directors in a form and scope which comply with the requirements of the Companies Act 2006 and which were in place throughout the year and remain in force.

Auditor

RSM UK Audit LLP has indicated its willingness to continue in office.





Statement of trustees' responsibilities

The trustees (who are also directors of Mary's Meals International Organisation for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and the group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The trustees approve the trustees' annual report (including the strategic report and directors' report) in their capacity as trustees.

On behalf of the Board

A handwritten signature in black ink that reads "David Clayton".

David Clayton
17 May 2023

Independent auditor's report to the trustees and members of Mary's Meals International Organisation

Opinion

We have audited the financial statements of Mary's Meals International (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2022 which comprise the Consolidated group statement of financial activities, Charity statement of financial activities, the Consolidated group and charity balance sheets, the Consolidated group and charity cash flow statements and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2022; and of the group's and the parent charitable company's incoming resources and application of resources, including their income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We have been appointed auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the directors' report and the strategic report, prepared for the purposes of company law and included within the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report and the strategic report, included within the trustees' annual report, have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report or the strategic report, included within the trustees' annual report.

- We have nothing to report in respect of the following matters where the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:
 - sufficient, adequate and proper accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
 - the parent charitable company financial statements are not in agreement with the accounting records and returns; or
 - certain disclosures of trustees' remuneration specified by law are not made; or
 - we have not received all the information and explanations we require for our audit.



Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities on page 28 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team and component auditors:

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the group and parent charitable company operates in and how the group and parent charitable company are complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), regulation 8 of the Charity Accounts (Scotland) Regulations 2006, the Charities SORP (FRS 102) and the Charities and Trustee Investment (Scotland) Act 2005. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing financial statement disclosures.

The most significant laws and regulations that have an indirect impact on the financial statements are The Children Act 2004, the Scottish Adult Support and Protection Act 2007 and employment legislation.

We have performed audit procedures to inquire of management and those charged with governance whether the Group is in compliance with these law and regulations and inspected correspondence with licensing or regulatory authorities and relevant policies management have implemented.

The group audit engagement team identified the risk of management override of controls and validity of overseas expenditure, payroll and fixed assets as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to, reviewing policies and procedures in place across the group to address significant laws and regulations, reviewing component auditor testing on key risk areas, obtaining written responses from legal counsel in regards to litigation in the year, and testing manual journal entries and other adjustments and evaluating the business rationale in relation to any significant, unusual transactions and transactions entered into outside the normal course of business.

All relevant laws and regulations identified at a Group level and areas susceptible to fraud that could have a material effect on the consolidated financial statements were communicated to component auditors. Any instances of non-compliance with laws and regulations identified and communicated by a component auditor were considered in our group audit approach.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made exclusively to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the members and the charitable company's trustees 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 charitable company, its members as a body, and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Kelly Adams

Kelly Adams CA MA (Hons) (Senior Statutory Auditor)
For and on behalf of RSM UK Audit LLP, Statutory Auditor
Chartered Accountants
Third Floor
2 Semple Street
Edinburgh
EH3 8BL

Date: 23/05/23

RSM UK Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.



Consolidated group statement of financial activities

(including consolidated income and expenditure account for the year ended 31 December 2022)

		Unrestricted funds £'000	Restricted funds £'000	2022 Total £'000	2021 Total £'000
	Note				
Income from:					
Donations	6	25,411	11,468	36,879	33,673
Other		42	-	42	49
Total income		25,453	11,468	36,921	33,722
Expenditure on:					
Raising funds	7	299	-	299	260
Charitable activities	8, 9	29,574	11,275	40,849	33,452
Total expenditure		29,873	11,275	41,148	33,712
Net (expenditure)/income for the year	11	(4,420)	193	(4,227)	10
Other recognised gains:					
Currency gains		775	-	775	613
Net movement in funds		(3,645)	193	(3,452)	623
Reconciliation of funds					
Total funds brought forward		19,058	616	19,674	19,051
Net movement in funds for the year		(3,645)	193	(3,452)	623
Total funds carried forward	20-22	15,413	809	16,222	19,674

All amounts relate to continuing operations. There is no material difference between the deficit on ordinary activities and the deficit for the financial year stated above and their historical costs equivalents.

All gains and losses recognised in the year are included in the statement of financial activities.

The notes on pages 39-58 form an integral part of these financial statements.

See note 4 for comparative consolidated statement of financial activities analysed by funds.

Charity statement of financial activities

(including income and expenditure account
for the year ended 31 December 2022)

		Unrestricted funds £'000	Restricted funds £'000	2022 Total £'000	2021 Total £'000
	Note				
Income from:					
Donations	6	24,990	11,468	36,458	33,480
Other		25	-	25	30
Total income		25,015	11,468	36,483	33,510
Expenditure on:					
Raising funds	7	299	-	299	260
Charitable activities	8, 9	28,325	11,275	39,600	32,621
Total expenditure		28,624	11,275	39,899	32,881
Net income for the year	11	(3,609)	193	(3,416)	629
Other recognised (losses)/gains:					
Currency gains/(losses)		20	-	20	(33)
Net movement in funds		(3,589)	193	(3,396)	596
Reconciliation of funds					
Total funds brought forward		17,903	616	18,519	17,923
Net movement in funds for the year		(3,589)	193	(3,396)	596
Total funds carried forward	20-22	14,314	809	15,123	18,519

All amounts relate to continuing operations. There is no material difference between the deficit on ordinary activities and the deficit for the financial year stated above and their historical costs equivalents.

All gains and losses recognised in the year are included in the statement of financial activities.

The notes on pages 39-58 form an integral part of these financial statements.

See note 5 for comparative charity statement of financial activities analysed by funds.

Consolidated group and charity balance sheets

as at 31 December 2022

		Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
	Note				
Fixed assets					
Intangible assets	14	1,252	964	1,252	964
Tangible assets	15	853	750	108	77
Total fixed assets		2,105	1,714	1,360	1,041
Current assets					
Stocks	16	1,066	1,161	15	1
Debtors	17	5,628	3,405	5,526	3,358
Cash at bank and in hand		9,961	15,078	8,726	14,469
Total current assets		16,655	19,644	14,267	17,828
Liabilities					
Creditors: amounts falling due within one year	18	2,538	1,684	504	350
Net current assets		14,117	17,960	13,763	17,478
Net assets		16,222	19,674	15,123	18,519
Funds					
Unrestricted funds	20	15,413	19,058	14,314	17,903
Restricted funds	20,22	809	616	809	616
Total funds		16,222	19,674	15,123	18,519

These financial statements of Mary's Meals International Organisation on pages 33-58 were approved by the Board of Trustees and authorised for issue on 17 May 2023 and signed on its behalf by:



David Clayton

Chair

Charity Number SC045223
Company Number SC488380

Consolidated group and charity cash flow statements

for the year ended 31 December 2022

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Net cash flows from operating activities	(4,989)	411	(5,199)	428
Cash flows from investing activities				
Interest income	26	30	23	27
Purchase of fixed assets	(891)	(888)	(584)	(514)
Proceeds from disposal of fixed assets	12	8	-	-
Net cash change in investing activities	(853)	(850)	(561)	(487)
Change in cash and cash equivalents	(5,842)	(439)	(5,760)	(59)
Cash and cash equivalents				
Cash and cash equivalents brought forward	15,078	14,897	14,469	14,557
Change in cash and cash equivalents due to exchange rate movements	725	620	17	(29)
Cash and cash equivalents carried forward	9,961	15,078	8,726	14,469

Cash and cash equivalents are represented by cash at bank and in hand.

Note to the consolidated group and charity cash flow statements

Reconciliation of net cash flows from operating activities

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Net (expenditure)/income	(4,228)	10	(3,416)	629
Bank interest	(26)	(30)	(23)	(27)
Depreciation and amortisation charge	550	480	268	206
(Gain)/loss on disposal of fixed assets	(12)	(7)	-	-
Decrease/(increase) in stocks	95	(252)	(14)	122
(Increase)/decrease in debtors	(2,223)	(357)	(2,168)	(393)
Increase/(decrease) in creditors/accruals	855	567	154	(109)
Net cash provided by operating activities	(4,989)	411	(5,199)	428



Notes to the financial statements

for the year ended 31 December 2022

1. General information

MMI is a charity incorporated in Scotland and a company limited by guarantee. The registered address is detailed on page 3.

MMI meets the definition of a public benefit entity under FRS 102.

2. Statement of compliance

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006, the Charity Accounts (Scotland) Regulations 2006 and the Charities and Trustee Investment (Scotland) Act 2005.

3. Accounting policies

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year.

3.1 Basis of preparation

The financial statements have been prepared on the going concern assumption and accruals concept and provide information that is relevant, reliable, comparable and understandable.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £'000.

3.2 Basis of consolidation

The financial statements consolidate the results of the organisation on a line-by-line basis using the acquisition method. All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation.

The charity consists of MMI, a UK registered company, plus its branches in Bosnia-Herzegovina and Kenya. The group comprises the charity plus its subsidiaries Mary's Meals Liberia, Scottish International Relief Malawi and Mary's Meals Zambia, as well as the new dormant subsidiary Mary's Meals Kenya.

Mary's Meals Liberia, Scottish International Relief Malawi and Mary's Meals Zambia: these entities are closely associated with MMI and implement its projects in Liberia, Malawi

and Zambia respectively. In accordance with accounting standards, the financial statements of Mary's Meals Liberia, Scottish International Relief Malawi and Mary's Meals Zambia have been consolidated in the group financial statements. This is based on the guidelines in the Statement of Recommended Practice for charities that, where there is dominant influence due to control, the financial statements should be consolidated. Specifically, MMI appoints senior staff, sets budget and longer-term financial strategy, defines strategic objectives, provides the framework (school feeding model) within which they operate and transfers cash to enable their operations.

None of the Mary's Meals National Affiliates are controlled or consolidated by MMI.

3.3 Going concern

The organisation's activities and future plans are set out in the trustees' annual report. The organisation has considerable financial resources and a wide and stable fundraising base in place across the Mary's Meals network. As a consequence, the trustees believe that the organisation is well placed to manage its business risks successfully despite the current uncertain economic outlook, the ongoing conflict in Ukraine and rising food and fuel prices. A high-level financial modelling exercise has been undertaken to demonstrate the income growth required to sustain operations for the foreseeable future. In addition, a series of efficiency measures are planned for implementation in our programmes in 2023 as well as development of contingency measures that we could deploy, should circumstances require. Thus, the going concern basis of accounting continues to be adopted in preparing the annual financial statements.

3.4 Income

All income is included in the statement of financial activities (SoFA) when the charity is entitled to the income, it is probable the income will be received and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Donations are included in full in the SoFA when receivable. Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included.

Income from grants is recognised when the Group has entitlement to the funds, performance conditions attached to the grants have been met, it is probable that the income will be received and can be measured reliably.

Income that the Group is entitled to but has not yet received is included as accrued income.

Bank interest is included in the year in which it is receivable.

3.5 Expenditure

All expenditure is included on an accruals basis and is recognised where there is a legal or constructive obligation to pay. Any costs directly attributable to specific categories have been included in those cost categories in the SoFA. Other costs, which are attributable to more than one activity, are apportioned across categories on the basis of an estimate of the proportion attributable.

Costs are allocated on a transactional basis and are assigned on an activity or role basis, with each activity allocated to a particular function. General office expenditure, such as property costs and office services are split on the basis of headcount. Governance costs are apportioned over each core activity on a proportionate expenditure basis.

Costs of raising funds include the apportioned costs associated with attracting donations and legacies.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management.

Governance costs are those incurred directly in connection with compliance with constitutional and statutory requirements, together with a proportion of salary costs relating solely to the strategic management of the charity.

3.6 Taxation

The charity's activities fall within the exemptions afforded by the provisions of the Corporation Tax Act 2010. The subsidiaries that form part of the group also fall within exemptions provided for in the relevant taxation laws in each country. Accordingly, there is no taxation charge in these financial statements.

3.7 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation.

Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life. Depreciation rates are as follows:

Plant and machinery - 15% - 33% straight-line

Fixtures, fittings and equipment - 5% - 33% straight-line

Motor vehicles-25% - 33% straight-line

Computer equipment - 25% - 33% straight-line

3.8 Intangible assets and amortisation

Intangible fixed assets are stated at cost less accumulated amortisation.

Amortisation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life. Amortisation rates are as follows:

Software development costs - 14% straight-line

This rate reflects a common approach to technology assets of this type and has been confirmed by the MMI project team as appropriate for our particular circumstances.

Software development costs are capitalised only after the technical and financial feasibility of the asset for use is established. Internal staff time is capitalised after an appropriate assessment of time spent on developing each asset.

3.9 Stocks

Stocks are valued at the lower of cost or net realisable value.

3.10 Financial instruments

The group has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised when the group becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset and the net amounts presented in the financial statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the financial asset is measured at the present value of the future receipts discounted at a market rate of interest.

Impairment of financial assets

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed.

**Notes to the financial statements
for the year ended 31 December 2021 (continued)**

3.10 Financial instruments (continued)

The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the group transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the group after deducting all of its liabilities.

Basic financial liabilities

Basic financial liabilities, including trade and other creditors, bank loans and loans from fellow group companies, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Derecognition of financial liabilities

Financial liabilities are derecognised when, and only when, the group's contractual obligations are discharged, cancelled, or they expire.

3.11 Leases

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership of the leased asset to the group. All other leases are classified as operating leases.

Assets held under finance leases are recognised initially at the fair value of the leased asset at the inception of the lease. The corresponding liability to the lessor is included in the balance sheet as a finance lease obligation. Lease payments are apportioned between finance charges and reduction of the lease obligation. Finance charges are taken to the SoFA. Assets held under finance leases are included in tangible fixed assets and depreciated and assessed for impairment losses in the same way as owned assets.

Rentals payable under operating leases are taken to the SoFA on a straight-line basis over the lease term.

3.12 Defined contribution pension schemes

The charity has in place a group pension scheme to make available pension provision to all eligible employees in the UK who have been continuously employed for 3 months. Contributions in respect of the company's defined contribution pension scheme are charged to the income and expenditure account for the year in which they are payable to the scheme. Differences between contributions payable and contributions actually paid in the year are shown as either accruals or prepayments at the year end. Contributions are allocated across activities based on a percentage split of an employee's contribution to said activities.

3.13 Foreign Currencies

Transactions in foreign currencies are recorded at an appropriate forecasted rate on the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the spot rate prevailing at the balance sheet date. Foreign branches and subsidiaries are consolidated by converting income and expenditure at an average rate for the year, with assets and liabilities being converted at the spot rate prevailing at the balance sheet date. All differences are taken to the SoFA.

3.14 Value of donated goods

All donated goods that the charity sends abroad are evaluated to establish how it can maximise the value of the gift, except where appeals are made specifically for items to send overseas i.e. school backpacks.

A wide variety of goods is donated to the charity and sent overseas. In placing a value on these items, the following factors are taken into account:

- the purchase price or market value for new/unused items;
- the price of an equivalent substitute in the recipient area;
- the income which could be generated if the goods were sold in the UK; and
- the depreciation of second-hand goods, or value added through reconditioning or checking by volunteers.

3.15 Transfers between funds and reserves

There is no longer a designated fund held within unrestricted funds to cover Life Assurance for non-UK employees – this is now fully covered by our international life assurance policy. A designated retranslation reserve is held to account for currency gains and losses realised on consolidated reserves. Both are detailed in note 21.

3.16 Critical accounting judgements and key sources of estimation uncertainty

In the application of MMI's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The trustees do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure.



4. Comparative consolidated statement of financial activities

		Unrestricted funds £'000	Restricted funds £'000	2021 Total £'000
	Note			
Income from:				
Donations	6	23,584	10,089	33,673
Other		49	-	49
Total income		23,633	10,089	33,722
Expenditure on:				
Raising funds	7	260	-	260
Charitable activities	8, 9	23,778	9,674	33,452
Total expenditure		24,038	9,674	33,712
Net (expenditure)/income for the year	11	(405)	415	10
Other recognised (losses)/gains:				
Currency (losses)/gains		613	-	613
Net movement in funds		208	415	623
Reconciliation of funds				
Total funds brought forward		18,850	201	19,051
Net movement in funds for the year		208	415	623
Total funds carried forward	20-22	19,058	616	19,674

5. Comparative charity statement of financial activities

	Notes	Unrestricted funds £'000	Restricted funds £'000	2021 Total £'000
Income from:				
Donations	6	23,391	10,089	33,480
Other		30	-	30
Total income		23,421	10,089	33,510
Expenditure on:				
Raising funds	7	260	-	260
Charitable activities	8, 9	22,947	9,674	32,621
Total expenditure		23,207	9,674	32,881
Net (expenditure)/income for the year	11	214	415	629
Other recognised (losses)/gains:				
Currency (losses)/gains		(33)	-	(33)
Net movement in funds		181	415	596
Reconciliation of funds				
Total funds brought forward		17,722	201	17,923
Net movement in funds for the year		181	415	596
Transfer to group		-	-	-
Total funds carried forward	20-22	17,903	616	18,519

6. Donations

Summary financial performance

Donations	Unrestricted funds £'000	Restricted funds £'000	2022 Total £'000	Unrestricted funds £'000	Restricted funds £'000	2021 Total £'000
Benin	-	86	86	-	79	79
Book Strategy	-	-	-	-	1	1
Ecuador	-	10	10	-	10	10
Ethiopia	-	343	343	-	1,373	1,373
Haiti	-	95	95	-	362	362
India	-	130	130	-	222	222
Kenya	-	1,042	1,042	-	478	478
Lebanon	-	1	1	-	2	2
Liberia	-	2,023	2,023	-	1,316	1,316
Madagascar	-	178	178	-	53	53
Malawi	-	4,715	4,715	-	3,831	3,831
Global Feeding	24,636	-	24,636	22,973	-	22,973
MMI Growth Plan	-	423	423	-	414	414
Niger	-	1	1	-	-	-
Romania Houses	-	14	14	-	14	14
South Sudan	-	430	430	-	168	168
Syria	-	15	15	-	2	2
Thailand	-	-	-	-	4	4
Uganda	-	8	8	-	5	5
Yemen	-	68	68	-	-	-
Zambia	-	1,611	1,611	-	1,294	1,294
Zimbabwe	-	275	275	-	-	-
Total Charity Donations	24,636	11,468	36,104	22,973	9,628	32,601
Grants	-	-	-	-	461	461
Value of Donated Aid	354	-	354	418	-	418
Total Charity	24,990	11,468	36,458	23,391	10,089	33,480
Malawi	10	-	10	-	-	-
Liberia	17	-	17	43	-	43
Value of Donated Aid	394	-	394	150	-	150
Total Group	25,411	11,468	36,879	23,584	10,089	33,673

6. Donations (continued)

Analysis of donations (excluding grants and donated aid) by geography of donor

Donations	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Australia	55	45	55	45
Austria	1,643	1,890	1,643	1,890
Belgium	139	52	139	52
Bosnia-Herzegovina	191	126	191	126
Canada	855	577	855	577
Croatia	1,062	917	1,062	917
Czech Republic	3,966	890	3,966	890
France	55	79	55	79
Germany	2,826	3,014	2,826	3,014
Ireland	1,589	1,586	1,589	1,586
Italy	261	291	261	291
Liberia	17	43	-	-
Malawi	10	-	-	-
Netherlands	70	91	70	91
Poland	54	68	54	68
Portugal	46	13	46	13
Slovakia	594	542	594	542
Slovenia	56	66	56	66
Spain	254	264	254	264
Switzerland	419	378	419	378
UK	15,337	15,036	15,337	15,036
USA	6,261	6,213	6,261	6,213
Other	371	463	371	463
Total	36,131	32,644	36,104	32,601

7. Costs of raising funds

Group and Charity	2022 Total £'000	2021 Total £'000
Employee costs	213	194
Office services	67	53
Transport and travel	3	-
Depreciation and amortisation	16	13
Total	299	260

Costs of raising funds include the apportioned costs associated with attracting donations. The independent National Affiliates who donate to the group are responsible for their own fundraising.



8. Charitable activities – by fund type

Group	Unrestricted funds £'000	Restricted funds £'000	2022 Total £'000	Unrestricted funds £'000	Restricted funds £'000	2021 Total £'000
Mary's Meals feeding	25,648	10,964	36,612	20,573	9,583	30,156
Romania Houses	56	14	70	62	14	76
Oscar Romero School	372	-	372	300	-	300
Raising awareness	702	129	831	675	29	704
Network support	2,198	168	2,366	1,814	48	1,862
Backpacks and shipped aid	598	-	598	354	-	354
Total	29,574	11,275	40,849	23,778	9,674	33,452

Charity	Unrestricted funds £'000	Restricted funds £'000	2022 Total £'000	Unrestricted funds £'000	Restricted funds £'000	2021 Total £'000
Mary's Meals feeding	25,015	10,964	35,979	19,978	9,583	29,561
Romania Houses	56	14	70	62	14	76
Oscar Romero School	-	-	-	-	-	-
Raising awareness	702	129	831	675	29	704
Network support	2,198	168	2,366	1,814	48	1,862
Backpacks and shipped aid	354	-	354	418	-	418
Total	28,325	11,275	39,600	22,947	9,674	32,621



9. Charitable activities – by activity

Group	Activities undertaken directly £'000	Activities through partners & affiliates £'000	Support costs £'000	2022 Total £'000	Activities undertaken directly £'000	Activities through partners & affiliates £'000	Support costs £'000	2021 Total £'000
Mary's Meals feeding	21,753	12,489	2,369	36,611	17,705	10,475	1,976	30,156
Romania Houses	-	70	-	70	-	76	-	76
Oscar Romero School	372	-	-	372	300	-	-	300
Raising awareness	70	252	510	832	55	207	442	704
Network support	-	-	2,366	2,366	-	-	1,862	1,862
Backpacks and shipped aid	598	-	-	598	354	-	-	354
Total	22,793	12,811	5,245	40,849	18,414	10,758	4,280	33,452

Charity	Activities undertaken directly £'000	Activities through partners & affiliates £'000	Support costs £'000	2022 Total £'000	Activities undertaken directly £'000	Activities through partners & affiliates £'000	Support costs £'000	2021 Total £'000
Mary's Meals feeding	21,142	12,489	2,348	35,979	17,135	10,475	1,951	29,561
Romania Houses	-	70	-	70	-	76	-	76
Oscar Romero School	-	-	-	-	-	-	-	-
Raising awareness	70	252	510	832	55	207	442	704
Network support	-	-	2,365	2,365	-	-	1,862	1,862
Backpacks and shipped aid	354	-	-	354	418	-	-	418
Total	21,566	12,811	5,223	39,600	17,608	10,758	4,255	32,621

Support costs are allocated to the core mission of the group – running of the Mary's Meals school feeding programmes, raising awareness of poverty and supporting the global network. Note 10 details the basis of allocation.

Network support as presented here and in note 8 reflects the costs incurred in furthering charitable objectives as detailed on page 9.

10. Analysis of support costs

Group and Charity	Employee costs £'000	Property costs £'000	Office services £'000	Transport and travel £'000	Depreciation and amortisation £'000	Governance £'000	Software Licensing £'000	External Support Costs £'000	2022 Total £'000
Mary's Meals feeding	1,756	67	21	103	55	107	144	95	2,348
Raising awareness	323	-	16	11	-	30	1	129	510
Network support	1,460	67	37	76	180	98	208	239	2,365
Total Charity	3,539	134	74	190	235	235	353	463	5,223
Mary's Meals feeding	-	-	-	-	-	22	-	-	22
Total Group	3,539	134	74	190	235	257	353	463	5,245

Group and Charity	Employee costs £'000	Property costs £'000	Office services £'000	Transport and travel £'000	Depreciation and amortisation £'000	Governance £'000	Software Licensing £'000	External Support Costs £'000	2021 Total £'000
Mary's Meals feeding	1,510	56	81	1	19	112	98	74	1,951
Raising awareness	293	-	28	1	1	29	-	90	442
Network support	1,197	57	47	-	132	92	185	152	1,862
Total Charity	3,000	113	156	2	152	233	283	316	4,255
Mary's Meals feeding	-	-	-	-	-	25	-	-	25
Total Group	3,000	113	156	2	152	258	283	316	4,280

Costs are allocated on a transactional basis and are assigned on an activity or role basis, with each activity allocated to a particular function. General office expenditure, such as property costs and office services, are split on the basis of headcount. Governance costs are apportioned over each core activity on a proportionate expenditure basis.

11. Net (income)/expenditure for the year is stated after charging:

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Depreciation and other amounts written off tangible fixed assets	324	338	42	64
Amortisation of intangible fixed assets	226	142	226	142
(Gain) on disposal of fixed assets	(12)	(6)	-	-
Auditor remuneration	70	69	48	44
Operating lease charges	176	145	107	101

12. Employees

Employment costs	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Wages and salaries	8,079	6,791	5,067	4,331
Social security costs	512	404	418	328
Pension costs	420	353	290	246
Total	9,011	7,548	5,775	4,905

Number of employees	Group 2022	Group 2021	Charity 2022	Charity 2021
Monthly Average	Number	Number	Number	Number
Mary's Meals feeding	559	562	119	109
Raising funds	5	5	5	5
Raising awareness	17	16	17	16
Network support	40	36	40	36
Governance	3	2	3	2
Total	624	621	184	168

The tables above represent employed and contracted staff. They do not include the thousands of volunteers who give their time throughout the network. Their roles vary from spreading the word of the Mary's Meals mission in the UK and fundraising affiliate countries to cooking and serving meals to children in programme countries.

The number of group employees whose emoluments, excluding pension contributions and employers' national insurance, but including benefits in kind, were in excess of £60k was:

	2022 Number	2021 Number
£60k - £70k	3	3
£70k - £80k	3	-

Key management compensation

The key management personnel of the charity and group comprise the 5 (2021: previously SLT, 8) individuals who were part of the ELT over the course of the year. The total remuneration (including pension contributions and employers' national insurance) of key management personnel totalled £414k (2021: £542k).

No trustees received remuneration for services from the charity or group in the year ended 31 December 2022 (2021: £Nil). The charity met £Nil (2021: £Nil) worth of travel and accommodation expenses on behalf of trustees.

13. Pension costs

The organisation operates a defined contribution pension scheme in respect of staff. The scheme and its assets are held by independent managers. MMI contributes 8% of employees' salary. Employers are required under the Act to remit aggregated contributions to any of the licensed Pension Administrators. The pension charge represents contributions due from the company and amounted to £249k (2021: £214k). At 31 December 2022, £Nil (2021: £Nil) was accrued in the financial statements.

Scottish International Relief Malawi contributes to a mandatory and defined contribution Pension scheme on behalf of its local employees prescribed by the Government of Malawi under the Pension Act of 2010 which came into effect on 1 June 2011.

Mary's Meals Zambia contributes to NAPSA for its eligible employees as provided for by law. Membership is compulsory and monthly contributions by both employer and employees are made. The employer's contribution is charged to the income statement in the period in which it arises.

Mary's Meals Liberia contributes to NASSCORP for its eligible employees as required by law. Monthly contributions are made by both employer and employees. The employer's contribution is charged to the income statement in the period in which it arises.

14. Intangible fixed assets

Group and Charity	Software development costs £'000
Cost	
At 1 January 2022	1,327
Additions	514
At 31 December 2022	1,841
Accumulated amortisation	
At 1 January 2022	363
Charge for the year	226
At 31 December 2022	589
Net book value	
At 31 December 2022	1,252
At 31 December 2021	964

The software development costs above consist of capitalised development time on our CRM system, our SFDM system and our Integrated Digital Platform.

15. Tangible fixed assets

Group	Plant and machinery £'000	Fixtures, fittings and equipment £'000	Motor vehicles £'000	Computer equipment £'000	Total £'000
Cost					
At 1 January 2022	82	155	1,587	150	1,974
Exchange variance	(1)	10	50	3	62
Additions	-	21	279	77	377
Disposals	-	-	-	(26)	(26)
At 31 December 2022	81	186	1,916	204	2,387
Accumulated depreciation					
At 1 January 2022	19	70	1,061	74	1,224
Exchange variance	-	4	8	-	12
Charge for the year	7	31	238	48	324
Released on disposals	-	-	-	(26)	(26)
At 31 December 2022	26	105	1,307	96	1,534
Net book value					
At 31 December 2022	55	81	609	108	853
At 31 December 2021	6	142	526	76	750

Charity	Plant and machinery £'000	Fixtures, fittings and equipment £'000	Motor vehicles £'000	Computer equipment £'000	Total £'000
Cost					
At 1 January 2022	18	62	175	85	340
Exchange variance	-	3	4	-	7
Additions	-	13	8	49	70
Disposals	-	-	-	(26)	(26)
At 31 December 2022	18	78	187	108	391
Accumulated depreciation					
At 1 January 2022	16	22	163	62	263
Exchange variance	-	1	4	-	5
Charge for the year	1	9	7	24	41
Released on disposals	-	-	-	(26)	(26)
At 31 December 2022	17	32	174	60	283
Net book value					
At 31 December 2022	1	46	13	48	108
At 31 December 2021	2	40	12	23	77

16. Stock

	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Backpacks	347	455	-	-
Food	459	440	15	1
Non-food items	260	266	-	-
Total	1,066	1,161	15	1

17. Debtors

	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Prepayments	331	195	230	149
Other debtors	34	34	33	33
Accrued income	5,263	3,176	5,263	3,176
Total	5,628	3,405	5,526	3,358

18. Creditors: amounts falling due within one year

	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Trade creditors	997	820	234	200
Other creditors	5	3	5	3
Accruals	1,324	802	128	143
Taxation and social security	212	59	137	4
Total	2,538	1,684	504	350

19. Operating lease commitments

The group and charity have the following future minimum lease payment commitments under non-cancellable operating leases:

	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Within one year	143	146	85	96
Between one and five years	344	390	125	206
In more than five years	156	186	-	-
Total	643	722	210	302

20. Analysis of net assets between funds

	Group			Charity		
	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Fixed assets	2,105	-	2,105	1,360	-	1,360
Current assets	15,846	809	16,655	13,458	809	14,267
Current liabilities	(2,538)	-	(2,538)	(504)	-	(504)
At 31 December 2022	15,413	809	16,222	14,314	809	15,123

	Group			Charity		
	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Fixed assets	1,714	-	1,714	1,041	-	1,041
Current assets	19,028	616	19,644	17,212	616	17,828
Current liabilities	(1,684)	-	(1,684)	(350)	-	(350)
At 31 December 2021	19,058	616	19,674	17,903	616	18,519

21. Unrestricted and restricted funds

	At 1 Jan 2022 £'000	Income £'000	Expenditure £'000	Currency gains/ (losses) £'000	Transfer £'000	At 31 Dec 2022 £'000
Unrestricted funds:						
General	17,663	25,015	(28,624)	(125)	150	14,079
Designated fund	150	-	-	-	(150)	-
Retranslation reserve	90	-	-	145	-	235
Unrestricted funds total	17,903	25,015	(28,624)	20	-	14,314
Restricted funds	616	11,468	(11,275)	-	-	809
Total Charity funds	18,519	36,483	(39,899)	20	-	15,123
Unrestricted funds:						
General	65	438	(1,249)	746	-	-
Retranslation reserve	1,090	-	-	9	-	1,099
	1,155	438	(1,249)	755	-	1,099
Total Group funds	19,674	36,921	(41,148)	775	-	16,222

	At 1 Jan 2021 £'000	Income £'000	Expenditure £' 000	Currency gains/ (losses) £'000	At 31 Dec 2021 £'000
Unrestricted funds:					
General	17,413	23,421	(23,207)	36	17,663
Designated fund	150	-	-	-	150
Retranslation reserve	159	-	-	(69)	90
Unrestricted funds total	17,722	23,421	(23,207)	(33)	17,903
Restricted funds	201	10,089	(9,674)	-	616
Total Charity funds	17,923	33,510	(32,881)	(33)	18,519
Unrestricted funds:					
General	668	212	-	16	65
Retranslation reserve	460	-	-	630	1,090
	1,128	212	-	646	1,155
Total Group funds	19,051	33,722	(33,712)	613	19,674

There is no longer a designated fund held within unrestricted funds to cover Life Assurance for non-UK employees – this is now fully covered by our international life assurance policy. A transfer from designated funds to unrestricted funds reflects this change which took place during 2022.

22. Restricted funds

Group and Charity	At 1 January 2022 £'000	Income £'000	Expenditure £'000	At 31 December 2022 £'000
Benin	-	86	(86)	-
Ecuador	-	10	(10)	-
Ethiopia	434	343	(31)	746
Haiti	-	95	(95)	-
India	-	130	(130)	-
Kenya	-	1,042	(1,042)	-
Lebanon	-	1	(1)	-
Liberia	-	2,023	(2,023)	-
Madagascar	-	178	(178)	-
Malawi	-	4,715	(4,715)	-
MMI Growth Plan	182	423	(542)	63
Niger	-	1	(1)	-
Romania Houses	-	14	(14)	-
South Sudan	-	430	(430)	-
Syria	-	15	(15)	-
Uganda	-	8	(8)	-
Yemen	-	68	(68)	-
Zambia	-	1,611	(1,611)	-
Zimbabwe	-	275	(275)	-
Total	616	11,468	(11,275)	809

The restricted funds above represent the geographical locations and purpose to which funds are restricted, based on donors' wishes. Restricted funds are used at the earliest opportunity.

22. Restricted funds (continued)

Group and Charity	At 1 January 2021 £'000	Income £'000	Expenditure £'000	At 31 December 2021 £'000
Benin	-	79	(79)	-
Book Strategy	7	1	(8)	-
Ecuador	-	10	(10)	-
Ethiopia	-	1,373	(939)	434
Haiti	-	362	(362)	-
India	50	222	(272)	-
Kenya	-	478	(478)	-
Lebanon	-	2	(2)	-
Liberia	-	1,316	(1,316)	-
Madagascar	-	53	(53)	-
Malawi	-	3,831	(3,831)	-
MMI Growth Plan	90	414	(322)	182
Romania Houses	-	14	(14)	-
South Sudan	-	168	(168)	-
Syria	-	2	(2)	-
Thailand	-	4	(4)	-
Uganda	-	5	(5)	-
Zambia	-	1,294	(1,294)	-
Zimbabwe	54	461	(515)	-
Total	201	10,089	(9,674)	616

23. Group structure

The charity consists of MMI, a UK-registered charitable company, including its branches in Bosnia-Herzegovina and Kenya. The group comprises the charity plus its charitable subsidiaries Scottish International Relief Malawi, Mary's Meals Zambia and Mary's Meals Liberia. It also includes a new subsidiary in Kenya which is currently dormant pending transition from the existing branch.

Details of the subsidiaries are included below.

	Mary's Meals Kenya	Mary's Meals Liberia	Scottish International Relief Malawi	Mary's Meals Zambia
Company number	OP.218/051/15-082/12376	051499549		122443
Charity registration number			NGO/R/07/18	
Registered office	Nawoitong Road, Nawoi Court, Lodwar, Turkana County, Kenya	Mary's Meals Liberia Tubmanburg Bomi County Liberia	Blantyre East 169 Salim Armour Road Ginnery Corner Blantyre, Malawi PO Box E386 Post Dot Net	Base Office Park Plot 35184 Alick Nkhata Avenue PO Box 50794 Lusaka, Zambia
Assets	-	£1,171k	£1,545k	£576k
Liabilities	-	£352k	£1,757k	£205k
Net assets	-	£819k	(£211k)	£371k
Income for the year	-	£5,283k	£9,867k	£5,006k
Expenditure for the year	-	£5,048k	£9,978k	£5,128k
Surplus/(deficit) for the year	-	£235k	(£111k)	(£122k)

24. Related party transactions

During the year, MMI transferred Scottish International Relief Malawi £7,963k (2021: £6,197k) to enable their operations and donated £354k (2021: £418k) worth of backpacks. Scottish International Relief Malawi is a subsidiary of MMI.

During the year MMI transferred Mary's Meals Zambia £4,822k (2021: £3,647k) to enable their operations. Mary's Meals Zambia is a subsidiary of MMI.

During the year MMI transferred Mary's Meals Liberia £5,036k (2021: £3,777k) to enable their operations. Mary's Meals Liberia is a subsidiary of MMI.

25. Company limited by guarantee

MMI is a company limited by guarantee and accordingly does not have any share capital.

All 32 members of the company have undertaken to contribute such amount as may be required not exceeding £1 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.



Food Changes the Story

Mary's Meals International Organisation
Craig Lodge, Dalnally, Argyll, Scotland, PA33 1AR
Charity number: SC045223 Company number: SC488380

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meals