

mary's
meals

a simple solution
to world hunger

Recruitment Pack

Executive Director

Mary's Meals UK

July 2023



happy to
talk flexible
working

mary's
meals

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Thank you for your interest in the role of Executive Director. I hope you will find this pack informative and useful in supporting your decision to apply to join our team of employees, which exists to serve a global movement of people who are united around a simple mission; the provision of a daily meal in a place of education for the world's poorest children.

This meal, cooked and served by local volunteers, meets the immediate need of the hungry child and, at the same time, plays a key role in encouraging them into the classroom where they gain an education that can set them free from poverty. Today we serve over 2.4 million children each school day in 18 of the world's poorest countries. This global movement of ours is achieving something wonderful, each meal served is the product of a series of lots of 'little acts of love' carried out by people across many countries who freely give their time, money, skills or prayers and it is through that, that our movement grows.

Our work is named after Mary, the mother of Jesus, and our values and culture are rooted in and shaped by a Christian spirituality. We feel that the way we do things is as important as the end results. Ours is also a universal mission involving people of all faiths and none across the world. Everyone is invited to join and provide their own unique contribution to this work.

With 67 million children out of school around the world and a further 73 million attending school so hungry they're not able to concentrate and learn, our work is only just beginning. Will you play a crucial part in shaping the future of Mary's Meals UK and, with it, the lives of so many people who both contribute to and benefit from this incredible work of love, joy, and hope?

Good luck with your application!

Magnus MacFarlane-Barrow
Founder & Global CEO



Our vision and mission

- **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 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 the resources entrusted to us.

[View Mary's Meals' full statement of values here: Microsoft Word - Value statement 2020 - dec \(marysmeals.org.uk\)](#)

Mary's Meals is a global movement that sets up school feeding projects in some of the world's poorest communities, where poverty and hunger prevent children from gaining an education.

Our idea is a simple one that works. We provide one daily meal in a place of learning in order to attract chronically poor children into the classroom, where they receive an education that can, in the future, be their ladder out of poverty.

The Mary's Meals campaign was born in 2002 when Magnus MacFarlane-Barrow, from Dalmally in Argyll, visited Malawi during a famine and met a mother dying from AIDS. When Magnus asked her eldest son Edward what his dreams were in life, he replied simply: "I want to have enough food to eat and to go to school one day."

That moment was a key part of the inspiration which led to the founding of Mary's Meals, which began by feeding just 200 children in Malawi in 2002. Today, 21 years later, we feed over 2.4 million hungry children every school day across four continents. The average worldwide cost for us to feed a child for a whole school year is just £19.15.

Where Mary's Meals is provided, there is a rise in school enrolment, attainment and attendance. Wherever possible, Mary's Meals uses locally grown food to support the local economy and help smallholder farmers.

We work extremely hard to keep our running costs low and to ensure that at least 93% of donations goes directly on our charitable activities. This is only possible because most of our work is done by an army of dedicated volunteers all over the world, who carry out lots of little acts of love on behalf of Mary's Meals.

Having been inspired, in part, by our founder's faith, this work is named in honour of Mary, the mother of Jesus, who brought up her own child in poverty. We consist of, respect and reach out to people of all faiths and none.

Counting on support from around the globe, Mary's Meals has registered national affiliate organisations, which raise awareness of our work, in 15 countries around the world. Funds raised by affiliates, including from Mary's Meals UK, are passed to Mary's Meals International, the organisation which co-ordinates our movement and directly manages the delivery of our school feeding programmes.

"The repeated generosity and passion of supporters is amazing, and to have the opportunity and responsibility to work with them to ensure their loving support is best utilised is really a pleasure. Knowing that their generosity will benefit the children Mary's Meals is privileged to serve is a tremendous joy."

Mary's Meals colleague

The global Mary's Meals family



Mary's Meals Network

National Affiliates

	Australia Independent Affiliate		Austria Independent Affiliate		Bosnia-Herzegovina Branch of MMI		Canada Independent Affiliate		Croatia Independent Affiliate
	Czech Republic Independent Affiliate		France Independent Affiliate		Germany Independent Affiliate		Ireland Independent Affiliate		Italy Independent Affiliate
	Poland Independent Affiliate		Spain Independent Affiliate		Switzerland Independent Affiliate		United Kingdom Independent Affiliate		United States Independent Affiliate

Mary's Meals International (MMI)

Programme Affiliates

	Kenya Branch of MMI		Liberia Branch of MMI
	Malawi Subsidiary of MMI		Zambia Subsidiary of MMI

Fundraising Groups

	Belgium International Fundraising Group		Slovakia International Fundraising Group
	Hong Kong International Fundraising Group		Slovenia International Fundraising Group
	Netherlands International Fundraising Group		
	Portugal International Fundraising Group		

Programme Partners

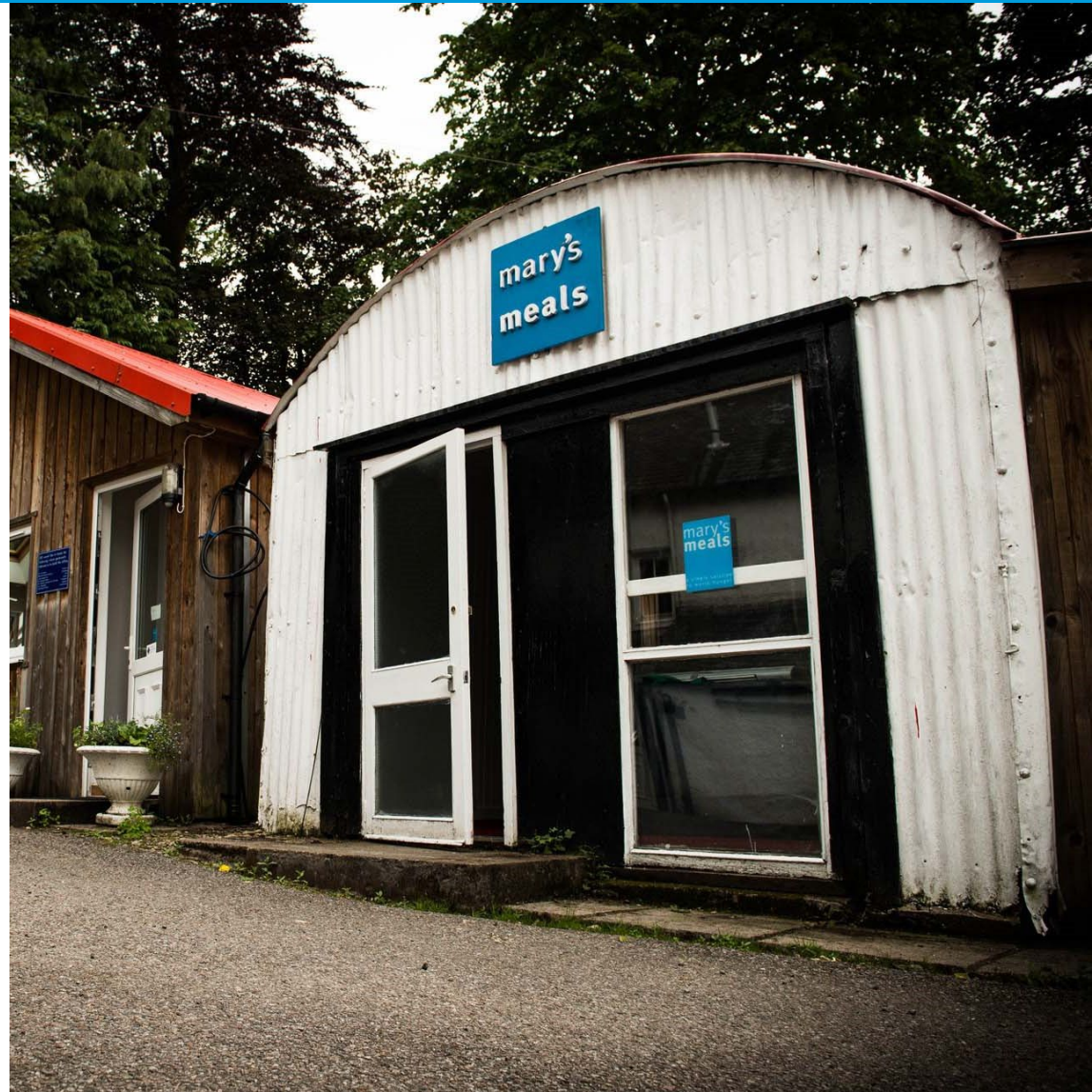
	Benin Soeurs de Marie de la Médaille Miraculeuse		Ecuador Fundación Cristo Misionero Orante		Ethiopia		Haiti Hands Together, BND, Caritas Hinche, Summits Education		India BREAD
	Kenya Caritas Lodwar		Lebanon Dorcas		Madagascar Grandir Dignement, Feedback Madagascar, Money For Madagascar		Malawi Missionary Community of Saint Paul the Apostle		Myanmar Episcopal Commission for Education
	Niger Grandir Dignement		Romania Rhema Foundation		South Sudan Diocese of Rumbek, Mary Help Association		Syria Dorcas		Thailand Living Water Foundation
	Uganda Emmaus Foundation		Yemen Yemen Aid		Zimbabwe Mavambo Orphan Care, ORAP				

Mary's Meals UK (or 'MMUK'), is a charity registered in Scotland and is the oldest entity in the Mary's Meals family. Though our largest office is now in Glasgow, that same shed – which continues to be filled, metaphorically at least, with the generosity of our supporters – still serves as the headquarters of Mary's Meals UK to this day.

In January 2015, to recognise the incredible growth of the Mary's Meals movement around the world and to facilitate future growth in new countries, another entity – Mary's Meals International (or 'MMI') – was formed. This new organisation assumed responsibility for directly delivering our programmes and for coordinating the growing number of Mary's Meals organisations around the world, aimed at either awareness-raising or programme delivery.

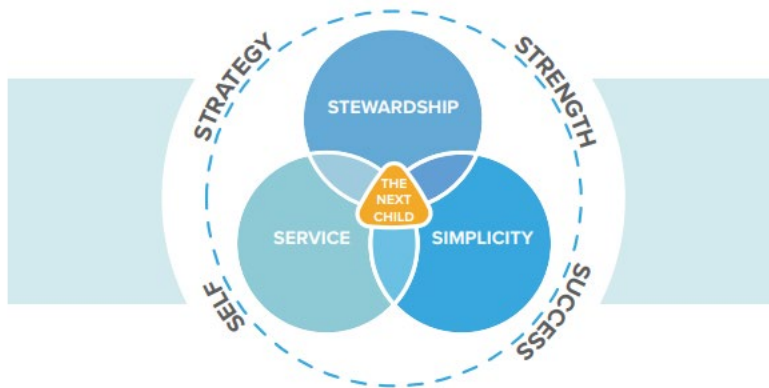
This structural change saw Mary's Meals UK become the global movement's largest fundraising organisation and enabled it to focus even more passionately on its mission to tell our story across Scotland, England, Northern Ireland and Wales, and empower more people to help us reach the next hungry child by offering their money, goods, skills, time or prayer.

The organisation currently has offices in Glasgow, and London and offers a flexible working model.



ASPIRATION INTO ACTION

Empowering our people to deliver on the promises we make is at the heart of our mission and is more crucial than ever if we're going to turn our aspiration into action. As our movement continues to grow we need to make sure we work harder than ever to: a) keep things **simple** b) remain completely committed to **servicing** the children at the heart of our organisation and c) be terrific **stewards** of the gifts that are entrusted to us. These three elements of our unique culture will accelerate our journey and help us reach the next child sooner.



SIMPLICITY

We will remain focused on our core vision – that every child should receive a daily meal in school – and communicate the needs of the children we serve and the nature of our mission in a straightforward, open and transparent way.

SERVICE

We will approach our vision and mission in a spirit of deep vocation and humble service, seeking always to be faithful servants of hope, the global movement, and those little ones who eat Mary's Meals each day.

STEWARDSHIP

We will strive to be good stewards of every gift entrusted to us – treating each one with deep love, respect and gratitude – and build meaningful, long-term relationships with all those involved in our work.



SIMPLICITY

Key Cultural Messages:

- We work hard to keep things as simple as possible.
- When we keep it simple, we can focus on the things that matter most.
- The simplicity of our message is key in energizing and inspiring the global movement.

Things that will speed us up:

- Remain focused on the few things that matter most.
- Champion the powerful and simple message of Mary's Meals.
- Speak up and challenge when tasks are not clear or where there is complexity.

Things that will slow us down:

- Getting involved in inconsequential issues that have no real impact on meeting the needs of those we serve.
- Not challenging when things seem complex.
- Looking beyond our core purpose when making decisions.

To keep things simple, we need to:

- Translate our strategy so that it is simple for everyone to understand and resonates with our people.
- Simplify our processes rather than create unnecessary complexity.
- Ensure roles, responsibilities and decision-making parameters are clear.

SERVICE

Key Cultural Messages:

- We exist to serve.
- Our desire to be of service is realised as we feed hungry children one meal per day in their place of education.
- Keeping our promises is the essential foundation for establishing trust. The greater the degree of trust people have in us, the greater our capacity to serve.

Things that will speed us up:

- Care deeply for those we serve.
- Approach our work with sincere gratitude for the gifts that enable the unique service we provide.
- Never lose sight of the impact we're having in the lives of some of the most disadvantaged children on the earth.

Things that will slow us down:

- Making promises that we can't keep.
- Initiative Overload – doing too many small things.
- Allowing operational expedience to take precedence over the people we serve.

To be of great service, we need to:

- Focus on the children who are in need. We have to put them first in every way.
- Be passionately engaged in our work (heart) and do it prudently and to the best of our ability (head).
- Collaborate across the movement. The Mary's Meals Family is strongest when it is united.

STEWARDSHIP

Key Cultural Messages:

- We are wise stewards of every gift entrusted to our care.
- We value every gift we receive and treat each with deep love, respect and gratitude.
- We value the diversity and unique contribution of everybody involved in our work.

Things that will speed us up:

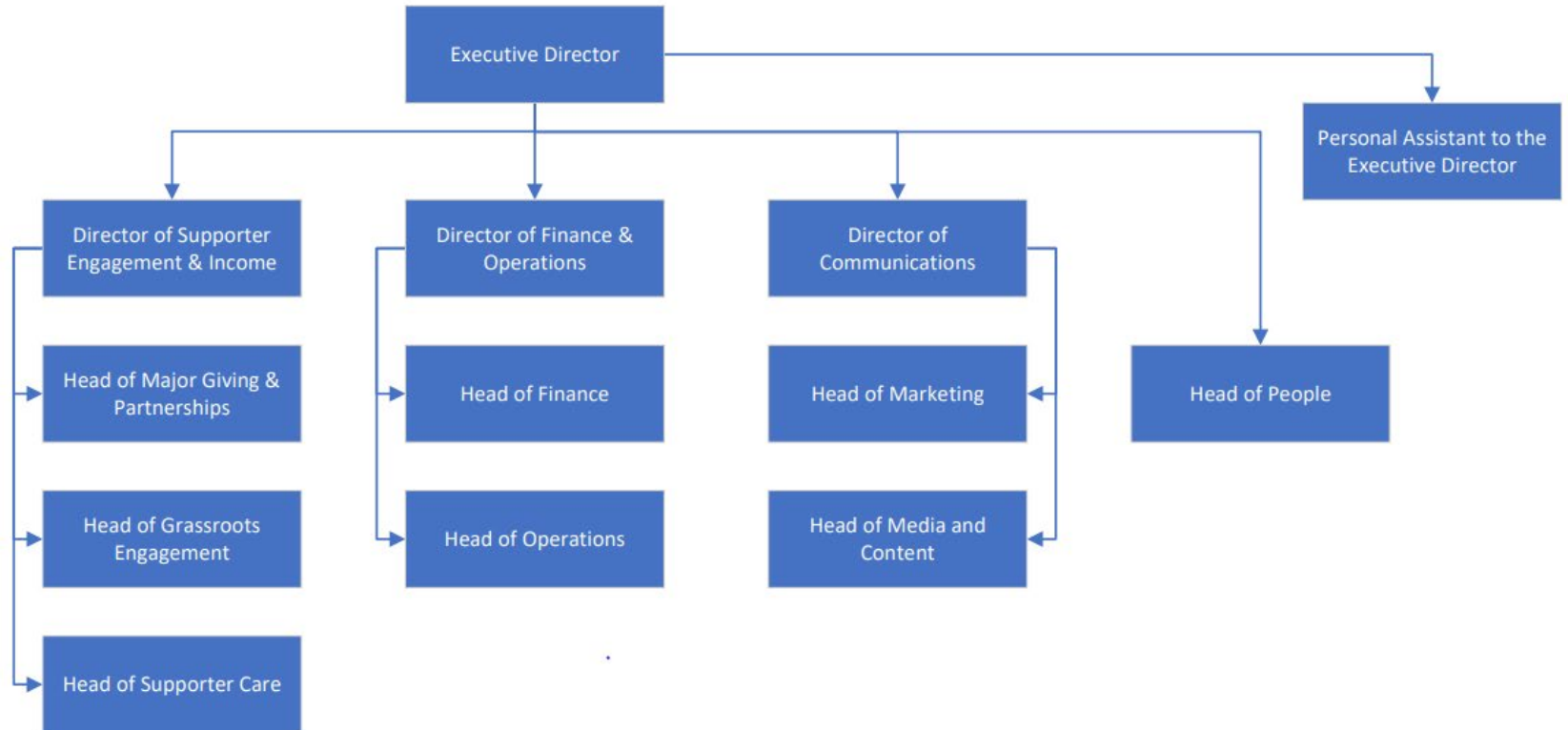
- Take ownership of our work and do it to the very best of our ability.
- Contribute wholeheartedly to any team we belong to and support the development and growth of our colleagues.
- Exercise responsibility with resources that are entrusted to our care.

Things that will slow us down:

- Allowing unnecessary bureaucracy to get in the way.
- Failing to hold ourselves accountable for using resources at our disposal wisely.
- Missing opportunities to scale up successful ideas that make things better.

To be good stewards of the gifts entrusted to us, we need to:

- Sincerely value every contribution entrusted to Mary's Meals and ensure resources are wisely used.
- Prioritise tasks that have the greatest impact.
- Nurture and help develop the talents and gifts in ourselves and in those around us.



Role:	Executive Director
Reports to:	MMUK Board Chair (with a dotted line to Chief Growth Officer – MMI)
Location:	Home working from anywhere in the UK with some travel across the UK, for board meetings/events.
Salary:	<p>£68,655 – £72,837 per annum dependent on experience (plus London Weighting Allowance, where applicable)</p> <p>We have established compensation bands across the organisation, as we seek to ensure as much money as possible goes directly towards feeding children.</p>
Benefits:	<ul style="list-style-type: none"> • Flexible working • 34 days’ annual leave (including public holidays) • Non-contributory pension with employer contributions of 8%. • Volunteering and development days • Enhanced maternity and paternity leave • Employee Assistance programme • Life Assurance • Wellbeing support
Key relationships	<ul style="list-style-type: none"> • MMUK SLT, MMUK Head of People, MMUK Board • MMI ELT • MMI CEO • Executive Directors across the MM Family • External supporters and donors



Role purpose:

As Executive Director you will provide inspirational strategic and operational leadership to Mary's Meals UK (MMUK). You will work collaboratively with the Board, Senior Leadership Team (SLT) and MMI to lead significant growth across a variety of fundraising and awareness raising channels throughout the UK.

You will bring an entrepreneurial approach to growth, seeking new opportunities and forging new strategic partnerships to support agile growth both nationally and regionally, whilst also nurturing our existing deeply committed supporters. As the ED of our biggest National Affiliate, you will work in close collaboration with Mary's Meals International, as well as other international affiliates.

Key Responsibilities & Activities:

Strategy Development & Organisational Leadership

- Collaborate with the MMUK Board and MMI's Chief Growth Officer to lead the design and execution of the growth strategy to ensure the organisation can achieve its mission and objective and stays true to our values.
- As needed, participates in Mary's Meals global leadership conversations as a stakeholder in key decision areas.
- Collaborate with leaders from Mary's Meals International (MMI) to ensure close alignment across the network.



Strategy Development & Organisational Leadership cont.

- Participate in the global National Affiliate Executive Director forum to collaborate on key initiatives to grow the global movement.
- Build and maintain an organisational culture of collaboration, humility and innovation.
- Oversee the development of the long-term strategic planning for MMUK which maximises opportunities and the benefits of collaboration and alignment with MMI.
- Responsible for the financial decisions of MMUK adjusting course as needed, to protect the organisation's assets and ensure financial and charitable statutory and regulatory compliance.

Fundraising & Strategic Partnerships

- In collaboration with the Director of Supporter Engagement & Income, develop and deliver an ambitious fundraising strategy for MMUK, focused on radically growing our supporter base including our grassroots movement, digital engagement and campaigns, trusts, grants and foundations.
- Forge new and nurture existing partnerships with various networks with a view to growing the MMUK movement.
- Seek out, develop and maintain strategic partnerships in the UK, coordinating with MMI on partnerships that have a global reach.
- Seek out, develop and maintain opportunities to grow and increase the existing volunteer network and identify potential new supporters.
- Develop and manage relationships with major donors, foundations, corporations, and government agencies in the UK.

Communications

- Work with the Director of Communications, to develop and implement an ambitious communications and media strategy for MMUK.
- Ensure coordination with the MMI Communications department and MMUK to strategize on the effective and aligned use of media placement and relationships, particularly with the founder/CEO.
- Serve as a credible and compelling spokesperson for MMUK.

Communications cont.

- Ensure effective and regular communication with all supporters.
- Work with the MMUK Director of Communications in developing and implementing key awareness and fundraising campaigns.
- Lead on the implementation and maintenance of CRM systems and processes.

Organisational Management & Development

- Work with the Director of Finance and Operations, to manage, monitor and report on the progress against organisational goals and make sound financial decisions to protect the organisation's assets and to ensure financial and charitable statutory and regulatory compliance requirements.
- Work with the Head of People to ensure that MMUK is an employer of choice which attracts, recruits and retains a talented team of values-led, paid employees and volunteers, throughout the UK.
- Actively promote safeguarding practices and model behaviours that support a safe culture across all MMUK activities.
- Oversee the development of an action plan to ensure that Network Minimum Standards for Safeguarding are achieved.

Board Relations

- Serve as the primary liaison to the Board of Directors: manage, inspire and cultivate the board relationships.
- Facilitate board involvement in the MM fundraising strategy.
- Ensure the Board receives accurate and timely information to make strategic decisions in order to fulfil their governance role.
- Work with the MMUK Board Chair & Global CEO to support board recruitment and ongoing board development.

Additional information:

- Work within the framework of the Mary's Meals mission, vision and values.
- Work towards achieving department strategy, operational plans and objectives.
- Ensure familiarity with and adhere to all organisational policies and procedures.

Additional information cont.

- Undertake and apply learning from appropriate training and development programmes.
- You may be required to travel to countries where Mary's Meals operates.
- Understand and uphold the standards outlined in MMI's Safeguarding Policy, acting with due care and attention to safeguard anyone that comes into contact with our work.

Skills & experience required for this role:

- Demonstrable significant experience of strategic and operational leadership from the not for profit or for-profit sector with breadth of experience across a broad range of strategic and operational functions.
- Experience of providing inspirational leadership to a senior management team and a wider organisation, with the ability to develop and live organisational culture.
- Deep commitment to Mary's Meals' vision and mission.
- Significant people management experience in a growing organisation with evidence of effectively leading teams through periods of growth, change and transition.
- Experience of developing and executing strategies to secure significant revenue generation or fundraising.
- Demonstrable skills in establishing, developing and nurturing collaborative relationships at all levels.
- Engaging and inspiring written and oral communication skills.
- Familiarity with Churches and Christian networks would be advantageous but certainly not essential, as would the ability to represent MMUK in faith-based networks with confidence and credibility.
- Highly strategic in outlook, with the ability to analyse, interpret and use data to plan for the future.
- Strong experience of developing and nurturing relationships with senior stakeholders, donor relations, key partners or similar high-level engagements.
- Experience of developing, implementing, monitoring and reporting against agreed strategy.
- Experience of representing an organisation to key supporters, funders and stakeholders with excellent presentation and public speaking skills.

Self	<ul style="list-style-type: none"> • I build and demonstrate resilience • I lead by example • I am authentic and true to Mary's Meals values • I develop myself and set stretching goals
Service	<ul style="list-style-type: none"> • I have a vocational attitude to my work • I inspire hope in others • I build belief that even difficult challenges can be solved • I am committed to serving and enabling all who want to be part of the global movement • I work to ensure our future will be even better than our past
Simplicity	<ul style="list-style-type: none"> • I communicate effectively • I follow clear decision-making criteria • I create plans that are easy to follow and contribute to organisational goals • I embrace inclusivity and diversity • I focus on delivering results
Stewardship	<ul style="list-style-type: none"> • I pay attention to the things that matter most – (a) our physical resources; (b) our people • I nurture, develop and respect our relationships with external stakeholders • I deliver on my promises • I am happy to be held accountable and to hold others to account
Strategy	<ul style="list-style-type: none"> • I have a point of view about the future • I know our stakeholders and see our priorities clearly • I help others to work in ways that have the greatest impact • I develop strategy and translate it into action
Strengthen	<ul style="list-style-type: none"> • I create a positive work environment • I increase the capabilities of my team • I help people manage their careers • I find and develop next-generation talent
Success	<ul style="list-style-type: none"> • I ensure my team is technically competent and always developing • I build high performing teams • I ensure accountability • I am a catalyst for change



- **Our History**
 - [Our story | Mary's Meals \(marysmeals.org\)](https://marysmeals.org)
- **Our Books**
 - **The Shed That Fed 2 Million Children**
 - **Give**
 - [Books and Films | Mary's Meals \(marysmeals.org\)](https://marysmeals.org)
- **Our Films**
 - **Love Reaches Everywhere**
 - **Child 31**
 - **Generation Hope**
 - [Books and Films | Mary's Meals \(marysmeals.org\)](https://marysmeals.org)



- **Our Foundation Stones** **Microsoft Edge PDF Document**





How to Apply for this Role

If you are inspired to join our movement and our vision, mission and values resonate with you, we would love to hear from you. Please tell us why you want to join Mary's Meals UK and why your skills and experience would make you a great Executive Director.

To apply please visit our Work For Us page, [Work for us | Mary's Meals UK \(marysmeals.org.uk\)](https://www.marysmeals.org.uk) and include your CV and a succinct covering letter of no more than 1 page, addressing the above question.

For any enquiries or questions regarding the role, please email Leanne Gordon – Head of Recruitment-MMI at leanne.gordon@marysmeals.org

Closing date: 2nd August but we will be reviewing applications on an ongoing basis

Recruitment Process

- Initial MS Teams calls with Head of Recruitment - MMI
- Competency based MS Teams interview with Chief Growth Officer – MMI & Interim ED - MMUK
- Presentation & competency interview with Magnus MacFarlane-Barrow – Founder & MMI CEO & MMUK Board Chair (In person)
- Final Interview with Magnus MacFarlane-Barrow, MMUK Board members & Head of People – MMUK (in person)

Our processes are informal and informative, we are very keen to get to know more about you, your experience/motivations and hopefully give you a clear picture of the opportunity and life here at Mary's Meals. If you require any adjustments before an interview, please let us know.

mary's
meals

Mary's Meals UK
Charity No. SC022140
Company No. SC265941
Tel: 0141 336 7094

Dalmally office
Craig Lodge
Dalmally, Argyll
PA33 1AR

Glasgow office
Unit 6 Claremont Centre
39 Durham Street, Glasgow
G41 1BS

London office
13 Hippodrome Place
Notting Hill, London
W11 4SF



“Together, let’s set out on this journey; one step at a time, one meal at a time, one child at a time.”

– Magnus MacFarlane-Barrow, Mary’s Meals founder