



The next child

Mary's Meals
Strategic Plan 2021-2023





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Mary's Meals

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 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 values underpin everything we do and are shared by all those involved in our mission – from those involved in fundraising and raising awareness to the volunteers living and working in the impoverished communities we are helping.

- We have confidence in the innate goodness of people.
- We respect the dignity of every human being and family life.
- We believe in good stewardship of resources entrusted to us.

Our work

The work of Mary's Meals is beautifully simple; we provide one good meal every day for hungry children at school.

The promise of life-changing meals attracts children to the classroom where, instead of working or begging for food, they can gain an education and look towards a brighter future.

As a grassroots global movement, an intrinsic part of our work is to involve as many people as possible, recognising that each person has a unique part to play in this mission.

Without passionate, motivated volunteers, our work would not be possible. In Malawi alone, Mary's Meals has more than 80,000 community volunteers who own and run the school feeding programme.

With 59 million children missing school because of poverty and many more attending classes too hungry to learn, our work is only just beginning.



90%
of teachers said that
school attendance
has improved

After the introduction
of Mary's Meals, the
proportion of hungry
children fell by

↓ 71%



20%

increase in
school enrolment



✓ 91%

of teachers said that
children's marks in class
have improved



Research findings from our impact assessments in Malawi, Zambia and Liberia.
For more information visit marysmeals.org

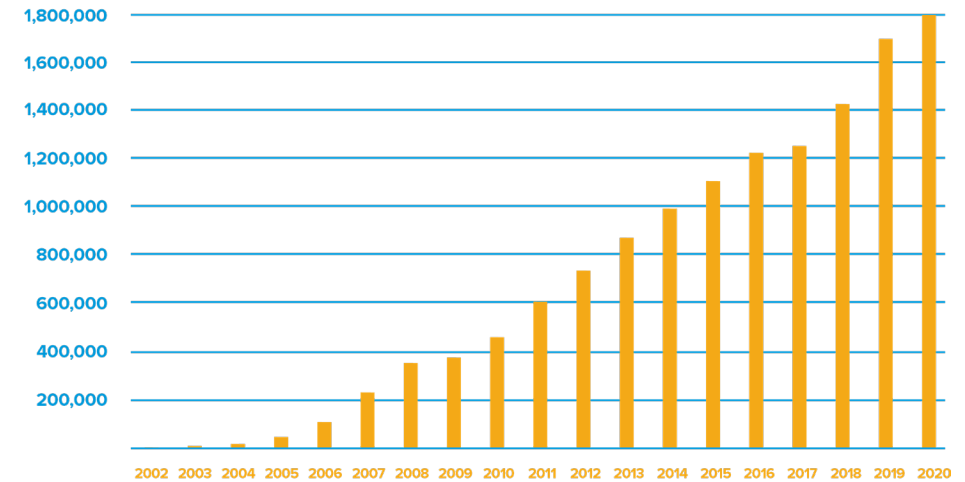
Our low-cost approach

Our work is supported by people all over the world and from all walks of life, united in the belief that no child should endure a day without a meal and that education has the power to change lives.

We work with communities to set up school feeding programmes in areas of the world where hunger and poverty often prevent children from gaining an education. School feeding committees – made up of teachers, parents and volunteers – are crucial to our mission, taking on the day-to-day running of the school feeding programme with support from Mary's Meals' staff.

We work hard to keep our running costs low. We are able to do this thanks to the dedication of so many volunteers who give their time and skills to our shared mission.

Number of children fed 2002–2020*



*Figure based on projected number of children enrolled in the global school feeding programme by the end of 2020



The next child

Our first priority, as ever, is to **keep our promise** to the children already in our programme, but we must also continue to **strive to reach the next child waiting**.

We are servants of the innate goodness of people and their little acts of love. Our role is to encourage and enable those acts of love and to make them effective. We recognise that many factors which impact growth are beyond our control and we remain **dependent on Divine Providence**. We also believe that the way we do this work – in accordance with our deeply-held values – is as important as the end results.

At the same time, we aspire to be capable of serving three million children by the end of 2023. To enable this, we need to significantly increase our programme delivery capacity. For this to be possible, we will need the number of Mary's Meals supporters to increase significantly during this period – and for our global income to grow in a similar way.

This would mean global growth rates greatly exceeding those of the previous three-year period. And because we are committed to reaching the children in most desperate need, we will be working to deliver programmes in some of the world's most challenging environments. This is a hugely ambitious plan, but we believe it is possible and we dare to strive for it because of our love for the hungry child and our **confidence in the innate goodness of people**.

We will be **guided by our values** and will make progress by respecting each person involved in this mission and by allowing them to contribute their unique gifts effectively.

As we continue with a **strong commitment to collaboration** and sharing of resources and learnings, we will ensure continual improvement in every area of our work. This will be supported by the ongoing development of organisational structures and ways of working that respect the balance between subsidiarity and solidarity that guides our global family.

This plan builds on our previous strategic plans and maintains the three strategic aims: feed more children, grow the movement, and strengthen the organisation.

The growth in numbers of children served is not our only measure of success and we will ensure that we do not become driven by numerical targets in the wrong way, or risk sacrificing our standards to achieve them.

If we do reach three million children in three years, we will remain on course to be serving 10 million children in 10 years. Regardless of whether we grow at this particular rate or not, **our vision burns as brightly as ever**.



Feed more children

To feed more children in a place of education and help those suffering the effects of extreme poverty in the world's poorest communities.

Strategic objectives:

- Ensure we keep our promise to each child in our programme, by serving them the correct meal each day and putting their safety and wellbeing at the centre of all we do
- Strengthen and clarify our approach to identifying the children we will reach next, while developing ambitious and achievable expansion plans
- Develop and implement programme partner models that can grow to significant scale while strengthening the capability and capacity of Programme Affiliates
- Ensure that our focused approach to strategic and operational learning and impact evaluation informs continuous improvement in our school feeding programmes
- Define framework for successful transition of areas of our programmes to governments or other providers, making progress on any identified opportunities during this timeframe
- Develop a framework for raising awareness of Mary's Meals' work to the public, and key stakeholders, in programme countries – and begin fundraising in one or more programme countries



Outcomes:

- Every child in our school feeding programme receives the daily meal we have committed to provide
- Our expansion plans are ambitious and based upon selection of children using a broadened assessment approach and in keeping with our values
- Programmes delivery capacity that is capable of reaching three million children
- Access to current data that informs the strategy for continual improvement of programme delivery and measuring the impact of our work
- A clear framework is developed to assess suitability for areas of our programmes that could successfully and positively be transitioned to local ownership, with progress being made towards transition where immediate opportunities are identified
- Mary's Meals' profile grows in programme countries and with it the level of support for our work

Grow the global movement

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.

Strategic objectives:

- Develop ways of working that harness the rich and varied gifts and talents of our supporters, volunteers and staff
- Implement effective campaigns and products, which inspire many new people to join the movement and facilitate meaningful relationships at all levels, encouraging commitment to long-term support
- Develop a consistent approach to encouraging a culture of collaboration and innovation across the family, enabling global resource to be used as local resource
- Provide a framework that allows us to inspire new and existing audiences through simple and effective storytelling
- Develop a greater understanding of our existing and potential supporter base to enhance the forms of communication and fundraising that provide effective supporter engagement
- Strengthen our digital platforms and capabilities to build support for our work through increased supporter engagement, fundraising, and volunteering



Outcomes:

- New inspirational campaigns and ways for people to support developed, along with more powerful storytelling
- New audiences, within existing national affiliate countries and new regions, reached and inspired to act
- Innovation and collaboration across the Mary's Meals family enabled and embedded in culture
- Our digital platforms developed to reach more people with high quality, inspiring content
- Sustainable mix of income, which is primarily from our grassroots supporter base
- Tailored communications, appropriate for different audiences, developed

Strengthen the organisation

To strengthen the organisation and Mary's Meals' global network in the furtherance of the vision, mission and values.

Strategic objectives:

- Evaluate the effectiveness of current ways of working and agree, and implement, a detailed and transparent understanding of roles and responsibilities for Mary's Meals International and individual National and Programme Affiliates, appropriate to each stage of their development
- Develop a stronger shared understanding, within the Mary's Meals family and our support base, of our approach to financial management, stewardship, and the low-cost nature of our work
- Promote a strong emphasis on our values with a deliberate strategy created for teaching and embedding the values during the journey our people have with Mary's Meals
- Explore new ways to accelerate organisational development, through mechanisms that effectively share resources within the family and encourage new forms of external organisational support for fundraising and other non-charitable costs
- Develop a global recruitment approach that supports the attraction and development of the next generation of talented, values-driven leaders, staff and volunteers for Mary's Meals
- Utilise business systems and ways of working that enhance knowledge sharing and cooperation across the Mary's Meals network and develop and maintain a framework for global governance, risk and control



Outcomes:

- Development of a system/matrix showing the level of service National Affiliates can expect from Mary's Meals International, leading to a virtuous circle of improved staff and volunteer engagement, reduced costs, increased support and more children served with Mary's Meals
- Strong understanding and confidence in Mary's Meals' financial management and decision making, including the 93/7 rule
- Enhanced effectiveness of the Mary's Meals network through values-led recruitment, leadership, and people development strategy
- Values are embedded and lived throughout the network to inform our culture and identity
- Effective sharing of the resources entrusted to us that help build capacity within the network and accelerate the growth of the movement towards our shared vision
- Implement processes for recruitment of volunteers and staff that allow global talent to join and contribute to this movement from anywhere in the world
- Access to business systems that strengthen operational effectiveness through increased collaboration and knowledge sharing, whilst achieving good stewardship of the resources entrusted to Mary's Meals



The work of Mary's Meals is beautifully simple; we provide one good meal every day for hungry children at school.

Mary's Meals
International Organisation
(A company limited by guarantee)
Charity number: SC045223
Company number: SC488380

marysmeals.org

**mary's
meals**

a simple solution
to world hunger