



mary's
meals

a simple solution
to world hunger

Mary's Meals International

Annual report to Mary's Meals Spain

January 2017 - December 2017



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1. Executive summary

Mary's Meals International is pleased to present a report outlining the key developments made across the global movement throughout 2017.

We are delighted to be able to share the achievements made and milestones celebrated throughout 2017 and we greatly appreciate the contribution Mary's Meals Spain has made towards this. Your ongoing support enables us to continue our mission, ensuring that 1,230,171 children receive a daily nutritious meal in their place of education.

In 2017, we were delighted to publish our ambitious strategic plan for 2018-2020 entitled 'It's possible.' The strategic plan incorporates information and feedback from widespread consultation and engagement across the Mary's Meals movement during 2016/2017. The strategy continues to be made up of the same three strategic aims:

1. To feed more children in a place of education and help those suffering the effects of poverty in the world's poorest communities;
2. To grow the global movement and enable more people to offer their money, goods, skills, 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 our vision, mission and values.



This report details the significant progress we made against each of these aims during 2017.

We are determined to keep our promise of a nutritious daily meal in school to those children already enrolled in our school feeding programme and – as funds allow – reach out to the next hungry child waiting for Mary's Meals. Over recent years, the number of children being supported by our programmes has grown by an average of 15% each year and, if we can maintain this rate of growth in the period of this plan, we could be feeding two million children by 2020. We believe this is possible!



2. Strategic report

Feeding more children

Mary's Meals now serves 1,230,171 children in 15 countries¹ - a number we would not have been able to achieve without the support of Mary's Meals Spain.

Number of children in each country		
Country	Number of children	Number of schools
Benin	1,954	3
Ecuador	293	1
Ethiopia	1,596*	3
Haiti	36,765	117
India	19,902	68
Kenya	28,212	75
Liberia	126,002	515
Lebanon	1,448	3
Malawi	928,551	826
Myanmar	429	7
South Sudan	18,376	33
Syria	1,228	4
Thailand	382	4
Uganda	9,047	12
Zambia	57,582	98
TOTALS	1,230,171*	1,761

During 2017, we began feeding programmes in a further two countries, Ethiopia and Syria. We also delivered an emergency appeal, and were able to grow our existing programme in Malawi.

In March, we launched our East Africa Emergency Appeal in response to the humanitarian emergency across that region, including two countries in which Mary's Meals are served, South Sudan and Kenya. Violence, conflict and drought plunged the region into a state of severe food insecurity, with famine officially declared in areas of South Sudan. The incredible response from supporters to our East Africa Emergency Appeal allowed us to keep our promise to the 46,000 children in South Sudan and Kenya relying on Mary's Meals. As well as supporting significant enrolment increases in schools where we were already feeding, we were also able to reach an additional 2,000 children across seven schools in South Sudan.

We also continued to work in close collaboration with our partner, Dorcas, in Lebanon, and were able to expand into Syria to launch school feeding in war-torn Aleppo, reaching children who were out of school due to conflict.

Our community-led model is bringing people together for a common good in a divided city. Our programmes in the Middle East demonstrate the positive impact school feeding can have in supporting vulnerable Lebanese and Syrian children – in both formal and non-formal education settings. These programmes are serving a critical need and are assisting vulnerable families by lessening the burden to provide food for their children to take to school.

¹ *The current published total number of children fed does not include Ethiopia.



Our programme in Ethiopia was launched in October 2017. In partnership with the Daughters of Charity, Tigray, we began feeding in three schools in the northern region of Ethiopia. Tigray is a very poor, semi-arid region in Ethiopia, badly affected by drought and severe food insecurity. Magnus visited a primary school in the area in August, before feeding began, and learned from the teachers that children often go without food all day long. Magnus said: "When I looked around, I saw a playground in which no-one plays, during a lunch break; in which no-one eats. This is a school waiting for Mary's Meals."

The busy and thriving photograph on the right was taken on 26 October 2017 – the first day of feeding at Barka Primary School. We are happy to see the contrast between this image and the playground Magnus described, and look forward to seeing further positive impact as the programme progresses.



We have identified a further seven schools in the Tigray region that would benefit greatly from Mary's Meals' life-changing school feeding programmes and we are hopeful that we will be able to reach these vulnerable children in 2018.

[Malawi](#)

In Malawi, Mary's Meals played an essential role during the food insecurity crisis in 2016 and early 2017. More than 6.5 million people were affected – half the rural population – across huge areas of the country, particularly in southern and central Malawi. The provision of humanitarian assistance by various agencies, including Mary's Meals, helped to prevent the crisis from escalating into an emergency.

Our programme acted as a social safety net for families living in extreme poverty, particularly during the height of the crisis in February and March 2017. Families continued to send their children to school, knowing they would receive a meal there. Thankfully, the maize harvest in Malawi during 2017 was positive, with local food security improving across the country.

Over the course of 2017, we were able to further expand our programme in Malawi. In September, we expanded into Nkhosakota, a rural district known for its sugar cane production on the shores of Lake Malawi. We are now feeding 11,703 children at 14 schools in the region. The schools in this district are large, with enrolment often more than 1,000 children. Many of these children will walk for more than an hour to get to school.

Steven Mankhwazi, head teacher at one of the schools, was excited at what a daily meal could do for his students. He said: "This school will change in the next couple of years because children will be attending school without having to worry. They will be fed, which in turn, will make them healthy and full of energy." Mary Stokes, our communications officer in Malawi, visited several of the schools in Nkhosakota and met volunteers who will be preparing the phala (porridge) for the children. Many noted that everyone she spoke to had great hopes of a brighter future for their children. The picture on the right shows some of these volunteers.





Early childhood development (ECD) centres are a key part of our programme in Malawi. In 2017, we expanded our programme in Zomba, a district in southern Malawi. We now reach 10 ECD centres in the district, feeding an additional 940 children, bringing the total number of children to 8,917 throughout our Malawi ECD programme. We have found that just 1.2% of the highly vulnerable children in our programmes are referred to medical centres because they show any sign of malnutrition. This shows that Mary's Meals has made significant progress in combating malnutrition among pre-school aged children across our ECD programmes.

[Liberia](#)

We currently support 126,002 children through our school feeding programmes in Liberia. In a country with one of the highest rates of out-of-school children in the world, Mary's Meals is working to enable children to go to school, through the provision of a nutritious meal in 515 schools across five counties (Bong, Bomi, Grand Cape Mount, Gbarpolu and Montserrado).

Many of the schools supported by our programme are in remote, hard to reach locations, which are only accessible by dirt roads. This makes transportation difficult, especially during the rainy seasons, and deters many other organisations from delivering programmes in these areas. In every county where we work, we are the only major school feeding programme in operation. We continue to deliver a consistent and efficient programme through our considerable experience, gained from working in Liberia for more than ten years.

Mary's Meals values inclusivity across all our programmes, reaching the most vulnerable and marginalised children. Thanks to our commitment to inclusivity, girls represent 49% of all children enrolled in schools supported by our Liberia programme. This is a significant achievement as Liberia is ranked third worst in the world for the number of girls out of school (77% of the poorest Liberian girls aged 7-16 are out of school).



Henriattor is a young woman who credits her academic success to the food she received at school in Liberia. She said: "I ate Mary's Meals for three years while I was at school in Bomi county. Because of the meals I had strength to study and pass my exams."

[Zambia](#)

In Zambia, we continue to feed 57,582 children across 98 schools in the Chipata and Mambwe districts in the east of the country.

Community involvement is incredibly important to our Zambia programme. Sanyaimba's children attend Mungu Orphan School in the Chipata district where she has been volunteering her time preparing and serving Mary's Meals. She told us: "Many people from the community partake in the volunteering and it helps to create unity. We work hand in hand to make the porridge from pumping the water, lighting the fire for the stoves, stirring the mixture and serving it to the children who are very eager not to miss class. So far it has undoubtedly been a great success."



Beyond the immediate selfless act of preparing and cooking the meals, our volunteers also play an active role in the long-term sustainability of the school feeding programmes. Mary's Meals conducts frequent meetings with community leaders to mobilise the communities to source materials required for the construction of permanent kitchens at the schools. Sustainability is fundamentally important to the work of Mary's Meals. Consequently, all schools in Chipata and Mambwe recently received seedlings to plant during the rainy season. This will contribute to the cultivation of school woodlots which will eventually provide a source of firewood for the stoves.

[Kenya](#)

In Kenya, where we have been operating since 2005, we currently provide school meals to 28,212 children in the regions of Eldoret, Kisii and Turkana.



There remains significant need for Mary's Meals in Kenya. Over the course of 2017, food security deteriorated in the arid and semi-arid regions of Kenya and the region hardest hit by this crisis was Turkana. It suffered its third consecutive year of scarce rainfall, causing poor harvests and hunger and decimating livestock, destroying livelihoods and spreading disease. Acute rates of malnutrition in Turkana are more than double the emergency threshold. While the country is no longer in crisis, an estimated 3.4 million people remain acutely food insecure across Kenya.² Mary's Meals is supporting 5,968 highly vulnerable children in ECD centres in the region.

In Eldoret, more than 20% of the population are living below the international poverty line of \$1.90 (PPP) a day.³ A large number of children in Eldoret live in urban slums or are street children. The Mary's Meals programme in Eldoret is administered by our Mary's Meals Kenya team, tirelessly working towards ensuring that these vulnerable children receive a daily meal in their place of education.

All of the schools in which Mary's Meals has school feeding programmes in Eldoret have established their own gardens. Vegetables including kale, spinach, carrots, onions and cabbages are grown to supplement the maize and beans provided by Mary's Meals. Children at Atnas Kandie Primary School in Eldoret can be seen here in their school garden with Mary's Meals cooks. The ongoing care and attention required for the gardens creates a sense of community ownership.





Growing the global movement

The global movement continued to grow and reach new audiences throughout 2017. One key milestone was the celebration of serving our billionth meal in Noida, India. Mohsin, aged 12, was served a dish of vegetable curry and rice at an informal education centre. This could not have been achieved without our army of local volunteers who give up their time to cook the meals, and the amazing love shown by our supporters around the world.

Another fantastic milestone was celebrating 25 years since our founder and chief executive, Magnus MacFarlane-Barrow, completed his first delivery of aid in Bosnia-Herzegovina. Croatian Post in Mostar issued a commemorative postal stamp, highlighting the strong relationship that continues between Mary's Meals and Bosnia-Herzegovina. Our presence in Medjugorje continues to inspire and motivate Mary's Meals supporters globally.



Growing the Mary's Meals Affiliate Network

In 2017 we successfully recruited executive directors for MM Spain, MM UK and MM Ireland. Our network of affiliates also continued to grow with Mary's Meals being registered in Australia and Portugal. There are also international fundraising groups in numerous countries, including Belgium, Denmark and France.



In June 2017, our annual international conference was held again in Glasgow and we were delighted to welcome supporters from our programmes, programme partners, national affiliates and international fundraising groups. The conference included seven plenary sessions and 40 breakout sessions. Surveys of attendees indicated a very high level of satisfaction with the content and interaction. We look forward to the hosting the conference again in September 2018.

Introducing our work to a wider audience

The Shed That Fed A Million Children continues to spread the word of the Mary's Meals mission worldwide. During 2017, the book was translated and published in additional languages, including both French and Russian. Our communications team are also using the book as a tool to showcase the breadth of support for Mary's Meals globally, by encouraging readers to post pictures of themselves with their copies of The Shed That Fed A Million Children on social media.

Generation Hope and Child 31 will be aired on television in Russia, continuing the success of these films in inspiring supporters of Mary's Meals. Shalom TV, based in India, also produced a 30-minute documentary about the work of Mary's Meals, which aired in October. Continued media coverage in a variety of languages and settings allows us to broaden the scope of people hearing the Mary's Meals message.

Successful match funding campaigns were run by MM Canada, MMUK and MMUSA in 2017. The campaigns were heavily supported by the international communications team, to ensure that engaging content ran across all channels on a regular basis.





Strengthen the organisation

Extensive work was done throughout 2017 to strengthen the organisation's capacity for growth. Various areas of focus were established to ensure that Mary's Meals can continue to grow, whilst remaining true to our values.

Mary's Meals Strategic Plan 2018-2020

We were delighted to publish our ambitious strategic plan for 2018-2020 in 2017. 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.

Developing our people

During 2017, a key priority was developing the capacity and skills of our staff. A number of key human resources strategies were developed – the Mary's Meals people strategy and the Mary's Meals learning and development strategy were created to ensure that the capacity of our workforce can be strengthened. To enable delivery on the learning and development strategy a learning and development team was created in late 2017. The personal development review process has been further strengthened and will now incorporate organisational competencies.

Mary's Meals also partnered with RBL group in early 2017 to develop the Mary's Meals leadership brand and leadership competencies. The competencies identified from this work were: Simplicity, Service, Stewardship, Self, Strategy, Success, Strengthen. These competencies were launched at the International Conference as the Mary's Meals 7S leadership competency model.



Constituent Relationship Management (CRM)

A huge focus across Mary's Meals this year has been on the development of our constituent relationship management (CRM) system.



This project is critically important for supporting future growth in both the global movement and in our school feeding programmes. Our goal is to have an integrated CRM system that improves user and supporter experience, which is used across the global organisation and drives greater operational efficiency, particularly in back-office processes.

Following a rigorous selection process, Salesforce was selected as our integrated CRM platform, with GiveClarity as our chosen implementing partner. We completed design work with Salesforce, GiveClarity and Whitespace (our website developer) all heavily involved, and are now in build phase of project, which includes six different work blocks focusing on key CRM application build areas – for example: supporter records; campaigns; events; organisation records.



We also began working to ensure full compliance to the European Union's General Data Protection Regulation (GDPR). This project is continuing across the organisation and is on target to meet the May 2018 deadline. The key focuses of the project include cyber security, data collection and storage and ensuring we have the appropriate consent for marketing communications where required.

3. Report on funding received during the year

We continue to be grateful for the financial support of Mary's Meals Spain and confirm that the total amount of funding received during 2017 was €416,544. Funding was allocated to individual country programmes according to your direction. Information on the amounts received and their allocation is presented in Appendix A on the following page.

The number of children supported in each country is summarised in the table below. Calculations are based on global cost per child of €15.60.

Country programme	Number of children
Liberia	1,379
Malawi	7,069
South Sudan	833
Zambia	462
East Africa	641
Global Feeding*	16,317
TOTAL	26,701

Your generosity is allowing us to provide a nutritious meal every school day to more than 26,000 children living in some of the world's poorest communities.

4. Thank you

Throughout 2017, the support for our global movement continued to grow. We celebrate the progress and developments of 2017, and continue to strive towards our vision of ensuring that every child receives a daily meal in their place of education.

We remain focused on our promise to feed each child enrolled in schools receiving Mary's Meals and the next child who is waiting for Mary's Meals.

With the ongoing support of Mary's Meals Spain, we will continue to fulfil our promise to the vulnerable children of this world, and we look forward to working alongside you to further our vision in the coming year.

Appendix A: Allocation of funding received during 2017

Information on the amounts received during the year and their allocation is presented in the table below.

Mary's Meals Spain: funds received										
Country Programme	February 2017	March 2017	April 2017	May 2017	July 2017	August 2017	October 2017	November 2017	December 2017	Total
Liberia			€ 10,209		€ 7,200		€ 4,104			€ 21,513
Malawi	€ 13,275	€ 12,885	€ 15,912			€ 12,850	€ 7,270	€ 5,632	€ 42,447	€ 110,271
South Sudan					€ 13,000					€ 13,000
Zambia				€ 7,210						€ 7,210
East Africa			€ 10,000							€ 10,000
Global Feeding*	€ 100,000		€ 138,468	€ 4,082	€ 12,000					€ 254,550
TOTAL	€ 113,275	€ 12,885	€ 174,589	€ 11,292	€ 32,200	€ 12,850	€ 11,374	€ 5,632	€ 42,447	€ 416,544