



Mary's Meals International Organisation (A company limited by guarantee)
For the year ended 31 December 2023

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)

Contents

- 3 Legal and administrative information
- 5 Chair's report
- 6 Chief Executive's report
- 9 Trustees' annual report (including the strategic report and directors' report)
- 29 Statement of trustees' responsibilities
- 30 Independent auditor's report to the trustees and members of Mary's Meals International Organisation
- 34 Consolidated group statement of financial activities
- 35 Charity statement of financial activities
- 36 Consolidated group and charity balance sheets
- 37 Consolidated group and charity cash flow statements
- 40 Notes to the financial statements

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

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Registered office

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Peter Higgins
Jacob Allen
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Dr Christian Stelzer
Ana Luisa Diez de Rivera-Laffont
Bishop John Keenan
Marie Da Silva
John Darley
Sebastian Bailey
Dr Cornelius Chipoma
Graham Paterson
Michael George (appointed 17 April 2023)
Karel Necesal (appointed 15 March 2023)

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Michael Ferguson

Chief Executive

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Executive Leadership Team

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





Chair's report

As I reflect on the past year, I am deeply grateful for the dedication and support shown to our mission of providing children with a daily meal in a place of education. Your contributions have been instrumental in our continued success and impact on the lives of millions of children worldwide.

Financially, Mary's Meals International experienced remarkable growth in 2023, with total group income reaching £48.7 million (2022: £36.9m), a record result that reflects the unwavering support of our generous donors. Despite continuing challenges such as the global cost-of-living crisis, we remained resilient and committed to our mission. The key year-on-year increases in income received from National Affiliates are from MM UK and MM USA where we were delighted to receive major donations. This was a specific response to the financial position we were facing due to rising costs and we are very grateful for these particular donations. Overall, our income base shows continued diversification in income sources with the simple message of how people can bring hope to hungry children through Mary's Meals. We also saw significant increases in transfers from MM Germany and MM Czech Republic which offers promising signs for further growth in the future.

Expenditure has increased by £6.7m (2022: £7.4m), primarily driven by the continuing challenge of rising food and fuel prices across most locations we operate in, as well as the full year impact of the expansions we carried out in 2022. We continue to look for innovation and efficiency to ensure that the way that we do our work continues to be cost efficient. As a result, changes were made to some of our programmes including exits where the need was lower and this has resulted in a temporary reduction in the number of children fed at the year end. Plans are already being made to expand again in 2024.

We continued to invest in organisational development, strengthening our capabilities and expanding our reach including continued development of the Growth function and the continued roll-out of the Integrated Digital Platform. Our fundraising activities continued to evolve to meet changing needs and circumstances, building upon the successes of our global movement in previous years.

At Mary's Meals, we prioritise transparency and efficiency in the stewardship of our resources and we are proud to once again say that we have met our global charitable commitment, demonstrating our commitment to making the most impact with every pound donated. The global average cost to provide a child with Mary's Meals for a whole school year in 2023 was £17.26 (2022: £15.47), due to the factors described in the Financial Review on page 18.

I extend my heartfelt thanks to all supporters, volunteers, staff, trustees, and communities who have contributed to our mission. Your dedication and passion are the driving force behind Mary's Meals, and we are profoundly grateful for your continued support. As we look ahead to the future, Mary's Meals remains committed to our mission of alleviating hunger and supporting education for the world's most vulnerable children. Together, let us continue to make a difference, ensuring that no child goes hungry, and every child has the opportunity to learn and thrive.

David Clayton
Chair





Chief Executive's report

2023 might be described as the most challenging and unpredictable year yet in the story of Mary's Meals. In the end it served as a reminder of just how incredible our supporters are and reassured us that our core value – our confidence in the innate goodness of people – is very well founded. It also underlined for us the importance of striving to remain an agile organisation in face of fast changing external challenges and opportunities.

Throughout the year, food price inflation and cost-of-living pressures continued to affect both our programmatic expenditure and fundraising income landscapes. There was a period during the year where a significant financial gap seemed very likely and our ability to continue feeding all the children in our programme tested in a way it never has been before. Yet we ended 2023 not only with that gap closed but reporting a substantial year-on-year increase in income – thanks to a lot of hard work and some very humbling examples of the innate goodness of people. We received unexpected major gifts of around £10 million along with some legacy bequests, these contributing to what became, in the end, by far our most successful fundraising year.

We had no right to predict or expect these large gifts that helped us to close the funding gap and keep our promise to the communities and children we serve. However, we continue to place our trust in divine providence and give thanks for the many amazing examples of generosity, kindness, and solidarity that we see in our global movement.

Alongside our work to navigate the challenging financial environment, we spent much of 2023 focusing on carefully considered adjustments to strengthen our school feeding operations and ensuring these are focused on reaching children where the need is greatest. This led us to exit some long term programmes where the need for Mary's Meals has lessened significantly as a result of improvements in the local economy, and where we believe the communities are able to support their school children adequately without the continued direct provision by Mary's Meals.



Much time and effort has been invested in helping the communities with these transitions and we expect this to become a regular feature of our work going forward – with a more clear focus on eventual transition away from dependence on Mary's Meals being held by all parties throughout the life cycle of a programme. So this year, we saw exits as well as expansions take place in our programmes and we believe this period of deliberate consolidation stands us in good stead to continue boldly towards our vision and reach the next child waiting for Mary's Meals, as funds allow and where the need is greatest. We are expecting that the number of children we feed will increase again in 2024 with planned expansions.

Around the year's half-way point, we received the incredible news that Mary's Meals had been selected as the winner of the 2023 Princess of Asturias Award for Concord, an accolade considered to be amongst the most important in the global cultural agenda. This proved to be a huge opportunity for extending the global recognition and reach of Mary's Meals, and the ceremony – where Mary's Meals was honoured alongside other laureates including Meryl Streep and Eliud Kipchoge – was held in Oviedo, Spain, in October 2023. To coincide with the coverage of the awards, a report on Mary's Meals' work in Turkana was featured in a primetime slot on Spanish national broadcast channel, TVE. The Asturias Award is a particular highlight from the past year and it was great to see Mary's Meals was so well represented by key leaders from across the organisation.

Another highlight that came out of very different circumstances was the long-awaited news that we could begin feeding children in schools in Ethiopia again. At the start of 2023, almost three years since schools closed all over the world because of the Covid-19 pandemic, places of education across Tigray, Ethiopia, were still closed as the region lay destitute following a brutal two-year civil war. During the conflict (which raged from November 2020 to November 2022), we had supported our partner to provide hot meals and other vital assistance to more than 30,000 internally displaced people sheltering in camps in and around the region's capital.

And then, as communities began tentatively returning home, we had mobilised community food distributions to help reach those most in need in the communities we previously served.

But it was always our desire to begin serving meals in places of education again, so that children who had already missed years of learning could come back to a safe place and feel free to be children – knowing they could rely on that vital daily meal in school and look towards the future once again.

And by the end of the year, working closely with our incredible local partner, we had fully reinstated school feeding in all the areas of Tigray we were serving before the war and agreed robust plans to reach more children with vital daily meals in areas of great need as soon as possible. The situation in Tigray remains grave and there is much more work to be done, but being able to see schools reopen and children receiving Mary's Meals again was a source of joy for many against a backdrop of profound suffering.

So, while 2023 was a period characterised by challenge and change, we finished the year with renewed belief in the huge importance of our mission – especially when set in the context of increasing hunger in many parts of the world – and particular gratitude towards our incredible donors who have not only made it possible for us to keep our promise to the children in our programmes this year, but have allowed us to enter 2024 very well positioned to begin expanding again to communities in most urgent need of Mary's Meals.

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 2023. 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 Kenya, Liberia, Malawi and Zambia 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

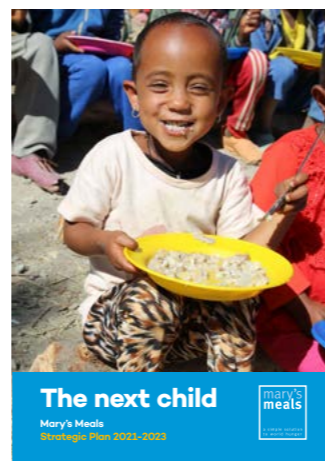
Mary's Meals Strategic Plan 2021-2023

Throughout 2023, 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 set out our strategic objectives and high-level milestones as we worked 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 guided our work throughout that period.

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.

As we move into 2024, our focus will be on the rollout and delivery of our 2024 – 2026 Strategic Plan titled 'Our Simple Solution' where our aim is to elevate our current work on our three strategic aims.



Our strategic aims



Feeding more children

Growing the global movement



Strengthening the organisation



Feeding more children



Throughout 2023 we continued to serve children across 18 countries globally thanks to the hard work of our four Programme Affiliates and 23 Programme Partners implementing feeding programmes. The total number of children fed at the end of 2023 was 2,379,374 (2022: 2,538,918). For context, the average number of children reached across 2023 was 2,511,284.

The decrease in the number of children fed was due to several factors including:

- We carried out several programme development activities to continue ensuring programme excellence, good stewardship, reaching the most vulnerable children we can, and maximising impact.
- We conducted needs assessments in early 2023 at selected schools where need levels had reduced in recent years, and we exited lower need schools in three programmes.
- Alongside this, we implemented a planned programme exit in one regional programme in Eldoret, Kenya, where some schools in the programme have since shown they may transition successfully to full community ownership.
- We reviewed programme outcomes for children in secondary grades, which made up a small percentage of our overall programme and consolidated our feeding to focus on pre-primary and primary children only.
- In late 2023, anomalies in data reporting in Mary's Meals Kenya and Diocese of Lodwar (Kenya) programmes were noted, and a subsequent field data validation in January 2024 led to an enrolment reduction applied to December 2023.

As we consolidated the programme with these changes, we began reallocation of resources to priority locations and will continue to do so in 2024 and we expect the number of children to climb back beyond the current publicly stated number as we do so.

Responding to Emergencies in Malawi and Syria

During 2023, we were also able to respond to requests from across programmes where emergencies impacted the communities where we work and where Mary's Meals was equipped to respond effectively and efficiently. During the immediate aftermath of Cyclone Freddy which hit Malawi and caused catastrophic flash floods throughout February and March 2023, we quickly adapted our programme to respond to those in need. Mary's Meals served daily meals to 24,000 displaced people sheltering in some of Mary's Meals programme schools across seven districts between 18 March and 7 April 2023. Many of those being served in the shelters were children who would usually receive our meals at school. During this time, we also maintained our school feeding programme as normal in other parts of the country.

Following the earthquake that struck northern and western Syria on 6 February 2023, Mary's Meals was quick to respond through our partner. Within hours of the earthquake striking, our partner was able to deliver life-saving food aid to thousands of people in the city of Aleppo. As the crisis developed, this expanded to delivering additional and essential support to families and children. As well as providing feeding for two months for 7,000 families housed in temporary accommodation, we also provided 600 family hygiene kits, 600 warm jackets, trauma workshops for 4,618 children, and summer holiday feeding for children in schools where 'catch-up' classes for children were held, benefitting approximately 1,000 children on a daily basis.

Resuming school feeding in post-conflict Tigray, Ethiopia

In Tigray, Mary's Meals is working in partnership with Daughters of Charity to respond to the dire need that is the result of a recently-ended civil war coupled with drought. Throughout 2023, as many thousands of people returned to their villages to begin rebuilding their lives after the civil war, Mary's Meals supported Daughters of Charity to carry out community food distributions, providing essential staples to those families in the greatest need.

In October 2023, we were pleased to be able to report that basic school feeding for around 10,000 children across 14 schools was able to resume. In the short term, the menu was dictated by available facilities and supplies and children were receiving high energy biscuits and hot tea. In the months following resumption of school feeding, the programme and menu was expanded as cooking facilities that were destroyed or looted in the fighting were replaced. School meals remain vital for families as they begin a long road to recovery, and the promise of a daily meal in a place of education continues to help to bring stability for children who have endured unimaginable trauma and hunger. Following an expansion to the programme in Tigray in December, we closed the year reaching over 45,000 children in the region, across 59 schools.

Fuelling efficiencies in Liberia

As we implement school feeding programmes, we take care that all our activities are carried out in an environmentally responsible manner, while remaining alert to continual organisational learning opportunities in line with these values.

During 2023, we made strides in Liberia to reduce the environmental impact of school feeding by implementing fuel-efficient eco-stoves across the programme. Over the course of 2023, we installed 254 stoves in schools across 5 counties in Liberia, which we will continue to expand upon in 2024.

To determine the sustainability of the stoves for the communities, we conducted a survey with 38 volunteer cooks and 19 teachers.

- 98% of respondents stated that they prefer the energy efficient stove to the previous method used in their schools, primarily due to reduced cooking time.
- 94% of respondents reported that they have experienced no challenges using and maintaining the energy efficient stove.

The fuel-efficient stove allows for more efficient heating and cooking which in turn requires less firewood and cooks faster. The stove has up to 80 percent reduction in air pollutants, and 30-40 percent overall reduction in fuel consumption. Fuel-efficient stoves use fuel that is accessible in Liberian communities in a more efficient and sustainable way. This intervention has proven to be an effective strategy for reducing wood consumption in the school feeding program. Feedback has been positive, with volunteers reporting safer kitchen spaces with less heat and smoke from the fires, in addition to fuel efficiency and promotion of environmental protection.



Child-focused impact evaluation

2023 marked the first full year of implementing a child-focused model of impact evaluation across our four Programme Affiliates. This was facilitated using surveys and select focus groups. Surveys completed with children incorporated child-friendly language and images to better capture children's perspectives. Our approach to understanding and demonstrating our impact has been intentionally designed to gather and consider feedback from the key stakeholders involved in our programmes: children, teachers, volunteers, and the parents of children who are accessing Mary's Meals school feeding.

The impact of school feeding on households

As a process of continually reflecting on how our programme supports communities, households, and their children, we facilitated rapid evaluations that support us to better understand the thematic implications and impacts of the programme, beyond the direct school environment.

During 2023 in Madagascar, and in partnership with Feedback Madagascar (FBM), we facilitated household level research to understand and document the impacts that school feeding may have on households where children receive Mary's Meals at school. Findings suggest that parents and caregivers can spend a longer time attending to their smallholder farms and/or farming activities as they do not need to return home to cook lunch for their children. Additionally, some households reported that the school feeding programme has absorbed the impact of stark inflation being experienced in Madagascar.



Growing the global movement



In 2023, the world continued to grapple with significant financial challenges, marked by escalating living costs and widespread crises across various regions. As global economic conditions resulted in higher prices for essentials like food and fuel, it impacted our supporters' ability to contribute, thereby impacting our growth and our mission to serve the next child in need. With a significant gap in funding identified, the Growth Directorate underwent further refinement to solidify its role as a hub of excellence for our National Affiliates, and to focus our collective efforts on closing this gap. Senior Leaders across the network spoke openly with our largest donors, ensuring they understood the obstacles we were facing. These conversations played a pivotal role in securing pledges throughout 2023 that resulted in a record year for income raised.

Mary's Meals continued to deliver compelling campaigns, secured its first global partnership, and empowered our National Affiliates to grow and strengthen their grassroots movements and philanthropic initiatives. Combined, this yielded positive results as we were able to finish the year in a strong position, and facilitated more robust long-term planning, recognizing that each income stream plays a vital role in supporting our mission.



We remained driven by our commitment to serving the most vulnerable children and maintained momentum within the global movement throughout 2023.

Princess of Asturias Award for Concord

In October 2023, Mary's Meals was awarded the prestigious Princess of Asturias Award for Concord, a global recognition of the impact our work has in both feeding children in greatest need and the impact on their communities. The Award was made in Oviedo, Spain at a televised ceremony attended by the King and Queen of Spain in addition to the Princess of Asturias. Receiving this internationally renowned award brought Mary's Meals in front of a global audience and we hope will inspire growth for our Affiliate in Spain and beyond.

In addition to the media impact of this award, Mary's Meals has worked to develop stronger media relations centrally and enabled National Affiliates to gain further traction in this area. Together with renewed and deeper strategies around storytelling and using our book and film assets, we are driving Mary's Meals to be an effective global voice and advocate on behalf of hungry children.

Campaigns

2023 began with an emergency appeal for the Syria Earthquake which raised almost £1 million from donors across a range of locations.

In May we launched the 'Small Change – Big Impact' campaign which focused on how the small things our supporters, volunteers and donors do have a cumulative effect to drive big impacts for the children we serve. It was designed to highlight our work to a new audience and, globally, we welcomed 59 new supporters a day during campaign periods.

Our 'Stop Child Hunger' campaign launched in October, focusing on three of our programme countries (Ethiopia, South Sudan and Kenya). The campaign detailed the unique challenges each of these regions face and was created to support year-end giving for our National Affiliates.

National Affiliate Initiatives

In early 2023, we were confirmed as the next charity partner of Clarins and began the work, alongside Mary's Meals France, of promoting this partnership across Clarins' markets and Mary's Meals National Affiliates. The partnership officially launched in February 2024.

Mary's Meals Czech Republic celebrated their 5th anniversary with a series of talks and a sold-out concert with over 1000 people in the audience in Brno, which was broadcast live on TV.

Mary's Meals Austria celebrated their 15th anniversary at the Palais Liechtenstein in Vienna, with the Country Director for Malawi as a guest speaker.

Mary's Meals Germany launched their first 'Night of Hope' event at the end of November in Frankfurt. A new type of event for Mary's Meals where the aim is to encourage donors to give in an auction-style environment. Over 100 supporters were treated to an evening of powerful presentations from Programme Affiliate and Partner representatives. The event was a great success and raised both income and awareness of our global programme.

A new International Fundraising Group (IFG) joined our growing movement in Hungary. They undertook a launch event in Budapest in late 2023 and will continue to develop and grow awareness of Mary's Meals across Hungary.

For the first time, Mary's Meals had a presence at World Youth Day in Lisbon. This event hosts over 1.5 million young people from across the world. We held a film screening for over 800 people and hosted a weeklong stall where we spoke to hundreds of new people about the work of Mary's Meals.

Mary's Meals Medjugorje hosted our presence at the annual Mladifest youth festival, where we presented to 60,000 pilgrims in attendance and held a large gathering of Youth Ambassadors throughout the week at the event.

Mary's Meals UK piloted a new campaign called 'From Dalmally to Malawi', a virtual challenge which encouraged new and existing supporters to cover some of the miles between the village where Mary's Meals was founded and the country where we first served school meals, with videos from along the route.

Mary's Meals UK and Mary's Meals USA ran their annual matched-giving campaign at the end of 2023, allowing supporters to have their donations doubled. These campaigns remain highly successful at engaging existing supporters, but also draw new people into our movement. In addition, Mary's Meals UK offered to triple Direct Debits to encourage further donations.



Mary's Meals Czech Republic 5th anniversary concert



Mary's Meals volunteers at World Youth Day 2023

Strengthening the organisation



MMI continued to strengthen the organisation throughout 2023 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.

Strategic Planning

In 2022, MMI tested a new process for coordinating operational plans across the organisation designed to provide a consistent planning methodology across each area of Mary's Meals, so the work being done would align with the overall global strategic plan. Based on the tests in 2022, the operational planning process was launched across the organisation in 2023. Key aspects that are measured in the process are: alignment with the three-year global strategic plan, an annual and a quarterly plan across each pillar of the organisation that would indicate how the three-year plan is being operationalised, and key issues that could come up as barriers to achieving what is included in the planning process.

In 2023, several actions occurred that validated the use of this process. First, this created a blend of a "top down" and "bottom up" approach to planning and executing the work. Second, by using the same simple template and key words/phrases, the commonality of language created greater efficiency and understanding. Finally, this process also created a systematic way to enhance the budgeting process, creating a consistent methodology to plan for expenditure across the organisation, as well as to review the forecasted revenue for the upcoming year. A specific highlight in 2023 was that in the review process for the National Affiliate operational planning, there was a collaboration across the National Affiliates and MMI that allowed the collective budgets from the National Affiliates to increase. Between the efficiencies and the updated budgeting process, this model has proven to be effective both in improving operations and in increasing revenue so that we will feed more children.

Governance

In keeping with our commitment to uphold the highest standards of governance within the organisation, MMI has continued to strengthen governance practices throughout 2023. Indeed, a comprehensive good governance review was carried out at the beginning of the year, building on the previous review carried out in 2021. As part of this review, MMI considered all governance aspirations outlined in guidance from OSCR and considered our internal practices in light of these, taking action where necessary. The next governance review is scheduled for 2025.

Further to the launch of the MMI 'ethical policy' suite in 2022, MMI created two new ethical policies tailored for Programme Partners only – a Partner Anti-Bribery & Corruption policy and a Partner Modern Slavery policy. These policies now form part of the written agreement MMI has with all Partners and ensures that those third parties that we financially support hold themselves to the same high ethical standards as MMI.

One of the most significant governance achievements in 2023 was the transfer of MMI's Programme operations in Kenya from the previous branch to a new subsidiary Non-Governmental Organisation (NGO). This project had been in motion for some time and brings our structure in Kenya into alignment with other Programme Affiliates. Our new NGO is constituted in such a way as to meet local legal requirements, MMI local board governance aspirations, and crucially, to allow for local fundraising, which was not previously the case.

Linked to this, throughout 2023, MMI reviewed all governance arrangements across Programme Affiliates, and liaised with local advisors to ensure that Programme Affiliates are set up to allow for local fundraising efforts in future.

Finally, we have created a new online resource hub for the board members in MMI's Programme Affiliates. This aligns with the resource hub created in 2022 for MMI trustees. The resources are wide-ranging and provide detailed guidance on all aspects of board governance. It is hoped that this will assist local board members to fully understand their role and responsibilities and to feel equipped for their governance role in overseeing our Programmes efficiently and effectively.



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 MMI. Over the past year we added more online 'Hubs' and 'Service Desks' to ensure information is highly accessible, communication is simple and effective, and actions are carried out to support each other across the global network.

We have continued to deliver 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 under the banner of Mary's Meals GUARDIAN. 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 technology 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 inform future fundraising campaigns and products. By the end of 2023, nine National Affiliates were migrated onto the IDP, with another three migrating by mid-2024, and the remainder planned for the end of 2024. It is our intention that all new National Affiliates will be given the IDP as they join the family.

The achievements in 2023 are linked to our continued 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

A new Learning Management System, The Charity Learning Consortium, was identified to replace the existing iLearn system. This will form the bedrock of MMI's Learning & Development offer in future, allowing training and development to be more easily rolled out to employees across the network.

The Leadership Academy 2022/23 programme came to a close, with 14 Senior Leaders from across the network completing their year-long blended programme of development including workshops, coaching, 360° feedback and workplace projects.

A partnership was agreed with the Insights Foundation, the charitable arm of Insights, a personal development company that specialises in psychometric tools. This resulted in support to roll out Insights psychometric profiles to over 200 staff globally, as well as offer Insights Introductory and Team effectiveness sessions to support the development of self-awareness and building of strong, collaborative working relationships.



Financial review

For the year to 31 December 2023, the MMI organisation recorded an overall surplus of £1.30m (2022: deficit £3.46m). Total group income was £48.66m (2022: £36.92m); a year on year growth rate of 31.8%, which makes 2023 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 43% (2022: 42%) of total cash income coming from the National Affiliate in the UK, 21% (2022: 17%) 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.

Successful fundraising efforts made by a number of our National Affiliates have yielded the following notable year-on-year upward trends: MM UK £5.9m, MM USA £3.7m, MM Germany £0.8m and MM Czech Republic £0.5m. The increases recorded by MM UK and MM USA were driven by major donations from donors as a specific response to our financial challenges. These responses are very welcome and reflect a change in the composition of our income which complements our aims to remain a grassroots-led organisation. More detail is given on the significant contributions of all affiliates in note 6 to the accounts.

Total expenditure for the year was £47.86m (2022: £41.15m) which represents an increase of 16% (2022: 22%) year on year. This increased expenditure reflects three key areas. The first is the impact of continuing rises in prices across the countries we work in where inflationary pressures and climatic conditions have led to increases in the costs of food and fuel, although strengthening GBP has partly mitigated the impact of this. With global uncertainty expected to continue in these areas, food and fuel prices will remain a challenge in 2024. The second is that we made the strategic decision to purchase more food at the end of 2023 than in previous years in order to take advantage of prices before new contracts with higher prices came into force. The third is the full year impact of the significant number of expansions that we carried out in 2022.

As a response to increasing costs, efficiency measures in place and standardisation of certain Programmes also helped mitigate costs and we would expect to see the full year impact of these measures in 2024.

We spent £47.57m (2022: £40.85m), or 99% (2022: 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 £43.29m (2022: £36.61m) 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 2023 was £17.26 (2022: £15.47) against our public commitment of £19.15 (2022: £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 increasing costs of food and fuel. Increasing costs are driven by the wider economic challenges caused by the ongoing 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 24.

KPI	2019	2020	2021	2022	2023
Year end number of children fed	1,667,067	1,838,859	2,279,941	2,538,918	2,379,374
Cost per child (£)	12.97	12.60	14.56	15.47	17.26
Charitable spend (%)	99	99	99	99	99

The reserves policy is reviewed annually. As at 31 December 2023, 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 £9.27m (2022: £9.09m), as a minimum. At 31 December 2023, the group unrestricted reserves were £15.41m (2022: £15.41m). Restricted funds of £2.11m (2022: £0.81m) were held at year end and relate primarily to Ethiopia where feeding was not possible for the full year due to ongoing conflict, to Syria following our appeal and the expected time it will take to spend down those funds, and to pilot projects around food innovation which will be undertaken in 2024. We anticipate these funds will be drawn down significantly in 2024. 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 of higher-than-expected income in 2023, we hope to be able to add a number of expansions in 2024.

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.

Food prices have continued to rise across the countries we work in reflecting challenging global economic conditions and, in many cases, a scarcity of supply due to local climatic events. For example, flooding in Malawi during the harvest saw prices increase as we were re-tendering at the end of the contract period. Pressure on pricing in agreed contracts means that our ability to protect the programmes from fluctuations in food costs continues to be hampered. Despite this, we have worked hard to try to achieve the best value for money in the major procurements we have undertaken in 2023 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 continue to be monitored carefully. In the current global context, we have introduced a more agile tendering process that seeks to lock in prices when they are at their lowest, as well as ensuring that alternative menu options are available should prices of our agreed menus become unsustainable.

While the bulk of our work is delivered directly through Programme Affiliates (in Kenya, Liberia, Malawi and Zambia), we also have significant partnerships with other organisations who implement our programmes in other countries. 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 continue to 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 also continues to run 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 2023 where we faced an extremely challenging outlook with prices continuing to increase and the cost-of-living crisis impacting donation levels. Despite those challenges, 2023 was our most successful year to date. We are grateful to those supporters who continued to give generously of their money, goods, skills, time, or prayer. In 2024, MMI hopes to build on the more active and direct role we took in raising funds in 2023 by continuing to use 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, and the diversity of our income base and our plans to grow.

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 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"> Ongoing roll out of the Integrated Digital Platform to National Affiliates to provide better supporter engagement Digital Content Library available to provide appropriate and engaging content for communications with supporters 	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 Growth Model established with National Affiliates to help build support, awareness and fundraising 	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"> Revised Safeguarding policy and new global standards and procedures in place with 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"> Comprehensive suite of IT security measures in place across MMI system Renewal of Cyber Essentials Plus accreditation which verifies IT security measures Regular 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 team, comprised of global and locally based staff, advise on day-to-day security and incidents Crisis Management Teams established for MMI and each programme affiliate to respond to crises 	Strengthening the organisation
11	The global movement operates inconsistently in silos	<ul style="list-style-type: none"> Assorted forums, conferences and meetings established across National Affiliates to enhance relationships and encourage cross-sharing of objectives and information 	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 Screening for compatibility with our values completed during the recruitment process and strengthened employee reference and background checks in force 	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 2023 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"> Regular review of financial information during the year showing progress against the additional income assumptions made for the 2023 budget. Approval of the 2024 budget containing assumptions on income growth requirement.
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 2023, we: <ul style="list-style-type: none"> Redeveloped and relaunched our employee appraisal scheme in response to feedback that our old system was cumbersome and time consuming. MAP (My Agile Performance) was launched which is designed to be iterative, agile and more suited to a fast-paced organisation such as MMI. Launched a Culture Hub where employees can access a range of materials relating to values and key behaviours. We developed a culture induction to introduce new starters to key cultural messages and behaviours that will drive the charity forward. Established the MMI Leaders Forum, with the first session being held at the end of April. Establishment of this group and bi-monthly meetings is intended to consult with and increase cross-functional cooperation and collaboration between Heads and Directors at MMI. Introduced a 10-year long service award which three employees benefitted from. The award consists of communicating to all of MMI and summarising the great gifts these individuals have brought to the mission during their tenure. MMI's equal opportunities policy means that all candidates are considered on merit. Full and fair consideration of applications for employment made by disabled persons, having regard to their particular aptitudes and abilities.
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 its supporters, regulatory authorities, suppliers and internally with employees. Where possible, 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 and now have a statement on our website that sets out our programmatic environmental commitment.

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. Membership of MMI (the company) has continued to grow, with a significant majority of Members now representing our Programme Affiliates and National Affiliates. This reflects an intentional process for the membership to evolve away from the original Founding Members of MMI. In 2023, we hosted a Festival that brought together people from all parts of our movement to share and discuss topics of common interest.



Energy and carbon reporting

Mary's Meals International has measured the carbon emissions of our UK operations since 2021. This section includes our mandatory reporting of energy and greenhouse gas emissions for the year ended 31 December 2023 pursuant to the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, implementing the UK Government's Streamlined Energy and Carbon Reporting (SECR) policy.

Our methodology to calculate our greenhouse gas emissions is based on the 'Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance (March 2019)' issued by DEFRA. We report using a financial control approach to define our organisational boundary. We have reported all material emission sources required by the regulations for which we deem ourselves to be responsible and have maintained records of all source data and calculations.

The table below includes energy consumption (reported as kWh for gas and electricity consumption in our office and thousands of miles for travel) and greenhouse gas emissions for the sources required by the legislation, along with our intensity ratio.

	2023	2022
UK energy use – Scope 2		
Electricity ('000 kWh)	16	25
Gas ('000 kWh)	67	98
Transport ('000 miles)	510	492
Associated greenhouse gas emissions (GHG) – Scope 2		
Electricity (tonnes of CO2e)	3.2	5
Gas (tonnes of CO2e)	12.3	18
Transport (tonnes of CO2e)	238	229
Intensity Ratio		
Tonnes of CO2e per UK-based MMI employee	2.56	2.72

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.

During the reporting period, our UK-based staff continued to be primarily located remotely which minimises the amount of travel to and from offices through the continued and enhanced use of technology to facilitate team and staff interaction. In addition, a statement on our environmental responsibilities as part of our approach to school feeding was developed and rolled out.





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 2023, there were 33 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 represented a branch of MMI until 30 September 2023, 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 Kenya transitioned from branch to subsidiary as of 1 October 2023 and the results from that date are consolidated into the group results. Mary's Meals fundraising National Affiliates are entirely independent entities and therefore not included in these financial statements.

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 2023, 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 Executive Leadership Team with 3 Chief Officer positions aligns with the 3 'pillars' or 'aims' of our strategic plan.



Approach to remuneration

Our Global Pay Philosophy ensures that the following principles are maintained when making decisions that impact on pay and reward at MMI:

- People in all locations are paid a fair salary that is proportionate to the complexity of their role.
- Reward policies will be free from bias and discrimination, and decisions are made transparently.
- To ensure internal equity, roles will be evaluated and compared to ensure that all roles are paid fairly in relation to other comparable roles.
- We work extremely hard to keep our running costs low as possible. Salaries and benefits will represent good stewardship of the resources entrusted to us.
- Our pay policies will ensure that the highest paid employee is not paid significantly more than the lowest paid employee in any given location. Appropriate ratios will be used to ensure that this principle is maintained.
- We will use reliable and relevant salary benchmarking data to make decisions that affect pay and benefits.
- We will broadly aim to pay at the market median at as many levels as possible. However, it's recognised that it may not always be possible to pay at the market median for all senior roles. We ask our employees to have a vocational attitude towards their work and to accept that salaries may not always be the same as those offered in other sectors.

MMI has a salary scale in place which ranges from Grades 2 to 10. This was benchmarked externally at the end of 2023 and will be rolled out in 2024. This process showed us that salaries at lower levels are comparable, and on occasion, exceed similar organisations in the charity sector.

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

David Clayton

Authorised on 26 June 2024 and signed on 23 July 2024

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 Organisation (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2023 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 2023; 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 29 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view 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, testing 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: 23/07/24

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 2023)

	Note	Unrestricted funds £'000	Restricted funds £'000	2023 Total £'000	2022 Total £'000
Income from:					
Donations	6	30,357	18,101	48,458	36,879
Other		205	-	205	42
Total income		30,562	18,101	48,663	36,921
Expenditure on:					
Raising funds	7	296	-	296	299
Charitable activities	8, 9	30,766	16,798	47,564	40,849
Total expenditure		31,062	16,798	47,860	41,148
Net (expenditure)/income for the year	11	(500)	1,303	803	(4,227)
Other recognised gains:					
Currency gains		495	-	495	775
Net movement in funds		(5)	1,303	1,298	(3,452)
Reconciliation of funds					
Total funds brought forward		15,413	809	16,222	19,674
Net movement in funds for the year		(5)	1,303	1,298	(3,452)
Total funds carried forward	20-22	15,408	2,112	17,520	16,222

All amounts relate to continuing operations. There is no material difference between the surplus on ordinary activities and the surplus 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 40-62 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 2023)

	Note	Unrestricted funds £'000	Restricted funds £'000	2023 Total £'000	2022 Total £'000
Income from:					
Donations	6	30,242	18,101	48,343	36,458
Other		174	-	174	25
Total income		30,416	18,101	48,517	36,483
Expenditure on:					
Raising funds	7	296	-	296	299
Charitable activities	8, 9	29,814	16,798	46,612	39,600
Total expenditure		30,110	16,798	46,908	39,899
Net income/(expenditure) for the year	11	306	1,303	1,609	(3,416)
Other recognised gains:					
Currency gains		40	-	40	20
Net movement in funds		346	1,303	1,649	(3,396)
Reconciliation of funds					
Total funds brought forward		14,314	809	15,123	18,519
Net movement in funds for the year		346	1,303	1,649	(3,396)
Transfer to group		68	-	68	-
Total funds carried forward	20-22	14,592	2,112	16,704	15,123

All amounts relate to continuing operations. There is no material difference between the surplus on ordinary activities and the surplus 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 40-62 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 2023

	Note	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Fixed assets					
Intangible assets	14	1,455	1,252	1,455	1,252
Tangible assets	15	611	853	62	108
Total fixed assets		2,066	2,105	1,517	1,360
Current assets					
Stocks	16	876	1,066	-	15
Debtors	17	3,187	5,628	3,107	5,526
Cash at bank and in hand		15,060	9,961	13,252	8,726
Total current assets		19,123	16,655	16,359	14,267
Liabilities					
Creditors: amounts falling due within one year	18	3,669	2,538	1,172	504
Net current assets		15,454	14,117	15,187	13,763
Net assets		17,520	16,222	16,704	15,123
Funds					
Unrestricted funds	20	15,408	15,413	14,592	14,314
Restricted funds	20,22	2,112	809	2,112	809
Total funds		17,520	16,222	16,704	15,123

These financial statements of Mary's Meals International Organisation on pages 34-62 were approved by the Board of Trustees and authorised for issue on 26 June 2024 and signed on its behalf on 23 July 2024 by:



David Clayton
Chair

Charity Number SC045223
Company Number SC488380

Consolidated group and charity cash flow statements

for the year ended 31 December 2023

	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Net cash flows from operating activities	4,937	(4,989)	4,879	(5,199)
Cash flows from investing activities				
Interest income	173	26	171	23
Purchase of fixed assets	(686)	(891)	(521)	(584)
Proceeds from disposal of fixed assets	31	12	-	-
Net cash change in investing activities	(482)	(853)	(350)	(561)
Change in cash and cash equivalents	4,455	(5,842)	4,529	(5,760)
Cash and cash equivalents				
Cash and cash equivalents brought forward	9,961	15,078	8,726	14,469
Change in cash and cash equivalents due to exchange rate movements	644	725	48	17
Transfer to group	-	-	(51)	-
Cash and cash equivalents carried forward	15,060	9,961	13,252	8,726

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 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Net income/(expenditure)	803	(4,228)	1,609	(3,416)
Bank interest	(173)	(26)	(171)	(23)
Depreciation and amortisation charge	568	550	339	268
Loss/(gain) on disposal of fixed assets	(23)	(12)	-	-
Decrease/(increase) in stocks	190	95	15	(14)
Decrease/(increase) in debtors	2,441	(2,223)	2,419	(2,168)
Increase in creditors/accruals	1,131	855	668	154
Net cash provided by operating activities	4,937	(4,989)	4,879	(5,199)



Notes to the financial statements

for the year ended 31 December 2023

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.

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 (until 30 September 2023). The group comprises the charity plus its subsidiaries Mary's Meals Liberia, Scottish International Relief Malawi and Mary's Meals Zambia, as well Mary's Meals Kenya (operational from 1 October 2023).

Mary's Meals Kenya, Mary's Meals Liberia, Scottish International Relief Malawi and Mary's Meals Zambia: these entities are controlled by MMI and implement its projects in Kenya, 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. 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. 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.



3.10 Financial instruments (continued)

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.

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 goods donated to the group 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; and
- the depreciation of second-hand goods, or value added through reconditioning or checking by volunteers.

3.15 Transfers between funds and reserves

Transfers from unrestricted to restricted funds enable MMI to continue to fund projects furthering its charitable activities, in different countries, using donations to the general fund. Restricted funds are held for each country where MMI performs its charitable activities.

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

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

5. Comparative charity statement of financial activities

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



6. Donations

Summary financial performance

Donations	Unrestricted funds £'000	Restricted funds £'000	2023 Total £'000	Unrestricted funds £'000	Restricted funds £'000	2022 Total £'000
Benin	-	89	89	-	86	86
Ecuador	-	10	10	-	10	10
Ethiopia	-	315	315	-	343	343
Haiti	-	114	114	-	95	95
India	-	183	183	-	130	130
Kenya	-	1,091	1,091	-	1,042	1,042
Lebanon	-	5	5	-	1	1
Liberia	-	3,120	3,120	-	2,023	2,023
Madagascar	-	576	576	-	178	178
Malawi	-	7,013	7,013	-	4,715	4,715
Global Feeding	30,242	-	30,242	24,636	-	24,636
MMI Growth Plan	-	-	-	-	423	423
Myanmar	-	1	1	-	-	-
Niger	-	1	1	-	1	1
Romania Houses	-	15	15	-	14	14
South Sudan	-	557	557	-	430	430
Syria	-	1,071	1,071	-	15	15
Uganda	-	9	9	-	8	8
Yemen	-	45	45	-	68	68
Zambia	-	1,556	1,556	-	1,611	1,611
Zimbabwe	-	1,140	1,140	-	275	275
Pilot Projects	-	1,190	1,190	-	-	-
Total Charity Donations	30,242	18,101	48,343	24,636	11,468	36,104
Value of Donated Aid	-	-	-	354	-	354
Total Charity	30,242	18,101	48,343	24,990	11,468	36,458
Malawi	23	-	23	10	-	10
Liberia	6	-	6	17	-	17
Zambia	18	-	18	-	-	-
Value of Donated Aid	68	-	68	394	-	394
Total Group	30,357	18,101	48,458	25,411	11,468	36,879

6. Donations (continued)

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

Donations	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Australia	89	55	89	55
Austria	1,672	1,643	1,672	1,643
Belgium	57	139	57	139
Bosnia-Herzegovina	221	191	221	191
Canada	969	855	969	855
Croatia	1,681	1,062	1,681	1,062
Czech Republic	4,463	3,966	4,463	3,966
France	64	55	64	55
Germany	3,588	2,826	3,588	2,826
Ireland	1,618	1,589	1,618	1,589
Italy	278	261	278	261
Kenya	5	-	5	-
Liberia	6	17	-	-
Malawi	23	10	-	-
Netherlands	68	70	68	70
Poland	62	54	62	54
Portugal	80	46	80	46
Slovakia	683	594	683	594
Slovenia	64	56	64	56
Spain	371	254	371	254
Switzerland	465	419	465	419
UK	21,199	15,337	21,199	15,337
USA	9,958	6,261	9,958	6,261
Zambia	18	-	-	-
Other	688	371	688	371
Total	48,390	36,131	48,343	36,104

7. Costs of raising funds

Group and Charity	2023 Total £'000	2022 Total £'000
Employee costs	215	213
Office services	55	67
Transport and travel	5	3
Depreciation and amortisation	21	16
Total	296	299

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	2023 Total £'000	Unrestricted funds £'000	Restricted funds £'000	2022 Total £'000
Mary's Meals feeding	26,544	16,740	43,284	25,648	10,964	36,612
Romania Houses	66	15	81	56	14	70
Oscar Romero School	403	-	403	372	-	372
Raising awareness	880	17	897	702	129	831
Network support	2,575	26	2,601	2,198	168	2,366
Backpacks and shipped aid	298	-	298	598	-	598
Total	30,766	16,798	47,564	29,574	11,275	40,849

Charity	Unrestricted funds £'000	Restricted funds £'000	2023 Total £'000	Unrestricted funds £'000	Restricted funds £'000	2022 Total £'000
Mary's Meals feeding	26,293	16,740	43,033	25,015	10,964	35,979
Romania Houses	66	15	81	56	14	70
Raising awareness	880	17	897	702	129	831
Network support	2,575	26	2,601	2,198	168	2,366
Backpacks and shipped aid	-	-	-	354	-	354
Total	29,814	16,798	46,612	28,325	11,275	39,600



9. Charitable activities – by activity

Group	Activities undertaken directly £'000	Activities through partners & affiliates £'000	Support costs £'000	2023 Total £'000	Activities undertaken directly £'000	Activities through partners & affiliates £'000	Support costs £'000	2022 Total £'000
Mary's Meals feeding	25,066	15,581	2,637	43,284	21,753	12,489	2,369	36,611
Romania Houses	-	81	-	81	-	70	-	70
Oscar Romero School	403	-	-	403	372	-	-	372
Raising awareness	76	308	513	897	70	252	510	832
Network support	-	-	2,601	2,601	-	-	2,366	2,366
Backpacks and shipped aid	298	-	-	298	598	-	-	598
Total	25,843	15,970	5,751	47,564	22,793	12,811	5,245	40,849

Charity	Activities undertaken directly £'000	Activities through partners & affiliates £'000	Support costs £'000	2023 Total £'000	Activities undertaken directly £'000	Activities through partners & affiliates £'000	Support costs £'000	2022 Total £'000
Mary's Meals feeding	24,839	15,581	2,613	43,033	21,142	12,489	2,348	35,979
Romania Houses	-	81	-	81	-	70	-	70
Raising awareness	76	308	513	897	70	252	510	832
Network support	-	-	2,601	2,601	-	-	2,365	2,365
Backpacks and shipped aid	-	-	-	-	354	-	-	354
Total	24,915	15,970	5,727	46,612	21,566	12,811	5,223	39,600

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	2023 Total £'000
Mary's Meals feeding	2,009	62	27	72	80	118	205	40	2,613
Raising awareness	340	-	51	18	-	31	1	73	514
Network support	1,668	62	82	48	225	105	243	169	2,602
Total Charity	4,017	124	160	138	305	254	449	282	5,729
Mary's Meals feeding	-	-	-	-	-	24	-	-	24
Total Group	4,017	124	160	138	305	278	449	282	5,753

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

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 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Depreciation and other amounts written off tangible fixed assets	264	324	38	42
Amortisation of intangible fixed assets	301	226	301	226
Gain/(loss) on disposal of fixed assets	23	(12)	-	-
Auditor remuneration	77	70	52	48
Operating lease charges	164	176	97	107

12. Employees

Employment costs	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Wages and salaries	8,507	8,079	5,368	5,067
Social security costs	571	512	478	418
Pension costs	437	420	316	290
Total	9,515	9,011	6,162	5,775

Number of employees	Group 2023	Group 2022	Charity 2023	Charity 2022
Monthly Average	Number	Number	Number	Number
Mary's Meals feeding	537	559	110	119
Raising funds	5	5	5	5
Raising awareness	18	17	18	17
Network support	45	40	45	40
Governance	3	3	3	3
Total	608	624	181	184

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:

	2023 Number	2022 Number
£60k - £70k	1	3
£70k - £80k	4	3

Key management compensation

The key management personnel of the charity and group comprise the 5 (2022: 5) 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 £441k (2022: £414k).

No trustees received remuneration for services from the charity or group in the year ended 31 December 2023 (2022: £Nil). The charity met £13k (2022: £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 £286k (2022: £249k). At 31 December 2023, £Nil (2022: £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.

Mary's Meals Kenya makes contributes to an accredited pension fund for its eligible employee 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 2023	1,841
Additions	504
At 31 December 2023	2,345
Accumulated amortisation	
At 1 January 2023	589
Charge for the year	301
At 31 December 2023	890
Net book value	
At 31 December 2023	1,455
At 31 December 2022	1,252

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 2023	81	186	1,916	204	2,387
Exchange variance	(27)	(21)	(367)	(15)	(430)
Additions	-	11	157	31	199
Disposals	-	(27)	(219)	(7)	(253)
At 31 December 2023	54	149	1,487	213	1,903
Accumulated depreciation					
At 1 January 2023	26	105	1,307	96	1,534
Exchange variance	(4)	(14)	(257)	(6)	(281)
Charge for the year	4	23	186	53	266
Released on disposals	-	(19)	(204)	(4)	(227)
At 31 December 2023	26	95	1,032	139	1,292
Net book value					
At 31 December 2023	28	54	455	74	611
At 31 December 2022	55	81	609	108	853



Charity	Plant and machinery £'000	Fixtures, fittings and equipment £'000	Motor vehicles £'000	Computer equipment £'000	Total £'000
Cost					
At 1 January 2023	18	78	187	108	391
Exchange variance	-	(8)	(45)	(2)	(55)
Additions	-	1	-	15	16
Disposals	-	-	-	(3)	(3)
Transfer	-	(27)	(132)	(4)	(163)
At 31 December 2023	18	44	10	114	186
Accumulated depreciation					
At 1 January 2023	17	32	174	60	283
Exchange variance	-	(5)	(41)	-	(46)
Charge for the year	1	7	4	26	38
Released on disposals	-	-	-	(3)	(3)
Transfer	-	(19)	(127)	(2)	(148)
At 31 December 2023	18	15	10	81	124
Net book value					
At 31 December 2023	-	29	-	33	62
At 31 December 2022	1	46	13	48	108

16. Stock

	Group		Charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Backpacks	-	347	-	-
Food	750	459	-	15
Non-food items	126	260	-	-
Total	876	1,066	-	15

17. Debtors

	Group		Charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Prepayments	328	331	252	230
Other debtors	44	34	40	33
Accrued income	2,815	5,263	2,815	5,263
Total	3,187	5,628	3,107	5,526

18. Creditors: amounts falling due within one year

	Group		Charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Trade creditors	2,146	997	636	234
Other creditors	9	5	5	5
Accruals	1,342	1,324	401	128
Taxation and social security	172	212	130	137
Total	3,669	2,538	1,172	504

19. Operating lease commitments

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

	Group		Charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Within one year	144	143	85	85
Between one and five years	250	344	40	125
In more than five years	99	156	-	-
Total	493	643	125	210

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	2,066	-	2,066	1,517	-	1,517
Current assets	17,011	2,112	19,123	14,248	2,112	16,360
Current liabilities	(3,669)	-	(3,669)	(1,172)	-	(1,172)
At 31 December 2023	15,408	2,112	17,520	14,592	2,112	16,704

	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

21. Unrestricted and restricted funds

	At 1 Jan 2023 £'000	Income £'000	Expenditure £'000	Currency gains/ (losses) £'000	Transfer £'000	At 31 Dec 2023 £'000
Unrestricted funds:						
General	14,079	30,416	(30,110)	82	(68)	14,399
Retranslation reserve	235	-	-	(42)	-	193
Unrestricted funds total	14,314	30,416	(30,110)	40	(68)	14,592
Restricted funds	809	18,101	(16,798)	-	-	2,112
Total Charity funds	15,123	48,517	(46,908)	40	(68)	16,704
Unrestricted funds:						
General	-	146	(952)	868	68	130
Retranslation reserve	1,099	-	-	(413)	-	686
	1,099	146	(952)	455	68	816
Total Group funds	16,222	48,663	(47,860)	495	-	17,520

	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	-	746	-	-
Retranslation reserve	1,090	-	-	9	-	1,099
	1,155	438	-	755	-	1,099
Total Group funds	19,674	36,921	(41,148)	775	-	16,222



22. Restricted funds

Group and Charity	At 1 January 2023 £'000	Income £'000	Expenditure £'000	At 31 December 2023 £'000
Benin	-	89	(89)	-
Ecuador	-	10	(10)	-
Ethiopia	746	315	(677)	384
Haiti	-	114	(114)	-
India	-	183	(183)	-
Kenya	-	1,091	(1,091)	-
Lebanon	-	5	(5)	-
Liberia	-	3,120	(3,120)	-
Madagascar	-	576	(576)	-
Malawi	-	7,013	(7,013)	-
MMI Growth Plan	63	-	(63)	-
Myanmar	-	1	(1)	-
Niger	-	1	(1)	-
Romania Houses	-	15	(15)	-
South Sudan	-	557	(557)	-
Syria	-	1,071	(533)	538
Uganda	-	9	(9)	-
Yemen	-	45	(45)	-
Zambia	-	1,556	(1,556)	-
Zimbabwe	-	1,140	(1,140)	-
Pilot Projects	-	1,190	-	1,190
Total	809	18,101	(16,798)	2,112

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 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

23. Contingent Liability

In the ordinary course of the charity's operations, it is subject to a small number of claims for loss relating to employment and operational matters in countries we operate in. The charity cannot reliably estimate the impact but are of the opinion that it would be unlikely to have a material impact on the group's financial position.

24. Group structure

The charity consists of MMI, a UK-registered charitable company, including its branches in Bosnia-Herzegovina and Kenya (until 30 September 2023). 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 transitioned from a branch on 1 October 2023.

Details of the subsidiaries are included below.

	Mary's Meals Kenya (from 1 Oct 23)	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	£611k	£771k	£1,695k	£292k
Liabilities	£123k	£236k	£2,222k	£20k
Net assets	£488k	£535k	(£527k)	£272k
Income for the year	£764k	£4,708k	£10,451k	£5,490k
Expenditure for the year	£281k	£4,978k	£11,290k	£5,580k
Surplus/(deficit) for the year	£420k	(£270k)	(£840k)	(£90k)

25. Related party transactions

During the year, MMI transferred Scottish International Relief Malawi £10,271k (2022: £7,963k) to enable their operations. MMI are no longer donating backpacks (2022: £354k). Scottish International Relief Malawi is a subsidiary of MMI.

During the year MMI transferred Mary's Meals Zambia £5,941k (2022: £4,822k) to enable their operations. Mary's Meals Zambia is a subsidiary of MMI.

During the year MMI transferred Mary's Meals Liberia £4,941k (2022: £5,036k) to enable their operations. Mary's Meals Liberia is a subsidiary of MMI.

On 1 October 2023, Mary's Meals Kenya transitioned from a branch to a subsidiary. From that date, MMI transferred Mary's Meals Kenya £763k (2022: £nil) to enable their operations.

26. Company limited by guarantee

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

All 33 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.





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

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meals**
a simple solution
to world hunger