



Mary's Meals International Organisation (A company limited by guarantee)
For the year ended 31 December 2020

Trustees' annual report and financial statements

Charity number: SC045223 Company number: SC488380

mary's
meals

a simple solution
to world hunger

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

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An important note on organisation names

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

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

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

Legal and administrative information

Legal and administrative information

Charity number SC045223
Company registration number SC488380

Business address

Craig Lodge
Dalmally
Argyll
Scotland
PA33 1AR

Registered office

Craig Lodge
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PA33 1AR

Trustees

David Clayton
Peter Higgins
Jacob Allen
Dr Željka Markić
Dr Christian Stelzer
Mark McGreevy (resigned 23 March 2021)
Ana Luisa Diez de Rivera-Laffont
Charles McGhee
Bishop John Keenan
Marie Da Silva
John Darley (appointed 24 March 2020)
Sebastian Bailey (appointed 23 March 2021)
Dr Cornelius Chipoma (appointed 23 March 2021)

Secretary

Michael Ferguson

Chief Executive

Magnus MacFarlane-Barrow

Auditor

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Bankers

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Senior Leadership Team

Magnus MacFarlane-Barrow
Michael Ferguson
Graeme Little
Bert Main
Kirsten Morrison
Gillian McKenna
Alan Brown (resigned 9 December 2020)
Allan Currie (appointed 6 January 2021)
Taweni Gondwe Xaba (appointed 1 March 2021)



Our year in numbers

1,838,859
children fed

Working with communities
to feed children in

19 countries

We welcomed
171,792
children into our
global programmes



0.75

tonnes of CO2e
per UK employee

A total income of
£29 million

**14 affiliate
organisations**
growing the global movement



Actual cost per child:
£12.60

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

Chair's report

As I present the Mary's Meals International Organisation annual report for the year ending 31 December 2020, I would like to thank the many supporters who make our work possible and all those who are dedicated to leading and serving this important mission to provide children with a daily meal in a place of education.

By the end of 2020, our school feeding programmes – delivered in collaboration with some of the world's poorest communities – were providing life-changing meals to 1,838,859 children in 19 countries every school day. This represents a growth of 10% compared to the start of the year, with 171,792 children being added to the programme through expansions and natural growth during 2020.

Total group income in 2020 was £29.0m (2019: £24.7m). Set against the backdrop of the Covid-19 pandemic, this is an incredible result. We have recorded notable achievements in many affiliate countries in terms of fundraising income and I am very pleased to report continued strong signs of diversification as we grow in different geographical locations and reach more people with the simple message of how they can bring hope to hungry children through Mary's Meals. Notable year-on-year increases in income include MM UK £2.1m, MM USA £0.9m, MM Croatia £0.4m, MM Spain £0.4m, MM Ireland £0.4m, MM Czech Republic £0.2m and MM Germany £0.2m. We are delighted to see this international growth in both awareness and fundraising, which offers a promising foundation for the future.

Despite the exceptional circumstances, 2020 has been a year of amazing growth in both impact and reach – our dedicated teams and partners have implemented successful expansions to our existing programmes in Haiti, Kenya, Madagascar, Zambia and Zimbabwe, as well as into a new country in Niger – and this is certainly a cause for celebration. Through these expansions, Mary's Meals has continued to grow its programmes in areas where the need is greatest, despite often facing practical and economic challenges in these locations.

Expenditure has increased by £1.6m, not only because of the programmatic achievements during 2020, but also the full-year impact of previous expansions and the promise we are keeping to more than 1.8 million children of a meal every day in a place of education. Ongoing projects to improve the delivery of our school feeding programmes and ensure all staff are well equipped to support the mission in their various roles are yielding great results in terms of efficiency and cohesion, making sure that the way we do this work remains as important as the end result.



We undertook substantial work to strengthen the whole organisation, including defining and implementing the culture of Mary's Meals across our global movement; continuing to effectively develop our systems, including making progress in the integrated CRM and School Feeding Delivery Model projects; and we embarked on innovative, virtual fundraising activities, which successfully grew our global movement.

One of our principal values is the good stewardship of the resources entrusted to us and Mary's Meals has an ongoing commitment to spend at least 93% of donations on charitable activities and to keep running costs low. I am pleased to say that in 2020, MMI continued that commitment, with 99% of expenditure from donations going directly to charitable activities. The global average cost to provide a child with Mary's Meals for a whole school year in 2020 was £12.60.

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

A handwritten signature in dark ink that reads "David Clayton". The signature is written in a cursive, flowing style.

David Clayton
Chair



Chief Executive's report

For Mary's Meals, 2020 turned out to be a year unlike any other. Every aspect of our work and each part of our global family felt the impact of the Covid-19 pandemic. We have been tested in many ways through this experience and have learnt even more about the resilience and irreplaceable nature of this mission and the movement that supports it.



For us, keeping the promise of a daily meal to the children in our programme has always been paramount. When, early in 2020, schools began closing all over the world for public health reasons, we realised we would have to find new ways to keep that promise. Our simple mission is to provide a daily meal in a place of education – but those places of education were suddenly closed. We recognised that, whilst you can temporarily suspend schools for good reason, you cannot ever suspend the feeding of children – or deprive some of the poorest children in the world the promise of a daily meal that is so vital for them and their families. We recognised also that the place of education for millions of the world's children had, for the time being, become their family homes.

For these reasons, we worked with local community leaders and public health authorities to very rapidly adjust our model so that rations, equivalent to the daily meal at school, were safely collected by parents from our school stores on a carefully arranged and closely monitored basis and cooked at home for their children. This alteration to our model was implemented quickly and successfully in the weeks after school closures, across the various countries where we work, enabling us to keep our promise to the vast majority of the children in our programme. In meeting this challenge, we saw evidence of the strength of our leaders and their teams – and of our 'community-owned model'. Without strong relationships built over many years with schools, communities and other key stakeholders, this would not have been possible.



At the same time, the global movement of volunteers and donors that provide the funding for this work also experienced all sorts of new economic uncertainty and hardship during 2020, whilst many of our planned fundraising initiatives became impossible. In this area too we saw a remarkable determination to keep the promise. All sorts of impressive innovation took place that allowed fundraising to continue. Many planned in-person activities were adapted to take place virtually instead, and we saw that very often they became even more successful and reached many more people as a result. The journey of digital transformation, which had begun before 2020, was accelerated in many areas. We also saw a quite incredible response from our supporters all over the world who, despite everything they were having to cope with, donated



more generously than ever. Thus, we saw our income not only hold up, but grow faster than it has for a number of years. That growth took place across nearly all our National Affiliates and we see a healthy trend towards less dependence on our largest affiliates – such as Mary's Meals UK – continue.

By the end of the year, in addition to keeping the promise to children already in our programme, we expanded to reach additional impoverished communities – although these expansions were smaller in scale than those we had planned to implement this year prior to the onset of the pandemic.

The experience of 2020 has provided us with numerous opportunities to learn. We see more clearly than ever how crucial our deeply embedded values and culture are. These are the foundation stones without which we would have been unable to successfully adapt and change certain methodologies. And some of those changes we now wish to retain beyond the pandemic. While many activities in the Mary's Meals family will again take place in person when possible – we do not wish to exist in a virtual world forever – we are committed to further digital transformation and believe this is a key way to enable further growth of our movement. We also saw during 2020, whilst our offices were closed, that staff

working remotely and flexibly has provided many benefits for them, without harming our performance as an organisation. We intend to continue with a flexible way of working going forward, which is already enabling us to employ key staff who live in different parts of the world, rather than being restricted to recruiting only those who live in commuting distance of our offices.

During 2020 we have learnt many things. Most of all, the overwhelming generosity of our supporters, the dedication of our volunteers and the remarkable leadership demonstrated by our staff, has repeatedly affirmed 'our confidence in the innate goodness of people' (one of our core organisational values). I thank every one of them for the way they responded to this challenging year and for moving this mission forward, constantly, out of love for the next hungry child waiting.

A handwritten signature in black ink, appearing to read 'MFB'.

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 2020. The trustees of Mary's Meals International Organisation (MMI) who served during the period and up to the date of this report are set out on page 3.

This report reflects the work and results of MMI, which acts as the international organisation of the Mary's Meals network and for which it provides a focus of unity, stability and continuity. Our school feeding programmes are delivered directly through Programme Affiliates in Malawi, Liberia, Zambia and Kenya and through partner organisations in other countries. These financial statements incorporate the full costs to carry out, monitor and support the delivery of these school feeding programmes. Income is generated by National Affiliates who raise awareness of the work of Mary's Meals and are entirely independent legal entities. As such, the results of these entities are not incorporated into this report. More detail on the group structure is set out on page 26.

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

Our Strategic Plan

Throughout 2020, we continued to focus on the delivery of our 2018 – 2020 Strategic Plan, and to work towards our strategic aims.

The plan sets out our strategic objectives and high-level milestones that will ensure we can continue to grow as we have in recent years and respond to new opportunities as they arise. The three key strategic aims will continue to guide our work over the next three years as set out in our 2021 – 2023 Strategic Plan, *The next child*.

In line with those strategic objectives and because of the generosity of our global supporters as they give their time, skills, donations and prayers to enhance our global movement, over the course of such a challenging year for so many, we have been able to:

- Expand our programmes in six countries to reach more than 130,000 additional children, either through in-school feeding or by providing take-home rations as they try their best to learn at home;
- Begin working with three new partners in Malawi, Niger and Zimbabwe, enabling us to expand our programme and reach more children with life-changing meals;
- Make progress in strengthening the organisation, for example, through defining and implementing the culture of Mary's Meals across our global movement;
- Continue to effectively develop our systems, including making progress in the integrated CRM and School Feeding Delivery Model projects; and
- Embark on innovative, virtual fundraising activities, which successfully grew our global movement.

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



Our strategic aims



Feeding more children



Growing the global movement



Strengthening the organisation



Feeding more children



Our movement has stayed true to its values and demonstrated an unwavering commitment to our core mission of reaching the next hungry child. In the face of widespread school closures in March 2020 because of Covid-19 restrictions, we adapted our ways of working to ensure we kept our promise to the children who rely on our programmes whilst simultaneously striving to reach more children with our daily meals. It is with incredible thanks to our supporters around the world that we have been able to provide more than 1.8 million children with a daily meal every school day across 19 countries, with our newest programme country, Niger, joining our global family in April 2020.

Through expansions, we have welcomed over 130,000 children in more than 427 places of education into our global feeding programmes in 2020 – representing 8% growth. This is a phenomenal achievement in a challenging global context.



Covid-19 response

As Covid-19 took hold globally in March 2020, schools across our programme countries closed to help mitigate the spread of the virus and, as a result, we were unable to provide our normal in-school feeding programme. As schools closed, it was more important than ever – given the deteriorating food security situation for many of the world's poorest families – that we continued to reach children while they were learning from home.

Despite these challenges, our many years' experience of working with some of the world's poorest communities in extremely challenging environments helped us develop new plans and strategies, which enabled us to continue to provide Mary's Meals. Thanks to the tireless work and dedication of our staff and partner organisations and in collaboration with local communities, governments, and local authorities, we adapted our school feeding programme to provide take-home rations through distributing food portions equivalent to what children would have received in school to parents or guardians at community distributions held in schools. In addition, we provided rations of soap to each child to encourage good hygiene at home and to help families protect themselves against the spread of Covid-19.

The safety of our staff and volunteers is always a key priority, and we ensured social distancing was enforced at each distribution point, provided personal protective equipment to those involved in the distribution process, set up handwashing stations for parents to use before collecting food, and carefully coordinated distributions to prevent large gatherings.

Niger

Despite the difficulties of 2020, we have been able to grow our movement and reach out to additional children in need of Mary's Meals. We are delighted to report that we fulfilled plans to feed children at remand centres in Niger in April, making it the 19th country to join our global family.

This is our second programme with our trusted partner Grandir Dignement and we are now providing daily meals for child prisoners at three remand centres in Niger's largest cities: Niamey, Maradi, and Ziner. This is a lifeline for the many children, some as young as 13, who are being held for minor crimes like the theft of food and are still awaiting trial.

Zambia

Through two expansions that occurred in the last quarter of the year, an incredible 53,506 children joined our programme throughout the Lundadzi and Chasefu districts in Zambia's Eastern Province, growing our programme by 28% in 2020 alone. The growth of our Zambia programme has proved especially significant and timely because the food security situation is expected to deteriorate across Zambia's Eastern Province, with 'Crisis' levels of food insecurity expected as areas throughout the region suffer from flooding, below average rainfall, and Covid-19 containment measures.³

By the end of 2020, the majority of children have been able to return to their classrooms as schools have reopened and we have quickly reinstated our in-school feeding programme effectively and efficiently in thousands of schools. Until all places of education have fully reopened across our global programmes, we will continue our community distribution approach for those children who are unable to receive a daily meal in their place of education, to ensure that no child is left behind.

The long-term effects of Covid-19 will continue to impact most vulnerable and marginalised communities for years to come, exacerbating child poverty and causing many places of education to experience a rise in dropout rates, as children will be taken out of school to work and generate income for financially distressed families who have suffered the severe social and economic effects of the virus.¹ In this grave context, the work of Mary's Meals is more important than ever. The UN recognises school feeding programmes as integral in strengthening the resilience of education systems and contributing to an equitable recovery from Covid-19.² Therefore, by providing a daily meal, Mary's Meals is playing a crucial role in mitigating the potentially disastrous effects of Covid-19 by supporting children, families, and communities as they recover from this pandemic.



**COVID-19
RESPONSE**

Our work won't stop

Kenya

In response to the great need regarding pre-school children in Turkana, northern Kenya, we are particularly focused on growing our feeding programme in the region. Young children are particularly vulnerable to malnutrition and can suffer its effects in later life.⁴ As such, early interventions for disadvantaged children have proven to lead to increased survival rates, better health, growth, and brain development and those children are more likely to achieve success at school and have higher employment rates and better health as adults than those who were deprived of good nutrition during their early childhood.⁵ We expanded to reach 6,947 children enrolled in 72 ECDs throughout Turkana in September 2020 through community distributions, as ECDs in Turkana remained closed from March 2020 until January 2021.

Haiti

We have continued to significantly expand our programme in Haiti alongside our trusted partners, the Bureau de Nutrition et Développement (BND) and Summits Education, reaching an additional 29,203 children across 91 schools in the Central Plateau region and the Ouest departments, including the capital, Port-au-Prince. In total, we are now reaching almost 100,000 children across Haiti, bringing hope to even more of the world's poorest children who are in desperate need of food assistance as Covid-19 exacerbates the ongoing socio-political turmoil that the country continues to face.

Madagascar

Our programme in Madagascar has grown considerably over the past year alongside our partner, Feedback Madagascar, reaching an additional 14,018 children across 96 schools in three rural areas located in the central region of Madagascar. Thanks to this expansion, we more than doubled our Madagascar school feeding programme, feeding more than 25,000 children by the end of 2020.

In the last quarter of 2020, Feedback Madagascar conducted research on the impact of the school feeding programme since it started in 2019. Amongst many findings, they observed that the programme had increased attendance at schools where Mary's Meals are served and helped children participate in the classroom. Key findings from the research were:

- Children are more energetic and participative in school; they play more at breaktime and they no longer complain that they are hungry.
- Pupils come to school early and now wait for teachers to begin lessons, instead of previous occasions of teachers waiting for pupils.
- The programme is assisting in balancing gender roles in the communities where we operate. Men now have an active role in the kitchen, something not previously practiced due to societal gender norms. As a result of participation in school feeding committees, men are no longer embarrassed to help with cooking or collecting water. Research also showed that this transcended the feeding programme and had an impact on household dynamics.
- Training and awareness of hygiene has triggered a change in handwashing habits in the communities where we work, both at school and household level. Beneficiaries are now used to washing hands before eating.

Zimbabwe

Covid-19 has proven disastrous for vulnerable and marginalised communities who have disproportionately suffered the effects of the virus. In this context, Mary's Meals was able to reach 6,000 additional and extremely vulnerable children in the slums surrounding Zimbabwe's capital city, Harare, by providing emergency food rations through a new local partner, Mavambo Orphan Care (MOC). This intervention proved particularly essential as more than 5,000 children who received emergency rations are HIV positive, and the effectiveness of their antiretroviral medication is closely linked to nutritional status, making these children particularly vulnerable to the effects of food shortages.

Following the success of our emergency response, we have continued to work alongside MOC as an official partner in Zimbabwe reaching more than 12,000 vulnerable children in places of education in Harare through two successful expansions that occurred in October and November 2020.

Malawi

In November 2020, under the framework of community distributions, Mary's Meals was able to reach an additional 4,890 children across six schools in the Nkhotakota district, located in the central region of Malawi, through a new partner – Missionary Community of St Paul the Apostle (MCSPA).



¹ UNESCO, Adverse consequences on school closures. 2020. (<https://en.unesco.org/covid19/educationresponse/consequences>)

² United Nations, August 2020

³ Reliefweb, United Nations Covid-19 Emergency Appeal: Zambia, May-October 2020. (https://reliefweb.int/sites/reliefweb.int/files/resources/ZAMBIA_%20COVID-19_Emergency_Appeal.pdf)

⁴ UNICEF, WHO and World Bank Group, Joint malnutrition global and regional dataset, 2017.

⁵ Ibid.

IMPACT OF OUR FEEDING PROGRAMMES

The findings of our five-year impact assessment research project, running from 2014 – 2019, show that Mary's Meals' school feeding programmes significantly impact child hunger, energy and wellbeing and contribute to positive educational outcomes for children.

In addition, they emphasise that we work in schools where community support for school feeding and children's education is consistently strong.

Some of the key findings are summarised below:

CHILD HUNGER AND ENERGY

Mary's Meals **reduces hunger** for both boys and girls, **giving children energy at school**. Hunger is reduced within the first year of the programme and our impact on hunger is sustained over time.

- In Zambia, after five years, children in the programme group were **6 times more likely to never feel hungry** at school than those not receiving Mary's Meals.
- In Mary's Meals schools, we saw **equal reductions over time in how hungry both girls and boys said they felt**.

In Malawi, after one year of receiving Mary's Meals, children were



more likely to **never feel hungry while at school** than those not receiving Mary's Meals



CHILD WELLBEING

Mary's Meals significantly **reduces children's worries about being hungry** and helps them to **feel happier** at school. Programme volunteers also worry less about their children being hungry.

- In Zambia, after five years of receiving Mary's Meals, the percentage of **children that never worried about hunger rose by 45%**.
- In Zambia, the percentage of **volunteers worrying about children being hungry** 'most of the time' or 'always' **fell from 25% at baseline to 0%** in five years.

In Malawi, the percentage of **children who felt happy in school**



after five years of receiving Mary's Meals



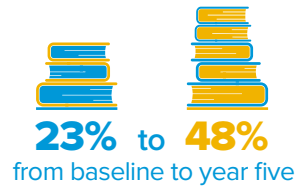
ACCESS TO EDUCATION

Mary's Meals **increases school enrolment** and **improves attendance**. In schools where our meals are served, far fewer children leave school early because of hunger.

- **Enrolment increased by an average of 25%** in our programme schools after five years of the programme.
- In Malawi, **children leaving school early** because of hunger **reduced from 29% to 12%**.



In Malawi, the proportion of volunteers who **didn't know of any out of school children** rose from



ENGAGEMENT AND PROGRESSION IN EDUCATION

Mary's Meals helps children to **concentrate in class** and makes them more able to **participate in lessons**.

- In Zambia, the percentage of **children reporting that they never had difficulty concentrating rose from 35% to 75%** from baseline to year five.
- In Zambia after five years of the programme, **children receiving Mary's Meals were 3 times more likely to report never having difficulties in participation** compared to those not receiving the meal.

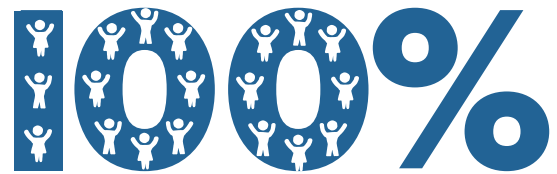
In both Malawi and Zambia, after five years of receiving Mary's Meals, children were **more likely to participate in class** than those not yet receiving Mary's Meals.



COMMUNITY SUPPORT AND OWNERSHIP

Mary's Meals works in schools where community support for education is consistently high and **actively engages volunteers** in the school feeding programmes.

In Malawi and Zambia,



of communities where children receive Mary's Meals said it was **'important'** or **'very important'** that **children get an education** in each year surveyed

These results confirm that a daily meal in a place of education has real and significant impacts for children, and that these are evident within the first year after feeding begins and maintained over the five years. Our research also confirms and provides evidence for key aspects of our approach to school feeding at Mary's Meals. The findings demonstrate the importance of providing a meal consistently, each and every day, to achieving positive outcomes for children's hunger, energy and wellbeing. Our approach relies on community volunteers to serve meals each day, and the Impact Assessment provides evidence that the communities we work in show a consistent commitment. This commitment is vital for a long-term, sustainable school feeding programme.

MARY'S HEALS CENTRE
REPAS DE MARIE
COMPLEXE SCOLAIRE DE HONDJI
DONNE PAR
DIOCESE DE VARAZDIN CROATIE



Growing the global movement



Despite the ongoing challenges faced by Covid-19, our global movement has continued to grow throughout 2020 through virtual events, digital campaigns and engaging content. MMI worked closely with programme and partner staff to provide regular updates, photos, and videos to supporters, showing the ways we are responding to Covid-19 to ensure we continue to keep our promise to the children. These updates are being shared under the messaging of 'Our Work Won't Stop,' which has been consistently used across our websites and social media platforms, as well as in appeal letter updates and press articles.

Our new film, *Love Reaches Everywhere*, featuring Hollywood actor Gerard Butler, was officially released on 25 June 2020. The film documents the time Gerard and Magnus spent in schools and communities in Haiti and Liberia, showing the impact Mary's Meals has on vulnerable children and the power of community action. Feedback has been positive, and the impact it has had in raising greater awareness for Mary's Meals has been encouraging. Alongside the film, resources were made available on National Affiliate websites to encourage supporters to set up a Facebook screening as well as a shareable link for those interested in sharing the film across social media and with friends and family. These resources were created with the aim to invite more people into the Mary's Meals family in a simple and effective way.

In September 2020, Magnus released his second book, *GIVE: Charity and the Art of Living Generously*. Drawing on almost 30 years of charity work and leadership, he examines and celebrates the role of charity in our lives. The publication of *GIVE* is already helping to create awareness of Mary's Meals through promotion by English-speaking affiliates. Various virtual radio and television interviews have taken place through Mary's Meals Ireland and Mary's Meals USA, with many more planned for 2021. *GIVE* will also be available to non-English speakers as Mary's Meals Croatia and Mary's Meals Italy are currently translating the book, allowing it to reach a wider audience.



In November 2020, Mary's Meals Germany launched the Felix Runs for Mary's Meals campaign. Dedicated Mary's Meals supporter, Felix Zech, is paralysed from the neck down following a deep-diving accident. He launched his campaign to coincide with Advent, 'running' as far as possible on a special training machine to raise funds for Mary's Meals with the aim to feed at least 500 hungry children in Turkana. Several National Affiliates, as well as MMI, launched the campaign on their respective websites. Thanks to his incredible hard work and determination, the campaign raised enough funds to feed more than 7,000 hungry children for an entire school year.



Owing to Covid-19 restrictions, the annual Mary's Meals pilgrimage to Medjugorje could not happen in its usual form. However, Magnus was delighted to host the first online pilgrimage in which attendees were warmly welcomed virtually. The online event took place from between 13-15 November and included prayer, some short talks about Medjugorje and how Medjugorje continues to help shape the Mary's Meals mission. The event was a huge success, with more than 10,000 users engaging with the Mary's Meals Medjugorje Pilgrimage site from 103 countries across the globe.



At the end of 2020, MMI and other National Affiliates across our global network launched the annual Big Family Christmas campaign. The campaign invited supporters to set a place at our virtual Big Family Christmas dinner table, with every place set feeding a hungry child for an entire school year. We are delighted to report that upon completion, the campaign raised enough funds to provide more than 14,200 children across our global programmes with a daily meal for a whole school year.

Strengthening the organisation



Covid-19 and innovation

Covid-19 has changed the way we work and collaborate with our colleagues, suppliers, and partners. We acted swiftly at the beginning of 2020 to ensure that our employees were able to shift to a full remote-working model and operate effectively across our suite of collaboration technologies.

To support the move, regular one-to-one colleague catch-ups have been coordinated to support employees and to better understand preferred ways of working. Multiple resources have been made available on our employee learning platform, iLearn, to provide ongoing support for employees. A significant piece of work has also been undertaken that focuses on the post-Covid-19 working environment. As part of this, multiple surveys and feedback sessions on remote working have taken place and a MMI Remote Working Group was established, made up of different levels of staff, representing all departments of MMI. The group met weekly for eight weeks with the aim of preparing an implementation plan for Mary's Meals' transition to a flexible, blended approach to remote working beyond the Covid-19 pandemic, which will further support our cultural journey.

Many other infrastructure projects have been successfully delivered, with the significant achievement of Cyber Essentials Plus to bolster our security credentials, and the extension of an enhanced service desk across the organisation. We managed, almost overnight, to successfully adapt to a new paperless world – this involved a quick review of many of our processes, finding initial solutions and now building upon these to embed that new way of working in as efficient a manner as possible.

National Affiliate Forum

The quarterly National Affiliate Forum (NAF) has grown in strength throughout 2020 and has continued to generate more requests to include additional delegates, with more than 30 attendees from 15 affiliate countries joining in December 2020 – highlighting the valuable platform the forum creates for our National Affiliate network. Smaller National Affiliate working groups have also been created, dedicated to various subject matters including volunteer recruitment, youth engagement, and global church strategy to share and develop ideas and design processes to encourage growth in these areas of the global movement. The NAF has encouraged greater communication amongst affiliates and has been useful in sharing ideas and opportunities for collaboration. In keeping with our core values of stewardship and simplicity, the forum and working groups will continue to seek creative ways of developing and sharing resources to grow our global movement throughout 2021.



Developing our systems

We have continued to focus on the development of our School Feeding Delivery Model (SFDM) project throughout 2020. After review and implementation of five key processes in 2019, Mary's Meals selected a digital platform which will assist in the delivery and monitoring of our school feeding programme.

Kenya will be the first country to fully deploy the digital tools that have been developed through SFDM. By capturing school feeding programme data digitally, we will improve programme data accuracy through sophisticated data validation checks, improve the speed in which the data is available and enhance our reporting and analysis capability. Until we are ready to implement this new software, an interim mobile application for school feeding officers will be used, which was designed and built as a tool for completing field-based school monitoring. Following delays in roll-out of the application because of Covid-19 travel restrictions in place throughout 2020, we aim to deploy the application in all four of our Programme Affiliate countries in 2021.

Based on Salesforce, our Constituent Relationship Management (CRM) system ensures that National Affiliates have the technology needed to cultivate strong relationships with supporters and volunteers. The onboarding of National Affiliates to Salesforce will increase our understanding of our existing supporter base and enhance our ability to target communication campaigns to raise awareness of our work. We are delighted to have successfully onboarded MM Poland to the system in 2020.

The system improves our ability to analyse data from campaigns and communications, enhance our understanding of our supporters and improve the relationships we have with them. As a result, we are more knowledgeable about which type, style, and content of campaigns and communications are preferred by different supporters. This will help us to better tailor what we share and how we send it, and the frequency with which we send out materials. The system continued to have a considerable impact on the organisation in 2020 through:

- Integrating our global websites and donation systems.
- Improving the efficiency and cost-effectiveness of our supporter and donation management processes.
- Enabling us to better track and measure the success of fundraising campaigns and communications.
- Giving supporters access to manage their personal information and fundraising projects through our online self-service area.

The CRM also experienced a large increase in community user accounts (supporters who can log into their user account), with registered users on the system more than doubling in 2020.

As the integrated CRM project continues into 2021, our focus will be on continuous improvement and the onboarding of additional National Affiliates.

Risk and assurance

During 2020, we continued to deliver internal audit reviews across our programmes, despite Covid-19 travel restrictions. We redesigned our approach to facilitate remote delivery whilst preserving the level of assurance provided over the area under review as far as possible. We also introduced a series of remote checks to assess the level of staff compliance with established processes, tools, and systems, allowing us to increase the frequency and level of assurance we provide over programme operations.

We supported staff to embed use of our directorate risk registers that were rolled out in 2019 and delivered enhancements to risk reporting at both a directorate and strategic level. We also began strengthening our management of project risks, with further enhancements planned in 2021.

Safeguarding

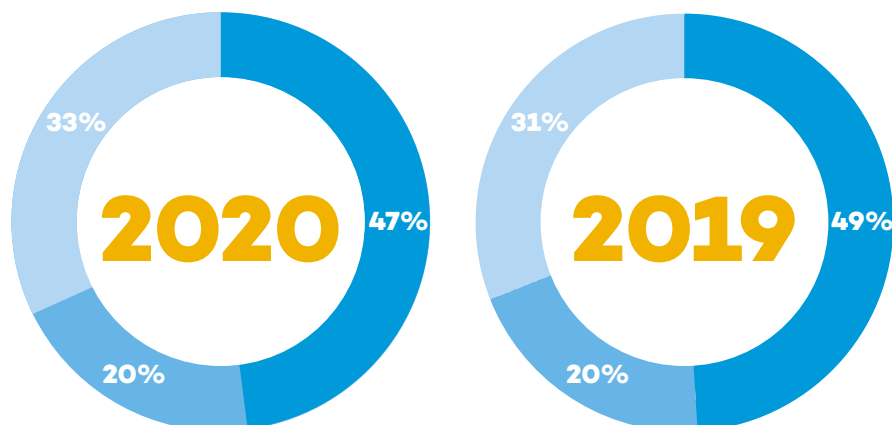
In October 2020, our safeguarding policy was refreshed and reissued to all employees. The policy, which has a global reach across the family and will be reissued to all areas – MMI, Programme Affiliates, Programme Partners and National Affiliates – now includes vulnerable adults. Our procedures are being refocused around four main areas – Be Aware, Prevent, Respond and Report – and this focus is aligned to our training delivery.

Our priority is to ensure we protect all the children and vulnerable adults who we support via our Mary's Meals movement. The safeguarding project has been scoped across four key areas – phase one, which took place in 2020, focuses on the delivery to Programme Affiliates. The purpose was to review and audit all current processes, procedures and practices in place across programme countries and to review and develop a suite of recommended approaches in relation to People, Processes and Systems for reporting. This was to ensure consistency, compliance and to ensure we have the capability across programmes to manage issues if they were to arise. It was a more focused continuation of previous safeguarding activity within Mary's Meals and used engagement with internal stakeholders and external safeguarding resources.

A programme of learning and development was developed during Q3 and delivered in Q4. We have identified the key stakeholders in relation to safeguarding and developed a learning pathway for each, integrated with specialist training where required.



Cash income received by MMI



Financial review

For the year to 31 December 2020, the MMI organisation has recorded an overall surplus of £2.348m (2019: deficit £1.351m). Total group income was £28.988m (2019: £24.671m), of which £28.258m was cash (2019: £23.227m). Virtually all of this income was generated by the many Mary's Meals National Affiliates across the world, with 47% (2019: 49%) of total cash income coming from the National Affiliate in the UK, 20% (2019: 20%) from the National Affiliate in the US and the remaining funds being generated by many other National Affiliates, international fundraising groups and individuals all around the world.

The total group income result is remarkable when considered in the context of a year where the Covid-19 pandemic disrupted so much. Successful fundraising efforts made by a number of our National Affiliates have yielded the following notable year-on-year upward trends: MM UK £2.086m, MM USA £0.934m, MM Croatia £0.416m, MM Spain £0.359m, MM Ireland £0.352m, MM Czech Republic £0.208m and MM Germany £0.180m. The significant contributions of all affiliates, as detailed in note 6 to the accounts, provide MMI with an ever-widening and strengthening fundraising base from which we will continue to reach as many children as possible.

Total expenditure for MMI for the year was £27.167m (2019: £25.533m). Whilst this represents a significant increase and is reflective of the progress we have been able to make in the year in line with our Strategic Plan, it does fall below our original budgeted. This is primarily down to the impact of Covid-19, which resulted in some lost feeding days and certain expansions happening later than planned. This underspend versus budget, combined with the remarkable income result, has led to a surplus and consequent increase in reserves. These funds will be utilised to support our ambitious plans as set out in our 2021-2023 Strategic Plan, The next child.

We spent £26.931m (2019: £25.194m), or 99% (2019: 99%), on charitable activities (which are explained in full on page 9). Note 9 shows that the year-on-year increase 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 £23.107m (2019: £21.339m) to deliver our core school feeding programme in all the countries where we work. The number of children fed during the period rose from 1,667,067 to 1,838,859, an increase of 171,792. 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 cost of feeding a child for our financial year 2020 was £12.60 (2019: £12.97) against a budget of £15.90 (2019: £13.90), evidencing our strong commitment to keeping costs under control and achieving value for money. This is below the budgeted level because of Covid-19 interrupting school feeding, expansions taking place later than planned in the second half of the year, and actual feeding being in a mix of countries different to those we had planned for. Prior year KPI results are shown in the table below. The individual results of our consolidated subsidiaries are detailed in note 23.

KPI	2016	2017	2018	2019	2020
Number of children fed	1,219,307	1,230,171	1,425,013	1,667,067	1,838,859
Cost per child (£)	13.03	12.74	11.69	12.97	12.60
Charitable spend (%)	98	99	99	99	99



The reserves policy is reviewed annually. As at 31 December 2020, 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. Additionally, a designated fund is held to cover Life Assurance for non-UK employees. On this basis, the charity would expect to hold £6.805m (2019: £6.593m) in unrestricted reserves, as a minimum. At 31 December 2020, the group unrestricted reserves were £18.850m (2019: £16.561m). Restricted funds of £0.201m (2019: £0.142m) were held at year end. The significant unrestricted free funds held over year end will be utilised to cover expansion costs in future years, in line with our 2021-2023 Strategic Plan, The next child. This includes the aspiration to reach significantly more children over that time frame and beyond. The first steps towards this aspiration are programme expansions to reach a further 360,000 children in 2021, with the intention to continue expanding in subsequent years where income growth allows.

Robust tendering processes have ensured food prices for most of our programmes were fixed during 2020 to protect the programmes from fluctuations in food costs. We have continued to work hard to achieve value for money in the major procurements we have undertaken in 2020. Owing to the nature of our main charitable activities, food prices do remain a risk to our overall future financial position and are therefore monitored carefully.

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.

While the bulk of our work is delivered directly through programme affiliates (in Malawi, Liberia, Zambia and Kenya), we also have significant partnerships with other organisations who implement our programmes in other countries. Although it is a smaller proportion of our total expenditure, by working with these partner organisations, we are able to extend the work of Mary's Meals to reach hungry children in some particularly challenging environments.

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

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

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

Our supporters responded positively to the Covid-19 pandemic and continue to give generously of their money, goods, skills, time, or prayer. Our financial results in the early part of 2021 indicate that our income continues to hold up and, coupled with solid reserves carried forward, put us in a strong position through this period of uncertainty to continue reaching those children who need Mary's Meals. A high-level financial modelling exercise has been undertaken to demonstrate and give reassurance that our current level of income and reserves should be sufficient to sustain operations for the foreseeable future.

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

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. These risks are stated as high-level risk themes to facilitate clear linkage to the broad strategic aims contained within our Strategic Plan.

The risk register is subject to periodic review by both trustees and the Senior Leadership Team (SLT) to confirm the themes identified continue to be relevant. We then design and implement suitable mitigating strategies to manage each theme, 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 SLT.

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

We regularly monitor risk performance through our risk governance structure. SLT receive a monthly report on our strategic risk themes, which highlights movements in our risk profile and provides updates on implementation of new mitigating strategies. This report is also provided on a quarterly basis to trustees through the Finance, Risk and Audit Committee and the Board.



For 2020, the trustees identified the following strategic risk themes:

No.	Strategic risk themes	Key mitigation strategies	Strategic aim
1	Grow sources of income and manage our finances effectively to ensure the long-term sustainability of Mary's Meals to allow us to keep our promise, in line with our vision, mission and values.	<ul style="list-style-type: none"> Five-year financial plan, supported by annual budgets and ongoing financial monitoring. Additional media content and support provided to National Affiliates to continue income growth despite Covid-19 restrictions. 	Feeding more children
2	Ensure we can identify and/or maximise opportunities for sustainable growth in line with our vision, mission and values.	<ul style="list-style-type: none"> Three-year programme strategy and expansion roadmap outlining planned activity. Staff resourcing needs and succession planning formally considered at least annually. 	Feeding more children
3	Ensure we can design and implement appropriate, efficient and effective programme delivery strategies that match our vision, mission and values and ensure we can keep our promise.	<ul style="list-style-type: none"> Community distribution programme developed to continue feeding during Covid-19 school closures. New tools implemented across our Programme Affiliates and partners to enhance effective and consistent programme delivery. 	Feeding more children
4	Ensure we build on / maintain confidence, satisfaction and trust in line with our vision, mission and values.	<ul style="list-style-type: none"> Key policies and procedures to inform staff behaviour, including the safeguarding policy and staff code of conduct. Detailed due diligence checks performed over affiliates, partners and overseas suppliers. 	Growing the global movement
5	Continue to ensure Mary's Meals International is an organisation that can adapt to regional / national / international change and deliver our vision, mission and values.	<ul style="list-style-type: none"> Cross-organisational forums to consider and respond to changes emerging from the Covid-19 outbreak. Three-year strategic plan outlining planned growth activities, with regular monitoring by SLT and the Board. 	Growing the global movement
6	Continue to ensure that cohesion among affiliates is maintained at all times.	<ul style="list-style-type: none"> Mary's Meals Council established to increase cooperation and input on global activities from representatives across the movement. Major projects ongoing to look at cohesion, governance and ways of working, across the Mary's Meals movement. 	Growing the global movement
7	Ensure we continue to identify and/or maximise opportunities that will raise awareness of our brand and vision, mission and values.	<ul style="list-style-type: none"> Delivery of new campaigns and products to raise awareness, including the film Love Reaches Everywhere, during 2020. Communications staff provide advice and support to the global network. 	Growing the global movement
8	Continue to identify and / or maximise opportunities for collaboration, engagement and to build partnerships in line with our vision, mission and values.	<ul style="list-style-type: none"> Partnership Agreement in place with all programme partners detailing our expectations. National Affiliate Framework developed outlining how we build relationships with organisations and help them become National Affiliates. 	Growing the global movement
9	Continue to develop, recruit and retain the right people (including Executive, Board, staff and volunteers) who will champion our vision, mission and values.	<ul style="list-style-type: none"> Established processes and systems to facilitate staff recruitment, performance management and capacity building Project ongoing to enhance existing support mechanisms for remote working and develop a longer-term blended working approach. 	Strengthening the organisation
10	Continue to ensure effective governance arrangements are in place to uphold our vision, mission and values.	<ul style="list-style-type: none"> Governance structures and schemes of delegation in place for MMI and Programme Affiliates. Framework established for regular review and approval of key policies. 	Strengthening the organisation
11	Ensure the organisation can design and implement efficient support functions that help us deliver our vision, mission and values.	<ul style="list-style-type: none"> Matrix structure in place creating links between MMI support functions and the global network to facilitate engagement. Cross-functional engagement within MMI to ensure consistent messaging and effective support provided to National and Programme Affiliates. 	Strengthening the organisation

The outbreak of Covid-19 elevated the risk profile within Mary's Meals during 2020. The uncertainty caused by the pandemic heightened the potential for some of our existing strategic risk themes to occur. This included concerns around our ability to generate income as planned with the cessation of face-to-face fundraising activity, and to deliver our feeding programmes in light of school closures.

New mitigating strategies were implemented to respond to the pandemic. As those strategies were embedded over the course of 2020 and we were able to continue to deliver our mission, we captured the de-escalation of some risks within our registers. We recognise, however, that the pandemic continues to evolve, and regular scrutiny of our risk profile is ongoing through our existing risk management and reporting arrangements.

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 2020 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 SLT. 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 during the year: <ul style="list-style-type: none"> - Approval of the 2021-23 Strategic Plan titled 'The Next Child' - Implementation of community feeding models in response to the Covid-19 pandemic - Acting swiftly to facilitate the move to remote working.
b) Interest of employees	<ul style="list-style-type: none"> • Three-year programme strategy and expansion roadmap outlining planned activity. • Staff resourcing needs and succession planning formally considered at least annually.
c) Foster business relationships with suppliers, customers and others	<ul style="list-style-type: none"> • The success of MMI is dependent upon the strong relationships it builds with both its supporters, regulatory authorities, suppliers and internally with employees. We seek to build long-term partnerships with key suppliers and delivery partners, recognising the long-term nature of the school feeding programmes that we are delivering.
d) Impact of our operations on the community and the environment	<ul style="list-style-type: none"> • Our approach relies on community volunteers to serve meals each day – this commitment is vital for a long-term, sustainable school feeding programme. We are mindful of what we do in respect of our impact on the environment. The Covid-19 pandemic significantly reduced visits to programme and partner affiliates and also closed the MMI office reducing the overall number of commuting journeys.
e) Maintaining a reputation for high standards of business conduct	<ul style="list-style-type: none"> • We always strive to conduct ourselves to the highest ethical and professional standards.
f) Act fairly as between members of the company	<ul style="list-style-type: none"> • The continued success of MMI is dependent on the continued collaboration of all parts of the Mary's Meals family. In 2020 we established a Mary's Meals International Council to increase cooperation and input on global activities from representatives across the movement.

Energy and carbon reporting

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

Energy and carbon reporting	2020
UK energy use	
Electricity ('000 kWh)	22
Gas ('000 kWh)	22
Transport ('000 miles)	135
Associated greenhouse gas emissions (GHG)	
Electricity (tonnes of CO2e)	6
Gas (tonnes of CO2e)	4
Transport (tonnes of CO2e)	63
Intensity ratio	
Tonnes of CO2e per UK employee	0.75

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. There are currently 25 members of MMI.

Scottish International Relief Malawi is an independently constituted body whose main function is to implement Mary's Meals projects in Malawi, but it is free to fundraise from other sources. MMI is represented on the board of this organisation. Mary's Meals Zambia is a subsidiary entity whose main function is to implement Mary's Meals' projects in Zambia. MMI is represented on the board of this organisation. Mary's Meals Liberia is also now a subsidiary entity (from 1 September onwards) whose main function is to implement Mary's Meals' projects in Liberia. MMI is represented on the board of this organisation. For the purposes of this annual report, and on the basis of control, these entities have been consolidated as subsidiaries.

Mary's Meals is also registered in Kenya as an overseas organisation working in the country. Kenya represents a branch of MMI, and along with Bosnia-Herzegovina and Liberia (for the period to 31 August 2020) make up the charity results as presented in this report. The group results include the consolidated subsidiaries, Malawi, Zambia and Liberia (from 1 September onwards). 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. 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 2020, 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 directors leading communications, programmes, people, affiliate development and finance and operations.

Approach to remuneration

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

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

Trustees' insurance and indemnities

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

Auditor

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





Statement of trustees' responsibilities

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

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

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

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply

with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

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

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

On behalf of the Board

David Clayton
9 June 2021

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

Opinion

We have audited the financial statements of Mary's Meals International (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2020 which comprise the Consolidated Group and 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 2020; 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 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 set out on page 27 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 Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), regulation 8 of the Charity Accounts (Scotland) Regulations 2006 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 Data Protection Act 2018, The Children Act 2004 and the Scottish Adult Support and Protection Act 2007. 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 as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments and evaluating the business rationale in relation to any significant, unusual transactions and transactions entered into outside the normal course of business.

All relevant laws and regulations identified at a Group level and areas susceptible to fraud that could have a material effect on the consolidated financial statements were communicated to component auditors. Any instances of noncompliance 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 CA MA (Hons) (Senior Statutory Auditor)
For and on behalf of RSM UK Audit LLP, Statutory Auditor
Chartered Accountants
First Floor, Quay 2
139 Fountainbridge
Edinburgh
EH3 9QG

Date: 30 June 2021

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 2020

	Notes	Unrestricted funds £'000	Restricted funds £'000	2020 Total £'000	2019 Total £'000
Income from:					
Donations	6	20,473	8,407	28,880	24,524
Other		108	-	108	147
Total income		20,581	8,407	28,988	24,671
Expenditure on:					
Raising funds	7	236	-	236	339
Charitable activities	8, 9	18,583	8,348	26,931	25,194
Total expenditure		18,819	8,348	27,167	25,533
Net income/(expenditure) for the year	11	1,762	59	1,821	(862)
Other recognised gains/(losses):					
Currency gains/(losses)		527	-	527	(489)
Net movement in funds		2,289	59	2,348	(1,351)
Reconciliation of funds					
Total funds brought forward		16,561	142	16,703	18,054
Net movement in funds for the year		2,289	59	2,348	(1,351)
Total funds carried forward	21, 22	18,850	201	19,051	16,703

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 36-55 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 2020

	Notes	Unrestricted funds £'000	Restricted funds £'000	2020 Total £'000	2019 Total £'000
Income from:					
Donations	6	20,430	8,407	28,837	24,185
Other		85	-	85	128
Total income		20,515	8,407	28,922	24,313
Expenditure on:					
Raising funds	7	236	-	236	339
Charitable activities	8, 9	17,648	8,348	25,996	24,974
Total expenditure		17,884	8,348	26,232	25,313
Net income/(expenditure) for the year	11	2,631	59	2,690	(1,000)
Other recognised gains/(losses):					
Currency gains/(losses)		289	-	289	(659)
Net movement in funds		2,920	59	2,979	(1,659)
Reconciliation of funds					
Total funds brought forward		15,714	142	15,856	17,515
Net movement in funds for the year		2,920	59	2,979	1,659
Transfer to group		(912)	-	(912)	-
Total funds carried forward	21, 22	17,722	201	17,923	15,856

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 36-55 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 2020

	Notes	Group 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
Fixed assets					
Intangible assets	14	630	751	630	751
Tangible assets	15	684	878	107	371
Total fixed assets		1,314	1,629	737	1,122
Current assets					
Stocks	16	909	1,339	123	658
Debtors	17	3,048	2,541	2,965	2,442
Cash at bank and in hand		14,897	12,693	14,557	12,369
Total current assets		18,854	16,573	17,645	15,469
Liabilities					
Creditors: amounts falling due within one year	18	1,117	1,499	459	735
Net current assets		17,737	15,074	17,186	14,734
Net assets		19,051	16,703	17,923	15,856
Funds					
Unrestricted funds	21	18,850	16,561	17,722	15,714
Restricted funds	21,22	201	142	201	142
Total funds		19,051	16,703	17,923	15,856

These financial statements of Mary's Meals International Organisation on pages 32-55 were approved by the Board of Trustees and authorised for issue on 9 June 2021 and signed on its behalf by:



David Clayton
Chair

Charity Number SC045223
Company Number SC488380

Consolidated group and charity cash flow statements for the year ended 31 December 2020

	Group 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
Net cash flows from operating activities	1,740	105	2,612	132
Cash flows from investing activities				
Interest income	71	95	67	90
Purchase of fixed assets	(197)	(878)	(49)	(596)
Proceeds from disposal of fixed assets	24	39	5	27
Net cash change in investing activities	(102)	(744)	23	(479)
Change in cash and cash equivalents	1,638	(639)	2,635	(347)
Cash and cash equivalents				
Cash and cash equivalents brought forward	12,693	13,792	12,369	13,364
Change in cash and cash equivalents due to exchange rate movements	566	(460)	302	(648)
Transfer to group	-	-	(749)	-
Cash and cash equivalents carried forward	14,897	12,693	14,557	12,369

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 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
Net income/(expenditure)	1,821	(862)	2,690	(1,000)
Bank interest	(71)	(95)	(67)	(90)
Depreciation and amortisation charge	456	410	258	244
(Gain)/loss on disposal of fixed assets	(7)	(34)	(5)	(27)
Decrease/(increase) in stocks	430	5	535	(113)
(Increase)/decrease in debtors	(507)	999	(523)	1,041
(Decrease)/increase in creditors/accruals	(382)	(318)	(276)	77
Net cash provided by operating activities	1,740	105	2,612	132

Notes to the financial statements

for the year ended 31 December 2020

1. General information

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

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

2. Statement of compliance

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

3. Accounting policies

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

3.1 Basis of preparation

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

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

3.2 Basis of consolidation

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

The charity consists of MMI, a UK registered company, plus its branches in Bosnia-Herzegovina, Kenya and Liberia (for the period to 31 August 2020, at which point it transferred to a subsidiary and so forms part of the group from that point on). The group comprises the charity plus its subsidiaries Mary's Meals Liberia (from 1 September 2020 onwards), Scottish International Relief Malawi and Mary's Meals Zambia.

Mary's Meals Liberia (from 1 September 2020 onwards), Scottish International Relief Malawi and Mary's Meals Zambia: These entities are closely associated with MMI and implement its projects in Malawi and Zambia respectively.

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

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

3.3 Going concern

The organisation's activities and future plans are set out in the trustees' annual report. The organisation has considerable financial resources and a wide and stable fundraising base in place across the Mary's Meals network. As a consequence, the trustees believe that the organisation is well placed to manage its business risks successfully despite the current uncertain economic outlook amid the global spread of Covid-19. A high-level financial modelling exercise has been undertaken to demonstrate and give reassurance that the level of reserves is sufficient to sustain operations for the foreseeable future and for at least the next 12 months. Thus, the going concern basis of accounting continues to be adopted in preparing the annual financial statements.

3.4 Income

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

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

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

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

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

3.5 Expenditure

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

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

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

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

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

3.6 Taxation

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

3.7 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation.

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

Plant and machinery - 15% - 33% straight-line
 Fixtures, fittings and equipment - 5% - 33% straight-line
 Motor vehicles - 25% - 33% straight-line
 Computer equipment - 25% - 33% straight-line

3.8 Intangible assets and amortisation

Intangible fixed assets are stated at cost less accumulated amortisation.

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

Software development costs - 7 years 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.

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.

Notes to the financial statements for the year ended 31 December 2020 (continued)

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.

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

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

3.12 Defined contribution pension schemes

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

3.13 Foreign currencies

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

3.14 Value of donated goods

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

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

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

3.15 Transfers between funds and reserves

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.

There is a designated fund held within unrestricted funds to cover Life Assurance for non-UK employees and a designated retranslation reserve 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

	Notes	Unrestricted funds £'000	Restricted funds £'000	2019 Total £'000
Income from:				
Donations	6	16,514	8,010	24,524
Other		147	-	147
Total income		16,661	8,010	24,671
Expenditure on:				
Raising funds	7	339	-	339
Charitable activities	8, 9	16,900	8,294	25,194
Total expenditure		17,239	8,294	25,533
Net (expenditure)/income for the year	11	(578)	(284)	(862)
Other recognised (losses)/gains:				
Currency gains/(losses)		(489)	-	(489)
Net movement in funds		(1,067)	(284)	(1,351)
Reconciliation of funds				
Total funds brought forward		17,628	426	18,054
Net movement in funds for the year		(1,067)	(284)	(1,351)
Total funds carried forward	21, 22	16,561	142	16,703

5. Comparative charity statement of financial activities

	Notes	Unrestricted funds £'000	Restricted funds £'000	2019 Total £'000
Income from:				
Donations	6	16,175	8,010	24,185
Other		128	-	128
Total income		16,303	8,010	24,313
Expenditure on:				
Raising funds	7	339	-	339
Charitable activities	8, 9	16,680	8,294	24,974
Total expenditure		17,019	8,294	25,313
Net (expenditure)/income for the year	11	(716)	(284)	(1,000)
Other recognised (losses)/gains:				
Currency (losses)/gains		(659)	-	(659)
Net movement in funds		(1,375)	(284)	(1,659)
Reconciliation of funds				
Total funds brought forward		17,089	426	17,515
Net movement in funds for the year		(1,375)	(284)	(1,659)
Total funds carried forward	21, 22	15,714	142	15,856

6. Donations

Summary financial performance

Donations	Unrestricted funds £'000	Restricted funds £'000	2020 Total £'000	Unrestricted funds £'000	Restricted funds £'000	2019 Total £'000
Benin	-	53	53	-	38	38
Book Strategy	-	12	12	-	-	-
Ecuador	-	6	6	-	9	9
Ethiopia	-	334	334	-	239	239
Haiti	-	254	254	-	195	195
India	-	96	96	-	90	90
Kenya	-	694	694	-	528	528
Liberia	-	878	878	-	681	681
Madagascar	-	169	169	-	9	9
Malawi	-	3,205	3,205	-	4,146	4,146
Global Feeding	19,842	-	19,842	15,042	-	15,042
MMI Growth Plan	-	419	419	-	397	397
Myanmar	-	-	-	-	1	1
Romania Houses	-	13	13	-	15	15
South Sudan	-	370	370	-	567	567
Syria	-	7	7	-	63	63
Thailand	-	-	-	-	1	1
Uganda	-	2	2	-	2	2
Zambia	-	1,320	1,320	-	1,027	1,027
Zimbabwe	-	133	133	-	2	2
Total Charity Donations	19,842	7,965	27,807	15,042	8,010	23,052
Grants	-	442	442	-	-	-
Value of Donated Aid	588	-	588	1,133	-	1,133
Total Charity	20,430	8,407	28,837	16,175	8,010	24,185
Malawi	9	-	9	28	-	28
Grants	-	-	-	-	-	-
Value of Donated Aid	34	-	34	311	-	311
Total Group	20,473	8,407	28,880	16,514	8,010	24,524

6. Donations (continued)**Analysis of donations (excluding grants and donated aid) by geography of donor**

	Group 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
Australia	27	8	27	8
Austria	1,479	1,540	1,479	1,540
Belgium	82	35	82	35
Bosnia-Herzegovina	72	145	72	145
Canada	455	395	455	395
Croatia	882	466	882	466
Czech Republic	783	575	783	575
France	86	61	86	61
Germany	2,011	1,831	2,011	1,831
Ireland	1,051	699	1,051	699
Italy	180	464	180	464
Malawi	9	28	-	-
Netherlands	164	56	164	56
Poland	56	-	56	-
Portugal	11	35	11	35
Slovakia	248	45	248	45
Slovenia	34	37	34	37
Spain	640	280	640	280
Switzerland	318	314	318	314
UK	13,308	11,222	13,308	11,222
USA	5,605	4,672	5,605	4,672
Other	315	172	315	172
Total	27,816	23,080	27,807	23,052

7. Costs of raising funds

Group and Charity	2020 Total £'000	2019 Total £'000
Employee costs	173	246
Property costs	-	7
Office services	50	63
Transport and travel	1	8
Depreciation and amortisation	12	15
Total	236	339

Costs of raising funds include the apportioned costs associated with attracting donations and legacies. 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	2020 Total £'000	Unrestricted funds £'000	Restricted funds £'000	2019 Total £'000
Mary's Meals feeding	14,858	8,249	23,107	13,120	8,219	21,339
Romania Houses	64	13	77	66	15	81
Oscar Romero School	272	-	272	247	-	247
Raising awareness	600	29	629	709	16	725
Network support	1,795	57	1,852	1,185	44	1,229
Backpacks and shipped aid	994	-	994	1,573	-	1,573
Total	18,583	8,348	26,931	16,900	8,294	25,194

Charity	Unrestricted funds £'000	Restricted funds £'000	2020 Total £'000	Unrestricted funds £'000	Restricted funds £'000	2019 Total £'000
Mary's Meals feeding	14,444	8,249	22,693	13,340	8,219	21,559
Romania Houses	64	13	77	66	15	81
Oscar Romero School	157	-	157	247	-	247
Raising awareness	600	29	629	709	16	725
Network support	1,795	57	1,852	1,185	44	1,229
Backpacks and shipped aid	588	-	588	1,133	-	1,133
Total	17,648	8,348	25,996	16,680	8,294	24,974

9. Charitable activities – by activity

Group	Activities undertaken directly £'000	Activities through partners & affiliates £'000	Support costs £'000	2020 Total £'000	Activities undertaken directly £'000	Activities through partners & affiliates £'000	Support costs £'000	2019 Total £'000
Mary's Meals feeding	15,336	6,087	1,684	23,107	15,311	4,200	1,828	21,339
Romania Houses	-	77	-	77	-	81	-	81
Oscar Romero School	272	-	-	272	247	-	-	247
Raising awareness	27	241	361	629	48	-	677	725
Network support	-	-	1,852	1,852	-	-	1,229	1,229
Backpacks and shipped aid	994	-	-	994	1,573	-	-	1,573
Total	16,629	6,405	3,897	26,931	17,179	4,281	3,734	25,194

Charity	Activities undertaken directly £'000	Activities through partners & affiliates £'000	Support costs £'000	2020 Total £'000	Activities undertaken directly £'000	Activities through partners & affiliates £'000	Support costs £'000	2019 Total £'000
Mary's Meals feeding	14,938	6,087	1,668	22,693	15,546	4,200	1,813	21,559
Romania Houses	-	77	-	77	-	81	-	81
Oscar Romero School	157	-	-	157	247	-	-	247
Raising awareness	27	241	361	629	48	-	677	725
Network support	-	-	1,852	1,852	-	-	1,229	1,229
Backpacks and shipped aid	588	-	-	588	1,133	-	-	1,133
Total	15,710	6,405	3,881	25,996	16,974	4,281	3,719	24,974

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.

10. Analysis of support costs

Group and Charity	Employee costs £'000	Property costs £'000	Office services £'000	Transport and travel £'000	Depreciation £'000	Governance £'000	2020 Total £'000
Mary's Meals feeding	1,255	53	240	17	12	91	1,668
Raising awareness	227	-	106	3	-	25	361
Network support	1,196	49	391	7	123	86	1,852
Total Charity	2,678	102	737	27	135	202	3,881
Mary's Meals feeding	-	-	-	-	-	16	16
Total Group	2,678	102	737	27	135	218	3,897

Group and Charity	Employee costs £'000	Property costs £'000	Office services £'000	Transport and travel £'000	Depreciation £'000	Governance £'000	2019 Total £'000
Mary's Meals feeding	1,326	28	152	77	39	191	1,813
Raising awareness	422	9	170	9	-	67	677
Network support	790	13	227	51	20	128	1,229
Total Charity	2,538	50	549	137	59	386	3,719
Mary's Meals feeding	-	-	-	-	-	15	15
Total Group	2,538	50	549	137	59	401	3,734

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 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
Depreciation and other amounts written off tangible fixed assets	335	334	137	168
Amortisation of intangible fixed assets	121	76	121	76
(Gain) on disposal of fixed assets	(7)	(34)	(5)	(27)
Auditor remuneration	59	55	43	41
Operating lease charges	145	92	87	35

12. Employees

Employment costs	Group 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
Wages and salaries	6,077	5,623	4,515	4,489
Social security costs	364	338	331	330
Pension costs	308	288	205	187
Total	6,749	6,249	5,051	5,006

Number of employees monthly average	Group 2020 Number	Group 2019 Number	Charity 2020 Number	Charity 2019 Number
Mary's Meals feeding	520	504	243	307
Raising funds	5	8	5	8
Raising awareness	14	15	14	15
Network support	31	18	31	18
Governance	2	4	2	4
Total	572	549	295	352

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:

	2020 Number	2019 Number
£60k - £70k	1	1

Key management compensation

The key management personnel of the charity and group comprise the 7 individuals who were part of the SLT over the course of the year. The total remuneration (including pension contributions and employers' national insurance) of key management personnel totalled £493k (2019: £620k).

No trustees received remuneration for services from the charity or group in the year ended 31 December 2020 (2019: £Nil). The charity met £Nil (2019: £3k) 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 £185k (2019: £173k). At 31 December 2020, £Nil (2019: £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.

14. Intangible fixed assets

Group and Charity	Software development costs £'000
Cost	
At 1 January 2020	851
Additions	-
At 31 December 2020	851
Accumulated amortisation	
At 1 January 2020	100
Charge for the year	121
At 31 December 2020	221
Net book value	
At 31 December 2020	630
At 31 December 2019	751

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 2020	25	196	1,917	69	2,207
Exchange variance	-	(4)	(99)	-	(103)
Additions	-	42	307	11	360
Disposals	-	(105)	(752)	(7)	(864)
At 31 December 2020	25	129	1,373	73	1,600
Accumulated depreciation					
At 1 January 2020	10	94	1,190	35	1,329
Exchange variance	-	(3)	(60)	-	(63)
Charge for the year	6	31	278	20	335
Released on disposals	-	(86)	(592)	(7)	(685)
At 31 December 2020	16	36	816	48	916
Net book value					
At 31 December 2020	9	93	557	25	684
At 31 December 2019	15	102	727	34	878

Charity	Plant and machinery £'000	Fixtures, fittings and equipment £'000	Motor vehicles £'000	Computer equipment £'000	Total £'000
Cost					
At 1 January 2020	18	158	905	64	1,145
Exchange variance	-	(2)	(42)	-	(44)
Additions	-	12	31	7	50
Disposals	-	(105)	(729)	(4)	(838)
At 31 December 2020	18	63	165	67	313
Accumulated depreciation					
At 1 January 2020	10	86	647	31	774
Exchange variance	-	(2)	(28)	-	(30)
Charge for the year	4	17	98	18	137
Released on disposals	-	(86)	(585)	(4)	(675)
At 31 December 2020	14	15	132	45	206
Net book value					
At 31 December 2020	4	48	33	22	107
At 31 December 2019	8	72	258	33	371

The figures in the tables above include the transfer of Liberia assets at NBV to the group on 31 August 2020.

16. Stock

	Group		Charity	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Backpacks	249	633	-	-
Food	432	509	123	509
Non-food items	228	197	-	149
Total	909	1,339	123	658

17. Debtors

	Group		Charity	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Prepayments	292	345	209	246
Other debtors	7	1	7	1
Accrued income	2,749	2,195	2,749	2,195
Total	3,048	2,541	2,965	2,442

Financial asset debt instruments held at amortised cost are £2,756k (2019: £2,196k) for the group and £2,756k (2019: £2,196k) for the charity.

18. Creditors: amounts falling due within one year

	Group		Charity	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Trade creditors	253	527	216	391
Other creditors	13	6	13	6
Accruals	729	817	155	239
Taxation and social security	119	144	72	94
Finance lease	3	5	3	5
Total	1,117	1,499	459	735

Financial liabilities measured at amortised cost are £998k (2019: £1,355k) for the group and £387k (2019: £641k) for the charity.

19. Operating lease commitments

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

	Group		Charity	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Within one year	144	60	95	19
Between one and five years	423	193	287	17
Total	567	253	382	36

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	1,314	-	1,314	737	-	737
Current assets	18,653	201	18,854	17,444	201	17,645
Current liabilities	(1,117)	-	(1,117)	(459)	-	(459)
At 31 December 2020	18,850	201	19,051	17,722	201	17,923

	Group			Charity		
	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Fixed assets	1,629	-	1,629	1,122	-	1,122
Current assets	16,431	142	16,573	15,327	142	15,469
Current liabilities	(1,499)	-	(1,499)	(735)	-	(735)
At 31 December 2019	16,561	142	16,703	15,714	142	15,856

21. Unrestricted and restricted funds

	At 1 Jan 2020 £'000	Income £'000	Expenditure £'000	Currency gains/ (losses) £'000	Transfer to group £'000	At 31 Dec 2020 £'000
Unrestricted funds:						
General	15,564	20,515	(17,884)	130	(912)	17,413
Designated fund	150	-	-	-	-	150
Retranslation reserve	-	-	-	159	-	159
Unrestricted funds total	15,714	20,515	(17,884)	289	(912)	17,722
Restricted funds	142	8,407	(8,348)	-	-	201
Total Charity funds	15,856	28,922	(26,232)	289	(912)	17,923
Unrestricted funds:						
General	575	66	(935)	50	912	668
Retranslation reserve	272	-	-	188	-	460
	847	66	(935)	238	912	1,128
Total Group funds	16,703	28,988	(27,167)	527	-	19,051

	At 1 Jan 2019 £'000	Income £'000	Expenditure £'000	Currency gains/ (losses) £'000	Transfer to group £'000	At 31 Dec 2019 £'000
Unrestricted funds:						
General	16,841	16,303	(17,019)	(561)	-	15,564
Designated fund	150	-	-	-	-	150
Retranslation reserve	98	-	-	(98)	-	-
Unrestricted funds total	17,089	16,303	(17,019)	(659)	-	15,714
Restricted funds	426	8,010	(8,294)	-	-	142
Total Charity funds	17,515	24,313	(25,313)	(659)	-	15,856
Unrestricted funds:						
General	478	358	(220)	(41)	-	575
Retranslation reserve	61	-	-	211	-	272
	539	358	(220)	170	-	847
Total Group funds	18,054	24,671	(25,533)	(489)	-	16,703

The transfer to group reflects the transfer of Mary's Meals Liberia from a branch to a subsidiary on 31 August 2020. This is explained further in note 3.2 within our accounting policies.

22. Restricted funds

Group and Charity	At 1 January 2020 £'000	Income £'000	Expenditure £'000	At 31 December 2020 £'000
Benin	-	53	(53)	-
Book Strategy	-	12	(5)	7
Ecuador	-	6	(6)	-
Ethiopia	-	334	(334)	-
Haiti	-	254	(254)	-
India	-	96	(46)	50
Kenya	-	694	(694)	-
Liberia	-	878	(878)	-
Madagascar	-	169	(169)	-
Malawi	-	3,205	(3,205)	-
MMI Growth Plan	142	419	(471)	90
Romania Houses	-	13	(13)	-
South Sudan	-	370	(370)	-
Syria	-	7	(7)	-
Uganda	-	2	(2)	-
Zambia	-	1,320	(1,320)	-
Zimbabwe	-	575	(521)	54
Total	142	8,407	(8,348)	201

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 2019 £'000	Income £'000	Expenditure £'000	At 31 December 2019 £'000
Benin	17	38	(55)	-
Ecuador	-	9	(9)	-
Ethiopia	-	239	(239)	-
Haiti	-	195	(195)	-
India	-	90	(90)	-
Kenya	-	528	(528)	-
Liberia	-	681	(681)	-
Madagascar	-	9	(9)	-
Malawi	-	4,146	(4,146)	-
MMI Growth Plan	-	397	(255)	142
Myanmar	-	1	(1)	-
Romania Houses	-	15	(15)	-
South Sudan	1	567	(568)	-
Syria	47	63	(110)	-
Thailand	-	1	(1)	-
Uganda	-	2	(2)	-
Zambia	-	1,027	(1,027)	-
Zimbabwe	361	2	(363)	-
Total	426	8,010	(8,294)	142

23. Group structure

The charity consists of MMI, a UK-registered charitable company, including its branches in Bosnia-Herzegovina, Kenya and Liberia (for the period to 31 August 2020). The group comprises the charity plus its charitable subsidiaries Scottish International Relief Malawi, Mary's Meals Zambia and Mary's Meals Liberia (from 1 September 2020 onwards).

Details of the subsidiaries are included below.

	Mary's Meals Liberia	Scottish International Relief Malawi	Mary's Meals Zambia
Company number	051499549		122443
Charity registration number		NGO/R/07/18	
Registered office	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	£696k	£851k	£343k
Liabilities	£33k	£968k	£26k
Net assets	£663k	£117k	£317k
Income for the year	£1,208k	£8,720k	£2,564k
Expenditure for the year	£1,365k	£8,730k	£2,557k
(Deficit)/surplus for the year	(£158k)	(£10k)	£7k

24. Related party transactions

During the year, MMI transferred Scottish International Relief Malawi £7,194k (2019: £6,911k) to enable their operations and donated £588k (2019: £1,133k) worth of backpacks. Scottish International Relief Malawi is a subsidiary of MMI.

During the year MMI transferred Mary's Meals Zambia £2,534k (2019: £2,781k) to enable their operations. Mary's Meals Zambia is a subsidiary of MMI.

During the year MMI transferred Mary's Meals Liberia £1,068k (2019: £Nil) to enable their operations. Mary's Meals Liberia is a subsidiary of MMI. Note this only includes the transfers relating to the subsidiary in Liberia, from 1 September onwards.

25. Company limited by guarantee

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

All 25 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.



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