

MAG

saves lives builds futures

Annual Report 2019-20

THE MINES ADVISORY GROUP

(A company limited by guarantee and not having a share capital)

TRUSTEES' ANNUAL REPORT & FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2020

Company No. 04016409
Registered Charity No.1083008

Saving Lives In A Changing World

Cover Image

Deminer Mariam Al Abed, Lebanon:
"The dangers caused by mines and bombs deprives people of the right to move comfortably and makes them feel worried for their lives and the lives of their families. They are also unable to cultivate their land or to construct houses and invest in their land. This has a negative economic impact, so I feel very special doing this job.
"My community and my family consider me a strong woman and I am proud to clear contaminated land and protect the lives of innocent people. While working, I often focus only on work, but sometimes I think about my fiancée, who is also a deminer, and I worry about him, especially when he is preparing for a detonation."

All photos by Sean Sutton or MAG, unless otherwise stated.

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TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE PERIOD 1 JULY 2019 TO 31 DECEMBER 2020.
THIS REPORT SPANS AN 18-MONTH PERIOD TO ACCOMMODATE
A CHANGE IN MAG'S ACCOUNTING REFERENCE DATE

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We are more committed than ever to our mission

Message from the Chair & Chief Executive

Landmines and unexploded bombs continue to blight the lives of some of the most vulnerable people in the world.

At least 15 people are killed or injured every day by these indiscriminate weapons, with almost half of reported civilian casualties being children.

And some 60 million people still live in fear of landmines. Some were laid decades ago in what are now regarded as historic conflicts; many of them laid more recently, in the Middle East and Africa, with increasing numbers of people being killed and injured by landmines of an improvised nature.

This annual report[1] is an exceptional one because it covers the period in which the world was hit by the COVID-19 pandemic.

MAG is proud that we were able to respond to the shock of the pandemic by innovating and changing our ways of working so that we could continue to work safely to protect and serve the communities where we operate, continuing to have an extraordinary impact on the lives of ordinary people all over the world.

But the pandemic did impact our operations and many of our programmes experienced temporary disruption and suspension as countries locked down or because social distancing measures restricted activity. It is the case, also, that the long-term effects of the pandemic on the world and our work are as yet unknown.

Nevertheless, MAG's work last year made a positive difference to the lives of some 1.3 million people in 27 countries. We made safe more than 110 million square metres of land—the equivalent of 15,492 football pitches. Our teams found and destroyed more than 174,000 landmines, unexploded bombs and other explosive remnants of war. Our work in weapons and ammunition management (WAM) has also continued to be important, with MAG constructing or refurbishing 142 armouries and munitions stores and marking more than 15,000 weapons. We also continued to engage in campaigning and policy leadership, engaging with national authorities, donors and others to influence funding, policy and programmatic practice.

1. On 2 January 2020, MAG changed its accounting reference date from 30 June to 31 December. Financial statements will therefore be prepared for the 18-month period ended 31 December 2020, and for the year ending 31 December thereafter.



Karen Brown
Chair of Trustees



Darren Cormack
Chief Executive

None of our achievements would have been possible without the generous support of our institutional, corporate and individual donors. Total income for the 18-month period was £119.9m (annualised figure £79.9m) which represents an 8% reduction in income compared to the previous 12-month financial year (2019: £86.7m).

MAG derives its strength from its staff, who are the lifeblood of our organisation, and the MAG family now consists of well over 5,000 people originating from 68 countries. We rely on a diverse combination of skills, experience and perspectives to deliver our work to the greatest effect and for the maximum benefit of those who need it. This diversity is one of our strengths but we accept that, despite progress, we need to improve our gender balance and diversity.

In 2020, MAG launched a review into diversity and inclusion following the issues highlighted by the Black Lives Matter movement; that review is ongoing and we are committed to doing everything in our power to improve equality in our organisation. MAG also conducted a mid-term review of its Strategic Direction in 2020, leading to a revised Strategic Direction, reducing our five aims to four and refining new objectives which are better aligned to our core work.

In 2019-20, our close-knit family suffered the loss of four valued colleagues who died while working for us: two staff members died of natural causes and two died in road traffic accidents. Our thoughts are with their families.

MAG continues to face a challenging security environment in several countries. Over the 18-month reporting period, there were nine major or critical security-related incidents in eight countries. There were 37 major or critical health and safety incidents and 7 major or critical health and welfare incidents. There were four fatal health and safety incidents during the reporting period.

In April 2020, MAG said farewell to its Chief Executive, Dr Jane Cocking OBE, who was succeeded as CEO by Darren Cormack, previously MAG's Strategy, Government Relations & Partnerships Director, following an extensive and competitive recruitment campaign.

Overall, this has been a successful 18-month period for MAG, in spite of major external challenges, especially those brought about by COVID-19.

We are more committed than ever to developing and growing a strong, sustainable and effective organisation that enables communities to be free from danger and fear.



Karen Brown
Chair of Trustees

Darren Cormack
Chief Executive

Who We Are

The Trustees of The Mines Advisory Group present their annual report (incorporating the Strategic Report) and the audited financial statements for the period ended 31 December 2020.

The Mines Advisory Group (MAG) is a global humanitarian organisation that changes and saves lives every single day.

We have been operating for 32 years, delivering transformational change for some of the most vulnerable people in the world and in some of the most fragile places in the world.

We find and destroy landmines, cluster munitions and unexploded bombs in places affected by conflict. Since 1989, we have helped over 20 million people in some 70 countries rebuild their lives and livelihoods after war.

But still, every day, at least 15 people are killed or injured by landmines and unexploded bombs somewhere in the world.

Tragically, almost half of the reported civilian casualties of landmines are children.

Landmines and unexploded bombs don't just threaten lives. They also blight communities by hampering normal life. They prevent people from travelling safely to school, to the market, to health centres and to water sources.

Landmines mean impoverished communities which are recovering from conflict cannot access their land to grow crops and generate income. Landmines deny already traumatised people who have been displaced by war the chance to return home safely.

Our staff and the communities where they work and from which they come are at the heart of everything we do. We are determined to deliver a safe future for the women, men and children affected by violence, conflict and insecurity.

We believe in a world where people can exist with dignity and choice, where their human rights are upheld and where they can live free from the fear from landmines, explosive remnants of war and the impact of small arms and light weapons and ammunition.

We believe this is a world worth fighting for.

Our Values

- **Principled** We adhere to the humanitarian principles of humanity, neutrality, impartiality and independence, placing people affected by armed conflict and violence at the heart of our work.
- **Agile** We react quickly and efficiently to changes so that we can always offer the right solutions at the right time.
- **Determined** We are resolute in our desire to use our skills and resources to benefit those most vulnerable to armed conflict and violence.
- **Expert** We focus on areas where we have knowledge and expertise and build on these foundations.
- **Professional** We observe and measure ourselves against internationally-recognised sector standards.
- **Enabling** We aim to empower and support those most affected by landmines and the explosive remnants of war.



Our Goals and Approaches





Our charitable purposes

The organisation's goals and approaches are guided by its charitable purposes. The purposes of the charity, as set out in the governing document, are:

a) the relief of suffering and distress throughout the world, in particular in areas where conflict causes human fatality or injury, due to the presence of the debris of war, such as landmines, unexploded ordnance, stockpiles of weapons and ordnance and other residual contamination; and to deliver such relief by (but not limited to):

- the provision of training and assistance in clearance and reconstruction;
- undertaking any preventative measures that improve human security including (but not limited to) safely managing, storing, destroying or reducing the availability of stockpiles of ammunition, arms and weapons;
- providing necessary medical support and education needed; and

b) to carry out research into solving the problems faced by those whose lives have been affected by conflict and to disseminate any useful results of such research for the public benefit.

The public benefit we deliver

We review our strategic aims and activities each year to ensure they remain focused on our charitable purposes, as set out on Page 8. This Annual Report demonstrates the significant activities carried out in furtherance of the aims as laid out in MAG's Strategic Direction, the types of programmes funded and the benefits they have brought to the people we are here to serve.

The Board of Trustees is confident that MAG has complied with the duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission when reviewing MAG's aims and objectives and in planning our future activities.

Throughout the body of this report, MAG seeks to report on public benefit by providing:

- a review of the significant activities undertaken by MAG to carry out its charitable purposes for the public benefit
- details of our purposes and objectives
- details of strategies adopted and activities undertaken to achieve our purposes and objectives
- details of the achievements by reference to the purposes and objectives set.

MAG Annual Report 2019-2020

maginternational.org

Our Impact in 2019/20

Our global programme continued to deliver significant life-saving impacts over the 18-month reporting period, in spite of disruption caused by the COVID-19 pandemic, with activities implemented in 27 countries over the period.

The range and scope of these interventions varied over the reporting period from large-scale and long-term programmes with over 1,000 staff to much smaller and time-bound interventions. The data therefore represents the key headlines of MAG's consolidated outputs but does not attempt to capture every operational activity being undertaken across all programmes.

In addition, when considering comparisons to previous reporting periods it is important to remember that the data for this period represents 18 months (albeit disrupted by COVID-19) compared to a 12-month period for the earlier reporting period.

What is clear, however, is that we continued to deliver effective and impactful programmes, often in the face of significant challenges brought about by the COVID-19 pandemic or by fragile security contexts.

During 2019/20, our activities directly benefited almost 1.3 million people, of whom about half were children.

During the reporting period, MAG took the decision to change the terminology that describes our arms management and destruction work (AMD), replacing the expression AMD with Weapons and Ammunition Management (WAM), in order to better align with accepted international terminology including that used by the United Nations.

Beneficiaries of All MAG Activities

	2019-20	2018-19
Direct Beneficiaries	**907,553**	**1,252,758**
Women	221,084	263,476
Girls	237,809	356,922
Boys	255,357	387,461
Men	193,303	244,899
Indirect Beneficiaries	**1,294,919**	**1,048,731**
Women	321,894	269,371
Girls	308,056	263,101
Boys	327,825	250,692
Men	337,144	265,567
Mine Risk Education Sessions Delivered	**40,324**	**48,607**

HMA Key Indicators

	2019-20	2018-19
Land Release (m^2)	**110,472,525**	**99,494,381**
Land Cancelled (through Non-Technical Survey)	9,965,044	25,643,412
Land Reduced (through Technical Survey)	7,635,095	7,868,817
Land Cleared	92,872,386	65,982,152
Items Removed/Destroyed	**173,117**	**94,423**
Landmines (Anti-Personnel)	41,357	21,777
Landmines (Anti-Vehicle)	1,221	201
Improvised Landmines	2,642	9,572
Cluster Munitions	49,236	29,923
UXO/AXO	37,630	31,239
All other improvised/explosive items	41,031	1,711

Humanitarian Mine Action

In the 2019/20 18-month reporting period, MAG removed or destroyed almost twice as many explosive devices (anti-personnel and anti-vehicle landmines, UXO, cluster munitions and improvised landmines) compared to the previous 12-month reporting period. We released c. 110 million m^2 of land in the 2019/20 18-month period compared to c. 99 million m^2 in the previous 12-month period.



WAM Key Indicators

	2019-20	2018-19
WAM Activities/Interventions		
Armoury assessments undertaken	206	165
Armouries/Munitions stores constructed	80	72
Armouries/Munitions stores refurbished	94	59
Weapons marked	15,604	11,182
Destruction of Ammunition & Weapons		
Small Arms Ammunition destroyed	1,716,704	3,563,153
Small Arms & Light Weapons destroyed	1,857	1,683
Ammunition & Weapons Training		
WAM Training courses conducted	104	79

Weapons and Ammunition Management

In 2019/20, 206 armoury assessments were undertaken, 142 armouries and munitions stores were constructed or refurbished, and more than 15,000 weapons were marked.

MAG
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OUR IMPACT IN 2019/20

Middle East & Europe

Across the **Middle East,** MAG removed more than 30,000 explosive items, declared safe almost 8 million m^2 of land, and delivered over 15,000 life-saving lessons, supporting almost 280,000 women, men, girls and boys. In **Bosnia & Herzegovina,** MAG removed more than 940 landmines and other explosive items and declared safe more than 4.2 million m^2 of land.

Latin America

In **Peru** and **Ecuador,** MAG worked with the authorities to provide training and support the destruction of over 290 tons of obsolete munitions and over 600,000 items of small arms ammunition. In Peru, MAG also destroyed more than 4,000 landmines, almost 1,000 anti-tank mines, almost 1,000 small arms and light weapons and over 39,000 other explosive items.

South & South East Asia

In **Cambodia, Lao PDR,** and **Vietnam,** MAG removed more than 74,000 explosive items, cleared more than 65 million m^2 of land and delivered almost 5,000 life-saving lessons, supporting more than 195,000 women, men, girls and boys. In **Sri Lanka,** MAG cleared more than 14,000 explosive items and made safe over 3 million m^2 of land. In **Myanmar,** MAG delivered life-saving lessons to more than 34,000 people.

Mine Action in Africa

Across **Angola, Chad, Mali, Nigeria, South Sudan** and **Zimbabwe,** MAG destroyed over 6,000 explosive items and declared safe more than 12 million m^2 of land. MAG also delivered more than 15,000 life-saving lessons, supporting more than 320,000 people.

WAM in Africa

Across **West Africa, DR Congo** and **Somalia,** as part of the Weapons and Ammunition Management (WAM) programme, MAG destroyed more than 1,800 small arms and light weapons, marked a further 15,000, and built and refurbished almost 150 weapons and ammunition stores.

WHAT WE DID

OUR WORK HELPED MORE THAN 2.2 MILLION PEOPLE

WE MADE SAFE MORE THAN 110 MILLION SQUARE METRES OF LAND

WE DESTROYED MORE THAN 173,000 LANDMINES AND OTHER EXPLOSIVE REMNANTS OF WAR

WE DELIVERED MORE THAN 40,000 RISK EDUCATION SESSIONS

Our Impact

The Middle East & Europe



As COVID-19 took hold across the Middle East in early 2020, MAG's programming in the region faced substantial disruptions, which continued throughout the period. Despite this, across our Middle East programmes, over eleven million square metres of land was released and more than 30,000 items removed. Additionally, more than 260,000 people were reached with explosive ordnance risk education messaging, even as programmes adapted to new and innovative ways of working in line with COVID-19 restrictions.

MAG's community liaison staff in **Iraq** responded quickly as significant numbers of displaced people began to leave camps for internally displaced people and return to Sinjar district. The delivery of risk education is vital to support those transitioning through or to contaminated areas. With the support of generous donations made by the UK public, the programme launched a risk education telephone campaign, reaching 1,150 people across Sinjar district with vital information about the risks of explosive remnants of war and how to stay safe. Risk education messaging was also delivered via loudspeaker, posters and billboards at road junctions.

Strict restrictions placed on travel and other COVID-19 lockdown directives meant all clearance and community liaison teams were put on stand down from March 2020. The support and understanding of MAG's donors during this challenging period enabled MAG teams to redeploy as soon as restrictions eased, starting in October 2020 with COVID-19 precautions in place.

Having first established itself in the Kurdish region in 1992, MAG has since expanded its reach, registering to work in Federal Iraq after areas of control shifted in 2018. MAG takes an integrated approach to mine action in Iraq, using manual clearance teams and mine detection dog teams, and specialised machines to clear conventional contamination as well as that of an improvised nature planted by non-state actors. With more than 1.2 million people still displaced, and often transiting through new and unknown areas, clearing these items remains a crucial protection need.

In **Lebanon,** the explosion at Beirut's port on 4 August 2020 rocked the country at a time when the impact of the COVID-19 pandemic and the national economic crisis were already taking their toll. In the immediate aftermath, MAG medics mobilised to support the Lebanese Red Cross, helping to care for survivors and to provide support for those coping with trauma. MAG also undertook immediate repairs and reconstruction to a storage facility which had sustained significant damage in the blast, as part of its weapons and ammunition management work with the Lebanese Armed Forces. We also turned over our social media channels to urge our followers to donate to the Lebanese Red Cross.

In the realm of mine action, more than 20,000 explosive items were found and removed by MAG teams across Lebanon. This included 25 anti-vehicle mines located along the Blue Line, with MAG receiving permission to destroy these for the first time in November 2020. MAG continued to conduct clearance predominantly on agricultural land, enabling safer access to land for livelihood opportunities for Lebanese communities and refugees in southern Lebanon, as well as in the north-east border region near Syria.

In July 2019, MAG became the only operator delivering risk education sessions in public schools in Lebanon, enabling us to reach more Syrian refugee children with lifesaving lessons. While COVID-19 restrictions limited the scope of MAG's risk education delivery from March 2020, the programme adapted to new ways of working including the roll-out of virtual reality videos as an innovative way to reach communities.

MAG teams continued to conduct clearance and deliver risk education in north-east **Syria** until October 2019, when MAG stood down all operations and withdrew its international staff in response to an escalation in military operations in the region.

This period saw MAG grow and strengthen its existing partnerships with national NGOs, training and supporting local implementers to continue to deliver risk education to returning and displaced communities.

By December 2020, MAG had re-established its presence in the region with a view to deploying an integrated manual clearance and community liaison capacity in early 2021. MAG remains flexible and responsive to the changing context and upholds its commitment to duty of care to MAG and partner staff.

In **Bosnia-Herzegovina,** our manual clearance capacity has increased to seven teams and two mine detection dog teams. November 2020 also saw the programme establish its first Community Liaison team, who will play a vital role in strengthening our relationship with communities, conducting non-technical survey and enabling us to better measure the impact of our clearance work.

During the period, MAG has released over two million square metres of land through clearance and technical survey, and enabled the Bosnia-Herzegovina Mine Action Centre to release a further two million square metres back to communities. MAG teams have removed 730 landmines and 212 other explosive remnants of war. December 2020 marked 25 years since the end of conflict in Bosnia-Herzegovina, but there is still much work to be done to remove remaining landmines and unexploded ordnance.

Having first established itself in Bosnia-Herzegovina in 2017, MAG continues to play an active role within the country's wider mine action community as one of two international operators registered there. This period MAG was involved in the launch of the new country coalition in October 2020, as well as preparations for the Article 5 extension request extending the deadline for the country to meet its Treaty obligations to March 2027.





Our Impact

East & Central Africa

MAG's Humanitarian Mine Action project in **Chad** – the "PRODECO" project funded by the EU - continued in partnership with Humanity and Inclusion, SECADEV and Fondation Suisee de Déminage (FSD). In the 18-month period, MAG's teams cleared almost four million square metres of land in Northern Chad and declared a further 615,511 m^2 safe, meaning that a total of 4.4 million m^2 are now available for use by the people living in or passing through these communities.

MAG Chad's Community Liaison Team provided risk education to 3,770 community members in Borkou and West Ennedi in northern Chad, before activities had to be stopped in May 2020, due to government measures to curb the spread of COVID-19. However, following a tragic accident in Ndjamena, when a child found a grenade in amongst some rubbish, MAG's Community Liaison Team was allowed to provide COVID-safe mine risk education sessions in the capital, reaching a further 1,206 people in the capital.

At the same time, MAG continued to work on Weapons and Ammunition Management, a vital activity in this highly insecure region, where it is important not only to prevent unplanned explosions but also to reduce weapons diversion from legally held stockpiles to illicit markets.

During this period, 14 weapons/ammunition storage constructions were handed over to the Chadian armed forces and 15 tons of obsolete ammunition as well as nearly 10,000 items of small arms ammunition were destroyed.

Between July 2019 and December 2020, MAG's growing **Nigeria** programme has been delivering a vitally important Humanitarian Mine Action programme focusing on explosive ordnance risk education (EORE) in support of women, men, girls and boys affected by the growing humanitarian crisis in Borno State, North East Nigeria. With forced migration ever on the increase in the region, the dangers faced by Internally Displaced People, forced to move from known areas to and across land they are unfamiliar with, are exacerbated by the presence of unexploded ordnance left over from conflict, as well as improvised landmines.

Over this period, MAG's HMA programme delivered 6,025 gender and age-appropriate explosive ordnance risk education (EORE) sessions to 105,906 women, men, boys and girls and undertook 404 contamination survey assessments (non-technical survey and remote contamination baseline assessment combined).

In addition to this, the programme continued its Weapons and Ammunition Management programme, working with key stakeholders in Abuja and beyond, reducing the risk of weapons diversion and unplanned explosions.

The WAM programme, working alongside relevant authorities, conducted 14 armoury assessments, constructed 11 armouries and refurbished three more, destroyed 273 weapons, delivered 11 training courses, and held one weapons-marking workshop.

In **South Sudan**, where MAG delivers one of its longest-standing HMA programmes, women, men, girls and boys living in resident, IDP and returnee communities in Eastern and Central Equatoria continue to be affected by the legacy of a decades-long series of wars and conflicts.

Although a fragile peace agreement continued to hold during this period, providing hope for communities in South Sudan that there could be long-term peace, with many factions involved in local disagreements, communities still faced a far-from stable situation, and the presence of landmines and explosive remnants of war continued to pile additional pressure on their already-fragile existence.

As elsewhere, the COVID-19 pandemic created significant challenges and, for a short period, necessitated a complete suspension of operations and Explosive Ordnance Risk Education. Over the 18-month period, however, MAG successfully cleared almost three million square metres – a combination of mine clearance and battle area clearance tasks - making it safe for communities to carry out their livelihood activities.

Despite local regulations introduced in response to COVID-19, meaning that a maximum of six people could receive Risk Education at any one time, the Community Liaison teams reached over 75,000 people through Risk Education sessions, ensuring that they can recognise dangerous items and know how to react and report when one is found and identified.

During the period between July 2019 and December 2020, MAG's programme in **Somalia / Somaliland** continued to deliver important work in support of communities affected by landmines and unexploded ordnance and worked with authorities to reduce the risk of diversion of weapons and ammunition for sale on the illicit market for use in unlawful activities.

As well as undertaking construction of weapons cabinets and armouries, MAG delivered gender-sensitive training to men and women employed by organisations including the police and the Ministry of the Interior in work such as weapons marking and store keeping. An innovative Conflict Transformation workshop provided five cohorts of women and men working in the Somaliland Police Force with a range of practical skills relating to handling post conflict violent situations, while a pilot behaviour change project – to be continued in 2021 - including radio phone-in shows reached out to community members to encourage them to share their experiences of weapons in the home and to support them to register their weapons.

As well as the Weapons and Ammunition Management activities, in response to serious flooding in the region, MAG started an HMA project in support of returnees, internally displaced persons, and host communities living in Banadir. This work, delivered through a local partner based in Mogadishu, focused on keeping people safe from explosive ordnance by delivering gender and age-appropriate Risk Education sessions to vulnerable people living in the affected areas.





Our Impact

South & South-East Asia

Across South and South East Asia poor weather conditions and the ongoing COVID-19 pandemic created logistical challenges over the last 18 months. However, MAG has shown great resilience and swiftly adapted its programming across the region to respond to the most at-need communities whilst keeping staff safe. The programmes in Sri Lanka, Lao PDR, Vietnam and Cambodia have released over 81km^2 of land through technical survey and clearance, removing over 88,000 dangerous items.

In **Vietnam,** MAG deployed 730 staff across two of the most contaminated provinces; Quang Binh and Quang Tri. Working closely with local authorities to release c. 49 million km^2 of prioritised land back to local communities for agricultural and community development, whilst more than 21,000 dangerous items were removed from harm's way.

MAG continues to make gender equality amongst staff a priority

During 2020, several powerful storms hit the central coast of Vietnam, resulting in widespread flooding and creating significant damage to property and livelihoods. MAG was able to respond rapidly to support recovery efforts by distributing first aid, clearing roads and supplying emergency kits whilst teams were on stand-down due to the poor weather conditions.

MAG continues to foster strong in-country partnerships that have enabled efficient roll out of project activities. In relation to risk education, MAG worked with Catholic Relief Services and the Youth Union to deliver lifesaving education sessions which have benefited 3,383 people.

In consortia, MAG works with PeaceTrees Vietnam and Norwegian People's Aid to provide land release activities and support improved mine action coordination. Using best practice built up in neighbouring Quang Tri, MAG has focussed on creating a successful integrated survey and clearance approach within Quang Binh.

As the most bombed country in history per capita, high levels of explosive ordnance contamination in **Lao PDR** still have a significant impact over 40 years after the end of the Vietnam War.

Current data shows that approximately 1,200km^2 of land requires clearance – an area equivalent to nearly twice the size of Greater Manchester. To respond to this continued need, MAG deployed 54 clearance and survey teams across Xieng Khouang and Khammouane provinces. Through clearance and technical survey activities, more than 35,000 explosive remnants of war were safely destroyed, and more than 14 million m^2 of land released back to the community, directly benefitting some 87,000 people. In August 2020, MAG Lao PDR established a Training Monitoring and Evaluation Unit. This unit supports the standardization and delivery of training across the programme and builds capacity amongst national staff ensuring strong career progression opportunities. Also in late 2020, the programme conducted a consultation workshop with all senior staff and developed a new three-year country strategy.

In **Cambodia,** the programme continued to work on high-impact minefields in Battambang province and cluster munition contamination in Ratanakiri province, where explosive remnants of war continue to hinder access to safe land for agriculture, natural resources and infrastructure. This period, almost 16 million m^2 of land was made safe, whilst 17,354 landmines and explosive remnants of war were safely destroyed enabling land to be released back to local communities to support socio-economic development.

In **Sri Lanka,** MAG released over three million m^2 of land to support livelihood development and refugee return, destroying 14,495 landmines and explosive remnants of war. MAG continues to make gender equality amongst staff a priority and during 2020 changes to deployment methodology and recruitment processes supported the increase in female operational staff, rising from 11% in January 2020 to 21% in December 2020.

As the country approaches completion of all known contaminated minefields, MAG has begun detailed planning for a staff transition strategy that will support staff in their future assimilation to alternative livelihoods. Working closely with the National Mine Action Authority and other demining operators, MAG is spearheading plans to ensure a gender-sensitive, sustainable demobilisation process.

MAG's first Weapons and Ammunition Management (WAM) project in Sri Lanka, which supports the armed forces to better secure and account for their stocks of firearms and small arms and light weapons, continued to progress well. Ten permanent small arms and light weapons storage facilities, 16 weapon cabinets and conducting two training courses were completed.

In January 2020, the mine action sector gained permission to deploy technical teams to commence marking and fencing operations in **Myanmar** in accordance with international mine action standards. However, the ongoing COVID-19 situation posed significant challenges to team deployment for MAG as countrywide travel and community-gathering restrictions made community liaison activities difficult.

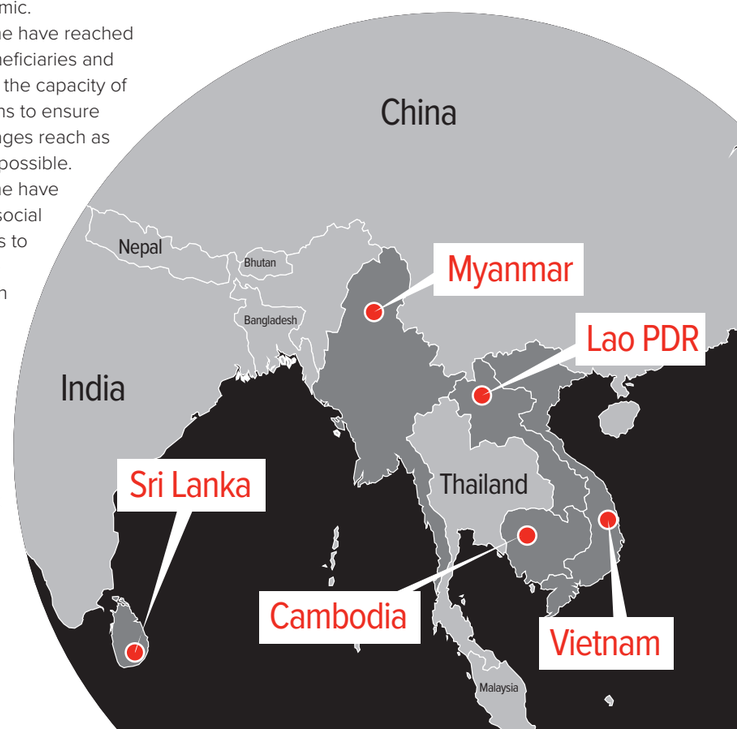
In May, MAG conducted a rapid feasibility study to assess the impact of COVID-19 on 520 communities in Kachin, Kayah, Kayin and Shan States, and Tanintharyi Region. Through this and working with local partners, we were able to effectively adjust activities and design remote risk education sessions and baseline surveys to ensure vital work continued.

MAG conducted remote training to village leaders so that they could deliver safety messages to their communities. Basic COVID-19 prevention messaging was integrated into remote risk education sessions to help vulnerable communities remain safe within the pandemic.

The programme have reached 34,515 direct beneficiaries and continue to build the capacity of local organisations to ensure life-saving messages reach as many people as possible.

The programme have also developed social media campaigns to reach vulnerable communities both in hard-to-reach villages and IDP camps, which has been particularly successful due to the extensive use of Facebook within Myanmar.

The first campaign was launched in September 2020 and reached more than a million people in the first two months.



Our Impact

West Africa

The operating context in West Africa continued to pose major challenges to activities, with the security situation in **Mali, Burkina Faso** and **Niger** in particular worsening considerably since mid-2019. Attacks against MAG's key beneficiaries in the region, the security and defence forces, as well as an increase in explosive ordnance accidents has reduced operating space and diverted the attention of partner units.

In spite of these issues, MAG made progress across all activities in the region and increased its footprint, launching activities in **Benin** under the regional EU and German government-funded OCWAR-T project in the latter half of 2020. The need for interventions in the OCWAR-T countries (Benin, **Ghana** and **Togo)** was highlighted as violence and instability has started to spread south from the Sahel into these states. It is crucial to reduce the opportunities for diversion of insecurely stored weapons to violent extremist organisations before these groups gain any further ground in this region. Operations in **Senegal** also started for the first time, with a new project to train and support Armed Forces personnel to destroy surplus and obsolete ammunition to reduce the risks of unplanned explosions at munitions sites in densely populated areas.

MAG made good progress throughout 2019-2020 on physical security measures in support of Weapons and Ammunition Management. Across eight of the countries in the portfolio, 107 facilities to store state-held weapons or ammunition were constructed or rehabilitated, reducing the opportunities for theft and diversion to illicit markets. MAG also provided training to nearly 700 security and defence force personnel. In order to improve the sustainability of these interventions, MAG also engaged with higher-ranking staff.

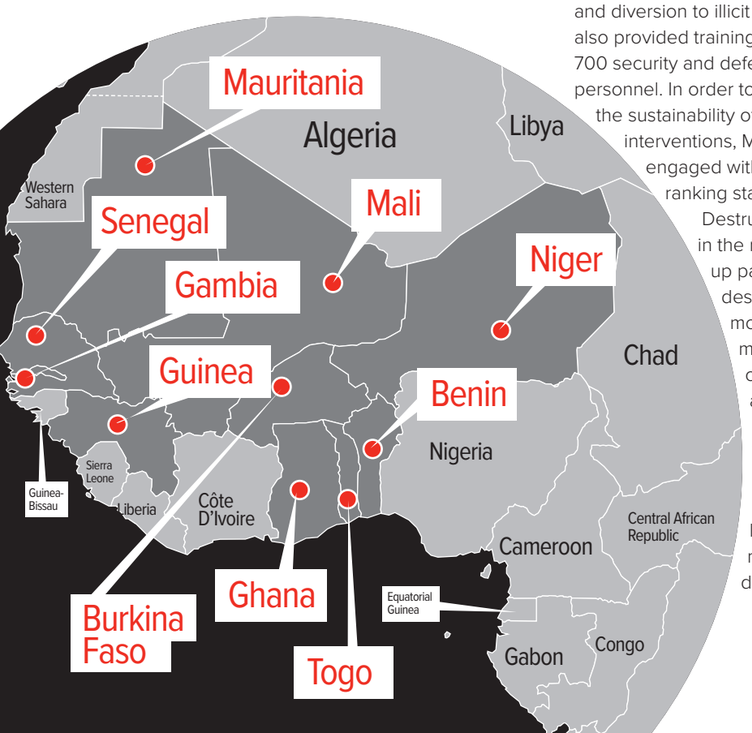
Destruction activities in the region picked up pace, with the destruction of more than one million items of small arms ammunition in Burkina Faso, **The Gambia,** Mali and Senegal, and larger calibre munitions destruction (including grenades, mortars and rockets) destroyed by MAG-trained and supervised teams in Burkina Faso, The Gambia and Mali, totalling over 62 metric tons. In **Mauritania,** a small amount of obsolete Small Arms Ammunition (around 3kg) was also destroyed as part of armoury store manager training. Weapons cutting was limited to The Gambia, with training provided for the Gambian Armed Forces, who destroyed 345 confiscated weapons.

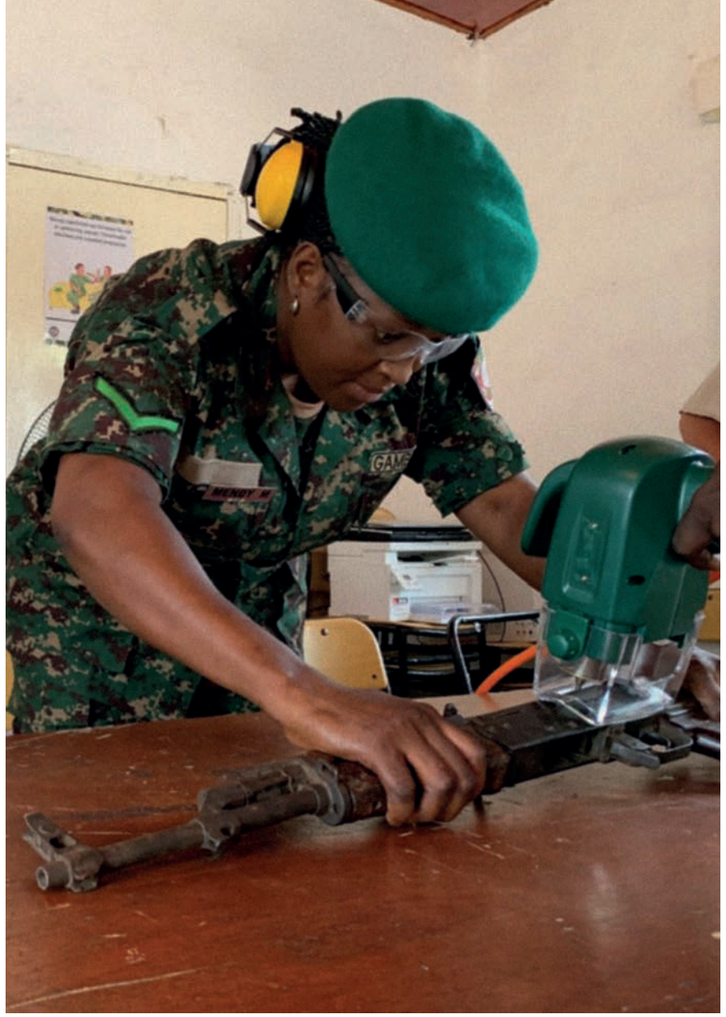
Weapons cutting that was planned in other countries, such as Mali and Burkina Faso, stalled due to the security context and the political sensitivity of destroying state-held weapons during active conflict. Liaison efforts on this topic continued throughout the business period, and will continue until destruction of obsolete and surplus weapons can be carried out.

MAG in West Africa made good progress on weapons marking in 2019-2020, particularly in Benin, Senegal, Mali and The Gambia, with 8,307 weapons marked by MAG-trained teams in total. These weapons were marked to international standards, including the Economic Community of West Africa States (ECOWAS) branding. Liaison efforts in Mauritania have also made headway, with initial marking planned for January 2021.

Risk education (RE) continued in Mali under funding from UNOPS and later with a new contract from the Norwegian Ministry of Foreign Affairs. MAG works with implementing partners on the ground to reach the communities most in need of these life-saving messages, and has provided RE in person and via radio broadcasts. MAG has also trained community focal points to be able to provide

New project to help Forces to destroy surplus ammunition





basic RE messaging in their communities, mark suspected contamination to alert residents to the danger and refer survivors of accidents to assistance services. MAG in Mali reached over 30,000 women, girls, boys and men through 2,600 RE sessions during the business period.

In December 2020, a baseline perception survey of country-wide small arms proliferation and impacts on civilians was conducted in **The Gambia.** The aim of the survey was to obtain a gender-sensitive understanding of the number of weapons in circulation amongst the civilian population, the causes for the circulation, and the impacts of the circulation. Researchers interviewed 208 key informants from hospitals, police stations, customs facilities, local government, civil society, women's groups, and blacksmiths. The survey collected perceptions on SALW as well as contact information of key informants in order to facilitate future pragmatic and low-cost methods for the National Commission on small arms to monitor indicators and perceptions in the long term. The ultimate aim is to enable the development of innovative responses to the negative impacts of small arms and to monitor the impacts of any future interventions.

The survey was able to identify hot spot areas for cross border attacks and criminality, which will enable targeted National Commission and MAG border monitoring projects in 2021.

MAG has also been supporting other activities aimed at building national capacity and improving buy-in around the region for SALW management. For example, MAG contracted Small Arms Survey to carry out a review of Burkina Faso's National Action Plan on Physical Security and Stockpile Management.

MAG in West Africa started to build capacity in gender mainstreaming in 2019-2020 too. In Mali, MAG's Gender, Inclusion and Diversity Advisor carried out gender training for the Mali team, as well as the National Commission on SALW. This has already led to increased awareness within the National Commission, and there are discussions around how they can recruit more women into their regional offices in order to amplify diverse voices and take an inclusive approach in the fight against illicit proliferation.

In The Gambia, a module on gender awareness was developed and piloted with the support of MAG HQ's Gender and Inclusion Advisor as part of the standard curriculum for a Munitions Safety Programming workshop held with mid-ranking officers of the armed forces.

It was clear that gender equality and mainstreaming is of great interest to stakeholders in The Gambia, and that there are already plans and initiatives in place related to this. Participants' feedback indicated that this module was appreciated and helpful. There are now plans to add gender modules to all of MAG's standard WAM training courses in 2021, to continue the discussion and make space for conversations around gender mainstreaming and women's participation with stakeholders around the region.

In 2020, with the deployment of the new Regional Director, the West Africa portfolio adopted a regional structure, with the appointment of a range of new operational, support and management staff.

Our Impact

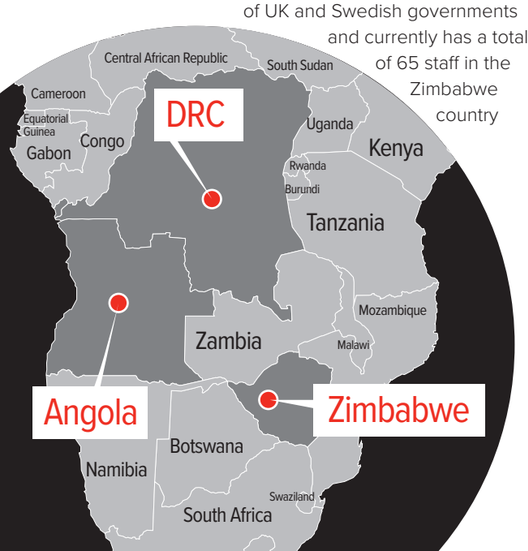
Southern Africa & Latin America

The SALA portfolio, composed of countries in both Southern Africa and Latin America, is less geographically discrete than other MAG regions, and combines both long standing HMA programmes such as Angola and new WAM projects like Ecuador which commenced in 2020.

MAG is tasked through a revised workplan based on the National Mine Action Strategy for **Zimbabwe** 2018-2025 to clear roughly 130km of linear minefields in Mudzi District, Mashonaland East. We work towards delivery of the national mine action strategy which was developed in 2018 'National Mine Action Strategy 2018-2025', developed by ZIMAC with support from the GICHD and input from government ministries, the NMCU and international mine action organisations including MAG.

Ammunition stockpile leakage threatens national stability

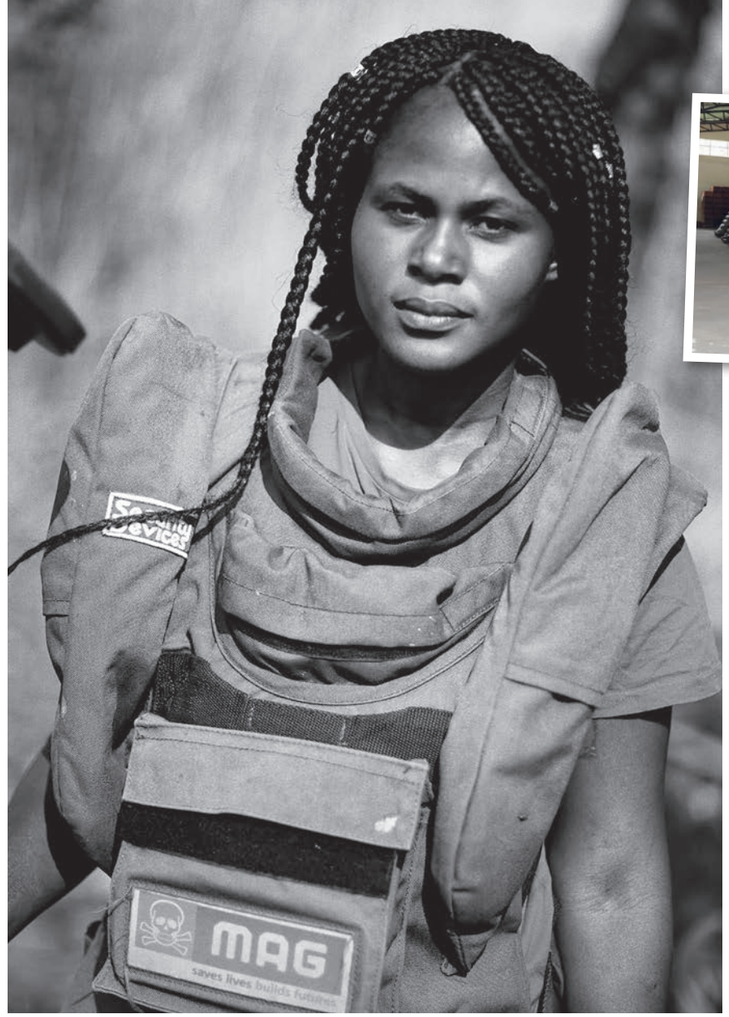
MAG works through the funding of UK and Swedish governments and currently has a total of 65 staff in the Zimbabwe country programme, all of whom are nationals bar the Country Director and Technical Field Manager. The bulk of the 54 field staff are from the local Mudzi District area led by the international TFM on a daily basis. Despite inevitable restrictions as a consequence of COVID-19 during much of 2020, MAG Zimbabwe has managed to work to the safety compliant conditions as set by the national authority and has kept our three Mine Action Teams (MATs) working through the majority of the period.



Angola still has 88 million m^2 and just over 1,100 confirmed hazardous areas (CHAs) to clear. MAG Angola's Area of Operations (AoO) still has 369 confirmed and suspected hazardous areas and 23.9 million square metres to clear within this overall figure. Clearance operations are being delivered in several CHAs at the same time, in a 234 km radius around Luena, mainly concentrated towards the south of the town at the moment. Working several CHAs allows fast operational adjustment to weather and machine conditions. During 2020 MAG Angola has been able to expand through the securing of new funds from WRA and the Japanese government, as well as continuing work with UK and Swedish support. Inevitably COVID-19 has taken its toll during the period with movement and visa restrictions making staff movements within, and into the country incredibly challenging at times.

Despite this, staff numbers have grown to more than 200, with 7 MATs, mechanical teams and CL and rapid response capacity all in place as a result of this expanded funding. MAG has also started to develop WAM activities in Angola as well, initially with funding from UNSCAR in mid-2019, followed by WRA from mid-2020. An all-female WAM team was trained and their coordinator hired to deliver the work and it should be noted that 31% of the MAG Angola workforce is now female.

In **DRC,** MAG has transitioned from working on residual landmine contamination by the end of 2018 to a singular focus on WAM work in North Kivu and Kinshasa. The UN Group of Experts continues to raise concerns over the persistent diversion of weapons and ammunition in the DRC through attacks on the FARDC stockpiles or losses to armed groups. This leakage of ammunition from government stockpiles to criminals and armed groups in an already conflict-prone environment continues to threaten both national and regional stability. There is a National Action Plan (NAP, 2018-2022) on arms control and the reduction of armed violence at the national level. This NAP is implemented by the National Commission for the Control of Small Arms and Light Weapons - CNC-ALPC. The National Action Plan aims to ensure the safety of the populations; and reduce the illicit circulation of small arms and light weapons. In early 2020, MAG secured three-year funding to the value of $5.6 million from WRA to deliver an expanded project of work which includes relevant training,





marking of weapons, infrastructure upgrades for safer storage as well as munitions destruction activities.

Since early 2020 the COVID-19 pandemic severely affected programme implementation in **Peru** and caused a prolonged stand-down of the operations, with a comprehensive country lockdown and international border closure. The latter lasted more than 200 days. The operational focus of the Peru Programme is on the WAM sector with consistent components of Physical Security and Stockpile Management (PSSM) capacity building and training. MAG is supporting the creation of an EOD Unit within the Army and is essentially providing on-the-job training to EOD III Army personnel. MAG has managed to destroy more than 500 US Tonnes and 23 MANPADS since activities began; to successfully advocate for the Mine Ban Treaty and - as a consequence - to get the authorization to destroy a large stock of AP mines and to be the focal organisation in-country for future similar operations. Due to the extensive lockdown of 2020 MAG Peru has reprogrammed its activity plans within the scope of the current funding to the end of 2021.

In August 2020 MAG was awarded a US$1 million contract in **Ecuador,** 15-month initial grant from WRA to help the Ecuadorian Armed Forces to sustainably improve the existing capacity to manage state-held weapons stockpiles and routinely and safely dispose of excess and obsolete weapons. This project is working with all branches of the national armed forces, we have already conducted assessments of the facilities at the three major storage depots in the country and begun to deliver physical upgrades where agreed, training of personnel and also some initial destruction activities. Relationships have been built quickly and with considerable success, and as a result it is firmly anticipated that the programme of work will be extended into 2022 and beyond.

In **Mexico,** MAG has an ongoing award with WRA for the provision of WAM activities with the army and air force (SEDENA), specifically the delivery of, and training on, hydraulic shears to a number of locations across the country to destroy seized weapons. Unfortunately this has been on hold for the last year due to a political gridlock between the donor and host government but it is hoped a resolution will be in place for a resumption of modified activities by Summer 2021.



Our Impact

Championing Change

MAG's approach to advocacy is 'impact driven' and – as a global organisation – we work to engage on and influence issues at local, national, regional and international levels. We draw on, document and share experience from our programmes, partnerships and subject-matter experts to inform and influence others who have decision-making authority.

During the reporting period, MAG has continued to be a leader in the mine action sector and has worked to influence global policy and change – including with our partners and coalitions of which we are members – despite the global calendar of international fora being severely disrupted by the COVID-19 pandemic from March 2020.

In the latter half of 2019, MAG attended various international forums including the 9th Meeting of States Parties to the Convention on Cluster Munitions, the United Nations 74th General Assembly First and Fourth Committees, and the Fourth Review Conference of the Anti-Personnel Mine Ban Convention (APMBC).

We draw on experience to inform and influence

Most notably, MAG played a significant role as a member of civil society during the Fourth Review Conference of the APMBC, which took place in Oslo. MAG co-led and contributed to a range of civil society working groups ahead of the event, feeding into and constructively challenging the development of a robust action plan 2020-2024, and delivered statements and presentations during the event itself.



MAG also undertook activity as a founding member of the Landmine Free 2025 campaign, including co-writing and publishing a report aimed at delegates of the APMBC's Fourth Review Conference. Other campaign activity included political and public outreach in the second half of 2019, including through the two main UK political party conferences, a conference in partnership with Wilton Park and the British Embassy Luanda, and a coordinated approach to including global programme staff in digital campaign activity.

MAG continued in 2020 to co-lead the campaign's development into a broader membership movement, and participated in a virtual event in the margins of the APMBC meetings. The campaign's aim is linked to the APMBC's political commitment to complete landmine clearance by 2025.

In late 2019, MAG joined the International Network on Explosive Weapons (INEW) – a global coalition calling for action to prevent human suffering from the use of explosive weapons in populated areas (EWIPA). MAG attended an international conference hosted by Austria in October 2019, and the first two consultation meetings – led by Ireland – in November 2019 and February 2020 which aim to agree a political declaration to address the humanitarian harm arising from the use of EWIPA.

The consultations thereafter were suspended due to the COVID-19 pandemic, but were due to resume in early 2021.

Throughout 2020, MAG continued to be active and engaged with international forums, including the APMBC and the Convention on Cluster Munitions (CCM). This included input to drafts of the CCM's Lausanne Action Plan, due to be agreed at the Second Review Conference of the CCM, and MAG representation at the conventions' annual meetings and side events which continued in a virtual format.

Amid a complex and changing environment, MAG provided evidence to inquiries by various UK's parliamentary committees throughout 2020, including on the Integrated Review of Security, Defence, Development and Foreign Policy.



Working in Partnership

Partnerships with communities, donors and other NGOs and mine action organisations are at the heart of everything we do and we are committed to forging new partnerships to help us find new and innovative ways to serve communities at risk of or impacted by the deadly legacy of conflict.

In Myanmar, DR Congo and Somalia and across the Middle East, MAG works with local partners to enable access to communities with whom MAG is unable to work directly.

Our partnership work supports the training and empowerment of community-based organisations to help us better understand and address local needs.

With our new Strategic Direction, MAG has placed specific emphasis on partnerships as we aim to develop our networks and increase our impact on conflict-affected communities.

Throughout 2019/20, we've made significant investments to strengthen our capacity to develop and advance a growing portfolio of local and international partners, including with the appointment of a Global Partnerships Director.

Key partners include other humanitarian mine action organisations such as Norwegian People's Aid and the HALO Trust, along with a variety of research, monitoring and academic organisations.

MAG formally entered into partnership with the Global Interagency Security Forum (GISF) an independent, NGO-led peer support network that provides a platform for global security focal points to share experiences, knowledge and learning to access the most difficult to reach communities while keeping aid workers safe. MAG is currently a member of GISF and became the organisation's host at the end of 2020.

Other key partners included the Centre for Armed Violence, with whom MAG collaborates on small arms management, and research body The Small Arms Survey.

Public Engagement



Engaging our supporters and the general public helps us increase awareness of the key issues and challenges faced by conflict-affected communities around the world. By working together we can ensure that these issues remain in the spotlight and we can leverage public support to influence government policy.

Our engagement spans media relations, supporter communication and public fundraising.

Fundraising

During 2019/20 we delivered a range of fundraising and engagement activities, raising £1.25m from generous trusts and foundations, corporate supporters, philanthropic donors and individuals. We'd like to say an enormous thank you to everyone who has donated or given their time and energy to help people affected by landmines.

Fundraising Highlights

- Supported by the UK government, our Home Safe Home appeal to clear landmines along the Blue Line in Lebanon ended in July 2019 raising £317,000. Donations were matched by the UK government and supported a team of deminers in Lebanon for five months.
- In February 2020, 29 of our extraordinary supporters from the wholesale and convenience retail sector took on the challenge of cycling 600kms over six days through beautiful Cambodia whilst raising money for MAG's lifesaving work. With every turn of the pedal and every penny raised from friends, family and colleagues they have made it possible for MAG teams to clear more landmines and unexploded bombs making it possible for women, girls, boys and men to walk, play and live free from the threat of death or injury. Together the team raised an extraordinary £174,000 for MAG's lifesaving, life changing work. Since 2015, 75 UK wholesale and convenience retail executives have raised over £670,000 on five industry bike rides for MAG.
- In May, MAG was privileged to be part of Into The Fire, a film by Academy Award-winning Director Orlando von Einsiedel and released by National Geographic Documentary Films, in Association with the Nobel Prize. The film tells the story of Hana Khider, a MAG deminer, who, after fleeing ISIS, clears mines from her Yazidi homeland in Iraq. MAG held an online event hosted by journalist Keme Nzerem, where guests heard from Orlando along with MAG supporter Rosamund Pike, Bayan Sami Abdul Rahman, the Kurdistan Regional Government (KRG) Representative to the United States of America and Abid Shamdeen, Executive Director at Nadia's Initiative. We are grateful to all of our panel for their time and support in creating an inspiring and thought-provoking event.
- Superhero cyclist Barry Bassett recruited a team of colleagues and contacts from his professional network to undertake a mammoth cycle challenge, putting on two events cycling from London to Amsterdam and London to Bristol. The team raised £27,000 taking their grand total for the past three years to over £60,000.
- To finish off the period, MAG broadcast an appeal on BBC Radio 4 as part of our Lifesaving Lessons campaign. Presented by Rosamund Pike, the appeal shared the story of Aji and her son, Ahmed, who found an unexploded bomb near their home in Nigeria, a place they hoped to be safe after fleeing Boko Haram. Land here lies littered with landmines and other deadly devices, and Radio 4 listeners responded with donations in droves, raising £67,000, matched with a £50,000 donation (FY21) by a long-standing corporate supporter. Thank you to everyone who listened and donated to the appeal.

We would like to thank all our supporters and volunteer fundraisers who ran, cycled, somersaulted, collected funds or made personal donations or gave their valuable time to support MAG's work towards a safer future for people affected by conflict.

MAG would also like to pass on thanks to those Trusts and Foundations who have provided restricted funds, not reflected in the figures above, for key programmatic funding needs, deployed strategically to make a real difference. This period we have seen Trusts really demonstrate their agility and strength when it comes to their response to the COVID-19 crisis, for which we are extremely grateful, and we have also seen a group of philanthropic Foundations working together, pooling their funds, on a project to deliver outstanding results in Khammouane province, Lao PDR.

MAG strives to uphold high standards in all our fundraising activity. We are registered with the Fundraising Regulator and are Organisational Members of the Institute of Fundraising. Many of our fundraising team are also Individual Members of the Institute and we regularly participate in training and development around fundraising standards and compliance to make sure our knowledge and practice are up to date.

We adhere to the Fundraising Regulator's Code of Fundraising Practice and the Fundraising Promise and we require any suppliers we work with to uphold these standards.

New members of fundraising staff undergo an induction process which includes our Compliance Handbook, covering the key aspects and processes which form MAG's compliance with Data Protection and Fundraising Regulation.

We fundraise in a range of different ways, aiming to build long-term support and personal connections with our donors. Supporters give in many ways, from one off donations to regular gifts, sponsorship and legacies. Our programme includes appeals throughout the period, asking donors to support a range of programmes and sharing stories of those affected by landmines and unexploded bombs; volunteer-led fundraising through individuals who take on challenges such as marathons or cycles or hold their own events and collections; regular givers who contribute every month and our generous major donors who make high-level donations. We are very grateful to have received a number of legacies in 2019/20, totalling £191,000. In December 2020 one of our generous corporate supporters agreed to

Continued on Page 28

Continued from Page 27

match the first £50,000 of donations made to our BBC Radio 4 appeal.

We occasionally work with a small number of carefully selected professional fundraising agencies to help us with our fundraising work, including to sign up new supporters in July 2019.

MAG staff delivered training directly to the agency ahead of the campaign, supervised teams during their first weeks of work and undertook mystery shopping to ensure high standards were being maintained. We understand that monitoring agencies is essential to upholding standards and as such introduced a mystery shopping form to ensure we are monitoring consistently.

Sometimes things do go wrong and we received fourteen complaints in 2019-20 compared to seven in 2018-19. Although this can in part be explained by the extended business year, MAG was affected by a significant data breach in summer 2020 and seven of these complaints relate to this.

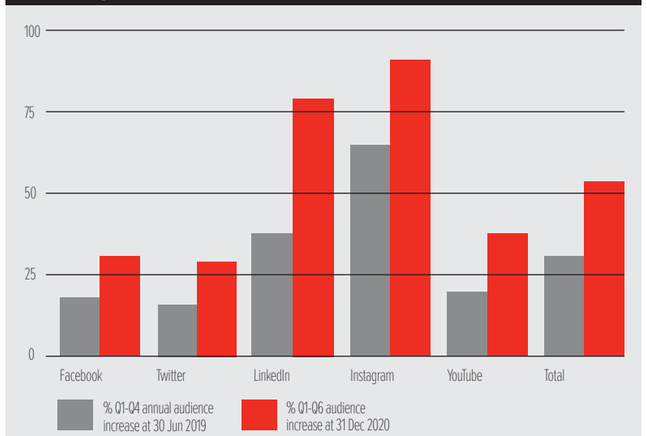
Our database provider, Blackbaud, incurred a cyber security attack affecting over 100 of their clients. In line with our Supporter Promise, organisational values and commitment to transparency, we informed and apologised to supporters.

Our response involved seeking legal advice to fully understand the implications of the incident, discussion at Leadership and Board level and a robust risk management process. Four other complaints related to frequency of mailings with the remainder relating to supporter care.

Complaints are dealt with in line with our policy and are discussed during quarterly meetings with the Board Fundraising Focal Point and reported to the Board. We follow guidance from the Institute of Fundraising on treating donors fairly and have a process in place to protect individuals who may be in vulnerable circumstances. Requests received via the Preference Service are added to our database within three working days.

MAG's senior fundraisers meet regularly with the Board Fundraising Focal Point. The purpose of the role is to provide assurance to the Board that the MAG executive is managing fundraising to a high standard and that the Board's duty of care is being fulfilled in relation to regulations (the Board's duty of care defined as "trustees are assured that the management of MAG has exercised such care and skill as is reasonable in the circumstances").

Our Rising Online Audience



Communications & media relations

The reporting period saw significant audience growth across MAG's owned channels with the number of Twitter followers rising by c. 40% from c. 6,500 in July 2019 to c. 9,000 by December 2020. The number of Instagram followers doubled from c. 2,300 to c. 4,600 during the same period.

In addition, there was a sustained period of media relations activity which saw high profile positive coverage of MAG's work in spite of the challenges presented by the COVID-19 pandemic and difficulties in organising press trips.

Significant coverage was achieved in the Sunday Times, Guardian and Daily Telegraph newspapers. Radio 5 Live, the BBC's From Our Own Correspondent and ITN news also carried substantial features about our work, including in relation to our programmes in Iraq, Lebanon, Lao PDR and Nigeria. The media highlights of the reporting period were a lengthy illustrated article in the Observer Magazine focusing on MAG's women deminers in the Middle East and the lead item in an ITN News at Ten bulletin, which was an in-depth report into MAG's work in Khammouane Province, Lao PDR, clearing cluster munition contamination.

There was also impactful coverage of MAG's work in Nigeria in The Guardian newspaper, based upon a policy report published by MAG which highlighted the growing insecurity in the region and the impact of improvised landmines and other UXO contamination.

MAG also featured in pieces in publications/websites including the Manchester Evening News, The Spectator magazine, The Sun, the Daily Mirror and the Big Issue.

In 2020, MAG won the Best Charity Campaign Award in marketing and communications trade magazine Prolific North's annual awards for its use of Facebook to deliver digital risk education to residents in Iraq.



Our Progress Against Our Aims

Over the last 18 months, progress on MAG's aims has been as follows:

In 2020, we undertook a mid-term strategy review and produced a revised strategic direction, reducing our five aims to four and refining new objectives better aligned to our core work. This review is described in detail under 'Our Plans for 2021' and places new emphasis on the wider needs of the communities with whom we work and better links our strategy to the realities of programme delivery on the ground.

1

We will deliver high quality, large scale, impact-driven mine action programming throughout the duration of this strategy, building on our existing expertise, profile and footprint...

- We have expanded operations in several key target countries, including some legacy contexts, and have seen significant growth in heavily contaminated countries in South East Asia (Lao PDR, Vietnam and Cambodia).
- Work to strengthen and make consistent operational standards used in MAG programmes by beginning work on global standard operating procedures (SOPs), introducing standard beneficiary definitions in coordination with partners, and standard approaches for assessing the effectiveness of EORE activities.
- In response to the challenges presented by COVID-19, including social distancing and travel restrictions, MAG was able to adjust its operating practices in line with national and international guidelines to ensure the continued delivery of programmes in a safe manner.

2

We will become a global leader and partner in reducing the impact of small arms and light weapons and ammunition on people and communities...

- MAG increased the footprint of its Weapons and Ammunition Management work across West Africa in spite of a challenging security context, increasing engagement with national authorities and donors to improve adherence to international commitments and secure new funding, and cemented relationships with key research and implementation partners.

3

We will ensure that our values underpin the way we work and our organisational profile. We will be sensitive to conflict and responsive to the communities with whom we work and promote the empowerment and full participation of women...

- MAG appointed its first dedicated Gender and Inclusion Adviser to deliver significant programmatic initiatives, continued to strengthen safeguarding policies (including carrying out a second independent review on MAG's Safeguarding Culture and Practice,) and accelerated its integration of conflict sensitivity into programming.



4

We will work with others – at all levels – to maximise the impact and reach of our work, building our reputation as a trusted partner...

- Over 2019/20, MAG has worked in partnership with a range of local and international partners to develop capacity and enable the delivery of services to communities.
These arrangements vary from small, local, community based partners working to enable access to remote communities, to large international INGOs and research organisations.

5

We will be a well-managed, accountable and sustainable organisation...

- Work has continued on clarifying roles and responsibilities across the wider organisation, including establishing clear levels of delegated authority.
- The finance and audit functions in MAG have been significantly strengthened and we have systemised the consistent reporting of KPIs and improved out approach to risk management and reporting.
- There has been continuous improvement in the management of security issues following the appointment of a Global Head of Security and an external review of health and safety policies and standards.
- A global logistics plan has been designed to improve efficiency and capability and we have continued to implement a wide-ranging digitalisation agenda.

The MAG Family: Our Employees

MAG's work relies on the commitment and hard work of its global workforce: a diverse, highly skilled and exceptionally motivated team of around 5,000 people.

On 31 December 2020, MAG employed 5,077 staff globally, 4,822 of whom (95 per cent) were nationals from the countries our programmes are based in, who were contracted on terms and conditions in line with local legislative requirements and customs. Consequently, MAG currently complies with 27 different labour codes worldwide, all coordinated by MAG HQ.

MAG employs around 167 international staff who are deployed to our country programmes to provide technical and management oversight to operations and activities. This includes our 'ODT', or operations development team, a group of senior specialists who provide roving and global support between MAG's programmes.

A total of 88 people* are employed at MAG's central UK office, the majority of whom provide direct support to their in-country counterparts. We are proud to be a Real Living Wage employer, with the lowest hourly rate currently being paid within our UK based staff of £9.72 per hour, against the current UK-wide real living wage of £9.50 per hour.[2] This means that, over the course of the last 18 months, MAG has been relatively stable in terms of overall staff numbers. However, the number of international and ODT roles has reduced, while the number of central support roles at 'HQ', has increased. This represents targeted growth in key areas, to provide the right level and capacity of support to our programmes.

Note

* Following a formal partnership agreement for MAG to become the host for the Global Interagency Security Forum (GISF), an independent, NGO-led peer support network providing a platform for global security focal points to share experiences, knowledge and learning, a number of GISF employees were transferred to MAG via TUPE.

Severance Payments 2019-2020

Contract Type	Statutory Payments	Non-statutory Payments
HQ	N/A	N/A
International	£23,431	N/A

Redundancies

MAG works in dynamic contexts so change is inevitable, whether strategically planned or unexpected. Change processes and procedures are in place to ensure the organisation responds appropriately, manages any associated risks and supports staff through times of uncertainly.

Where change leads to redundancies, these are managed in line with UK best practice and the applicable local legal framework. MAG also seeks to minimise the use of non-statutory severance payments wherever possible. In the course of the period the payments in the table above, excluding payments for untaken accrued annual leave or payment in lieu of notice, were made to exiting HQ and internationally contracted staff.

In total, there were 27 of our programme-based international staff made redundant, and one member of our globally mobile operational development team (ODT). Of the 27 international staff, 20 of these were from our Syria programme, which reduced significantly, with 16, taking place in December 2019 following the Turkish offensive in North East Syria of October 2019. MAG will always seek to redeploy staff in-country. For national staff, where redundancy payments are required due to a reduction in funding for other appropriate reasons, payments are calculated and made in line with the legal requirements in the country of operation.

2. https://livingwage.org.uk

Our Growing Global Workforce

	30 June 2018	30 June 2019	31 December 2020
HQ	54	67	88
International & ODT	180	196	167
National	3,595	5,118	4,822

Locations of Staff

Category	Percentage
National	94.98%
HQ	1.73%
International & ODT	3.29%

Employee Relations

In addition to the safeguarding cases highlighted on Page 41, our HQ-based HR team also supported a large number of other employee relations issues. These were more numerous than previous years, requiring significant resource and expertise. This was due to our work to provide more channels for reporting, a drive to improve management practice in the organisation, and an increase in the HQ HR team involvement in national staff employee relations issues, to ensure organisational consistency and compliance with both MAG polices and local legal contexts. Providing support to investigations and disciplinary proceedings, where necessary, for both safeguarding and other general employee relations cases is a core part of the responsibilities of the HQ HR team.

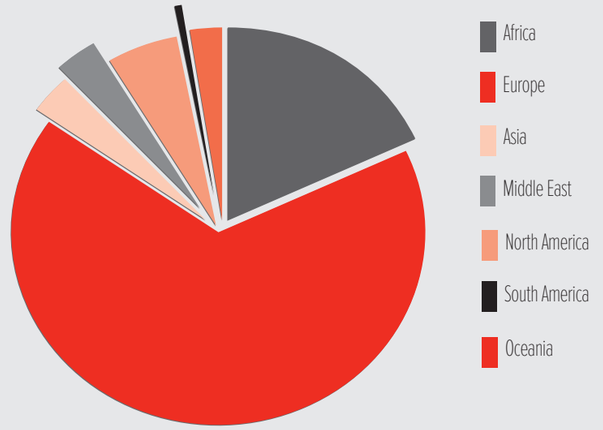
Diversity & The Gender Gap

MAG is a diverse organisation. Currently, our workforce originates from 68 different countries. People are drawn to work for us from a diverse range of backgrounds and we rely on this combination of skills, experience and perspectives to deliver our work to greatest effect and for the maximum benefit of those who need it. Relevant and appropriate policies are in place, which ensure that decisions around recruitment, career progression, training opportunities and terms and conditions are made on the basis of merit. This includes for example our Equal Opportunities Policy, Dignity at Work Policy, Reward Framework and Recruitment Policy.

Gender diversity remains an area of importance for MAG. Though our HQ is 63 per cent female, our international staff and national staff are not. This is in part due to a preponderance of our international technical experts being male, but MAG has continued to proactively seek to recruit and train female deminers as part of a long term and developing strategy to address gender imbalance. Due to the number of UK citizens employed by MAG, we are not required to publish our gender pay gap in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. However due to the importance of this area, MAG's gender pay gap for staff contracted through the UK is reported to the Board of Trustees on a quarterly basis, focusing on median salary. For HQ-contracted staff, we note a gap at 22.57 per cent, above the UK average of 15.5

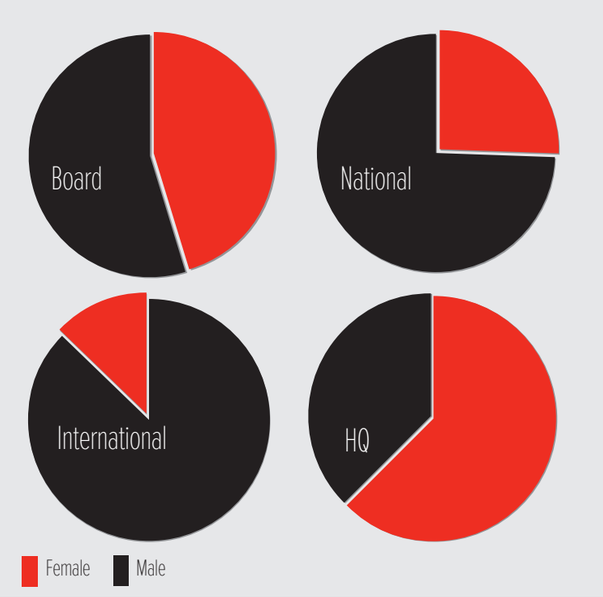
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Diversity: Nationalities



Diversity: Gender

	HQ	International	National	Total
Male	33	146	3,585	3,764
Female	55	21	1,237	1,313
Total	88	167	4,822	5,077



Continued from Page 33

per cent reported by the Office of National Statistics for 2020. One third of our Leadership Team is female and 48% of our UK senior managers (grades 5 to CEO level) are female. For our international staff we note a gap of 24.3 per cent, above the UK average. A key component in the gender pay gap for international staff is our cadre of technical experts, nearly 50 per cent of our international staff and currently all male. This is a key area; when removing these technical experts from the calculation, the gender pay gap is minus one per cent, showing that for non-technical international staff, women are on average paid more than men.

MAG maintains a robust job evaluation methodology, which evaluates the role, based on factors such as knowledge, accountability and problem solving. Salary bands are therefore assigned to the job and not the person, with appointments made at point one of the relevant scale unless the individual has previous experience with MAG, or some other substantial reason, for example meeting the 'desirable' requirements of the role.

The salaries of UK contracted staff at MAG, including the Chief Executive, Directors and other key management staff, are set by Trustees appointed to GNRC. This practice is in line with the National Council for Voluntary Organisations' executive pay guidance that 'the overall goal of a charity's pay policy should be to offer fair pay to attract and keep appropriately-qualified staff to lead, manage, support and/or deliver the charity's aims.'

All salaries of UK contracted staff, including these key management personnel, are reviewed and benchmarked periodically against comparable organisations and roles with expert support and input by independent consultants to ensure that they are reasonable and appropriate, and in line with the Charity's overall reward strategy.

Our Work on Inclusion and Diversity

Events relating to the Black Lives Matter movement last June prompted MAG, like many other organisations all over the world, to embark on a period of self-reflection. They were a reminder of our need to be both self-critical and transparent about our own record on all aspects of diversity and equality, including racism.

The starting point for our self-reflection was to acknowledge that change needs to start within because racism is institutionally embedded in society and that MAG was not immune to this. So we embarked on a long-term project to shape a new, long-term, sustainable, and effective strategy on equality.

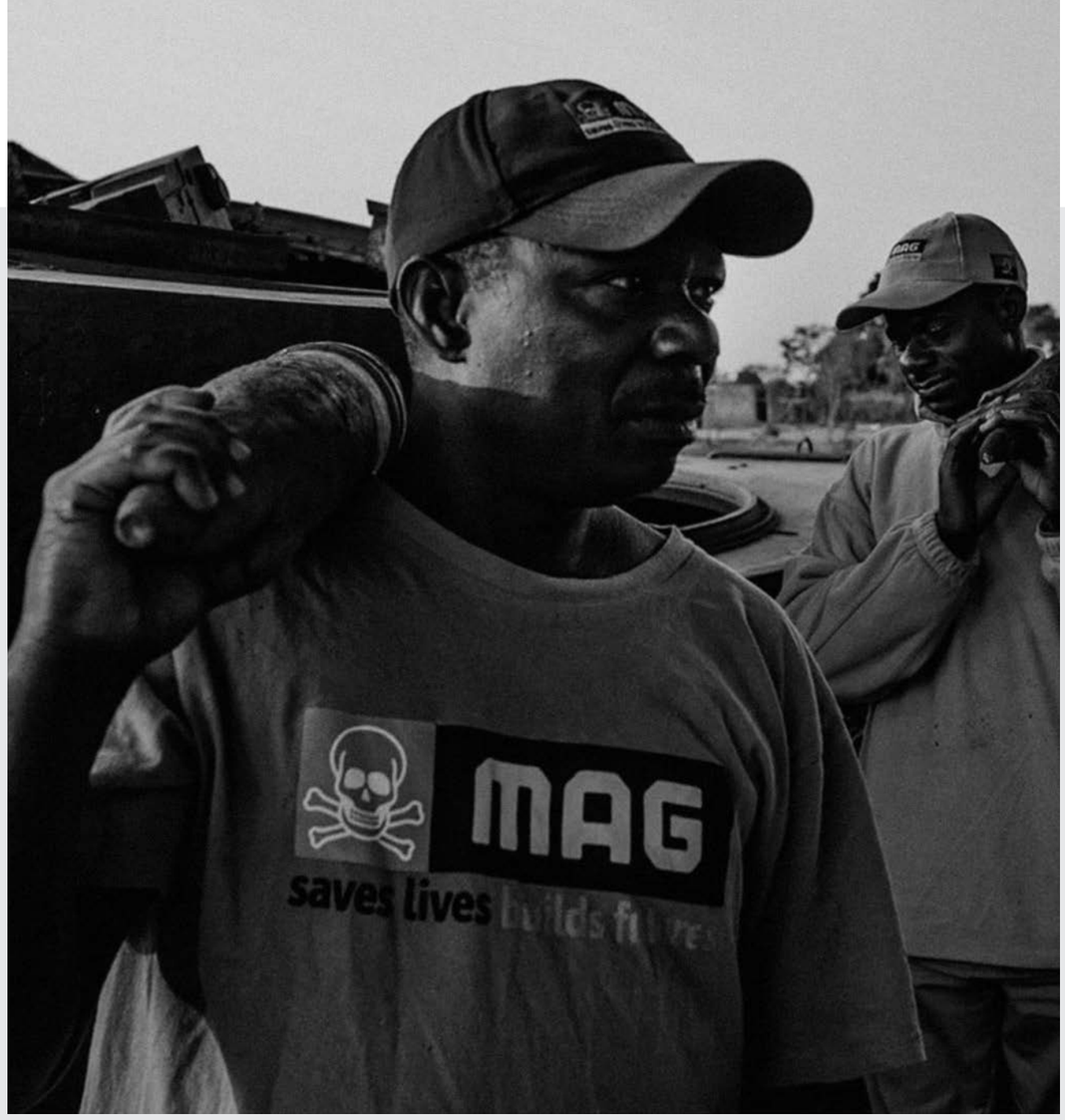
A new Diversity & Inclusion (D&I) Group was established, chaired by the Chief Executive, to manage the development and implementation of the strategy.

Membership of the group comes from all parts of our organisation and from multiple countries and programmes.

We started a constructive and reflective conversation channel and held a couple of staff listening exercises about how we can enhance diversity and inclusion.

As a statement of MAG's commitment to reflection and action, we signed up to a diversity charter established by the Association of Chief Executives of Voluntary Organisations, signalling our intention to do what we can to address the diversity deficit in charity leadership.

Our Gender & Inclusion (G&I) Adviser and other MAG staff took part in a BOND forum for People of Colour (POC) working in International Development,



with feedback and a MAG specific reflections exercise led by the G&I Adviser. MAG will continue to participate in and promote this forum, which intends to spotlight and share best practice in the sector in terms of tackling racism.

Some staff have undertaken online unconscious bias training with content and learning for MAG shared via the SitRep.

An internal guidance briefing has been created to capture cross-organisational efforts undertaken by a range of teams to strengthen the integration of gender and conflict sensitivity in MAG's work.

MAG representatives took part in the Humanitarian Disarmament Forum, the annual civil society forum which normally coincides with the UN General Assembly in New York and in 2020 focused its activity on diversity.

We implemented a series of short- and medium-term changes to recruitment practices, such as including D&I questions at interviews.

MAG's Board of Trustees devoted their annual away day to Diversity and Inclusion at the end of October last year to discuss the role of the Board and Leadership Team in setting the direction of MAG's strategic commitment and to identify how the Board can measure progress and ensure we live up to the organisation's ambition and strategic commitment.

A gender action plan has been developed for five country programmes, piloting comprehensive gender and diversity assessments for informed gender actions in 2021 onwards.

We have developed a West Africa regional gender action plan to strengthen MAG's position and engagement with key partners on gender, diversity and inclusion values. Guidelines have been developed that request all members of the Global Leadership Team to include a performance objective on D&I for the current business year.

We appointed a highly credible and experienced external consultancy, The Equality Academy, to help us on the next and crucial stage of the journey. Their work was due to begin at the start of 2021 with a widespread review of MAG's position on diversity and inclusion, engaging with staff across the organisation.

They will:

- assess awareness, understanding, perceptions and approaches to Diversity and Inclusion in MAG at present;
- pinpoint key Diversity and Inclusion issues that exist and identify data sets that can inform MAG's current position and monitor future progress with regards to D&I;
- advise on how MAG can build a culture which sets and adheres to the highest standards of D&I awareness and behaviour across the organisation;
- recommend how MAG should amend its processes and procedures to include recruitment, induction, training, and all aspects of the employee lifecycle, along with other organisational areas; sharing relevant resources identified in this process with the D&I Steering Group;
- advise on appropriate KPIs to monitor organisational performance with regards to D&I.

In addition, we have agreed three key priorities:

- how to improve racial diversity at leadership and middle management level – including the Board, the Leadership Team and GLT membership, including attraction and succession planning;
- how to improve female representation across our technical roles;
- an analysis of whether we are sufficiently engaged with local communities and how representative we are of the communities that we work in.

People & Accountability

Our Culture

MAG seeks to provide a culture which is respectful, inclusive and collaborative, driven through progressive and responsible employment practices. In our last staff survey, in 2018, 96 per cent of respondents said that they were proud to say they worked for MAG.

A planned survey in Spring 2020 did not take place, due to the COVID-19 pandemic, but a pulse survey was undertaken in January 2021 with a cross-section of MAG's staff. This is currently being analysed, however again, 96% of respondents agreed, either strongly or slightly, that they were "Proud to say I work for MAG".

MAG recognises that often its employees work in demanding and challenging contexts. Consequently, a number of health and welfare initiatives are in place including pre-deployment and biennial medicals, our Health and Welfare Handbook, which includes travel health and stress management guides, availability of counselling services and comprehensive medical and life insurance. Health and welfare initiatives will be an important area of focus for HR in 2021 as MAG works to ensure we meet our duty of care to staff, and support them to have a healthy work-life balance.

At the mid-point of the reporting period, March 2020, our priorities changed significantly due to the COVID-19 pandemic. MAG focused on the following areas related to our people during the following nine months to the end of 2020.

Duty of Care

MAG developed and delivered training to staff on how to limit the spread of COVID-19, and developed protocols governing our work, including office safety, travel, group meetings etc. We also developed risk assessments to ensure our ways of working were safe and appropriate, and risk was managed and mitigated where possible.

Remote Working

Our UK-based staff, and a number of our international programme based staff, were required to work from home for a significant period of 2020. MAG developed and delivered training on effective remote working and management.

Process Changes

Our methods of recruiting, on-boarding and managing staff were changed. For example, MAG continued to ensure that all staff received an appropriate induction to their role, through a move to 'remote' inductions, which covered, as a minimum, information on our culture, terms and conditions, working practices and processes and our Safeguarding Framework. The quality of induction for HQ and International staff is measured using a '90-day new hire' survey to monitor and continually improve our process, and we did not see a significant change in these scores.

Wellbeing

MAG developed and implemented a number of wellbeing initiatives, to support staff mental health, including, but not limited to, implementing an employee assistance programme for our HQ and International staff, and encouraging our programmes to consider similar interventions for our national staff. Wellbeing is a key strategic area for MAG, within our people and culture agenda.

Furlough

In the UK, MAG made limited use of the UK Governments Coronavirus Job Retention Scheme (furlough), during the initial period of uncertainty presented by COVID-19. MAG made the decision to 'top-up' salaries of furloughed staff to the 100% amount. Where furlough was used, staff were selected on the basis of:

- a reduction in workload based on a number of our programmes ceasing operations meaning fewer staff were required to support our operations;
- that it was difficult for them to fulfil their specific role because of the coronavirus;
- we did not regard their function as critical during the furlough period;
- where their salaries were not covered by donor funding over this period;
- where no 'replacement' staff or additional resources would be required to cover the work of the furloughed staff.

Managing across different contexts

COVID-19 was experienced differently in different countries, with our programmes in South and South East Asia being less affected than our programmes in the Middle East, for example. This required MAG to develop context-specific approaches to staff management and support during different stages of the pandemic.

Travel management

As an organisation that relies on international travel of our expert staff, MAG developed detailed protocols and risk assessments related to travel, and with the additional requirements of self-isolation and/or quarantine, a key focus was the management of staff movements, ensuring clear understanding and consent. MAG developed and implemented an informed consent procedure linked to international travel.

MAG monitored serious cases of COVID-19 within its staff. In 2020 there were no hospitalisations or deaths within MAG's staff related to COVID-19.

Modern Slavery

MAG takes its obligations under the Modern Slavery Act 2015 seriously and seeks to promote ethical working practices globally. We have a zero-tolerance approach to slavery and human trafficking, both in our own organisation and also with our partners and supply chains. Our actions in 2019/20 to comply with the Modern Slavery Act have included:

Planned actions July 19-Dec 20:	Actions taken:	Planned actions to 31 December 2021:
Enhanced due diligence process for MAG International Suppliers (7M USD in 2020)	➤ All suppliers that were already under contract with MAG have been integrating their contract with all additional documentation/engagements encompassing as well modern slavery.	➤ Any new supplier will go through full-enhanced on-boarding process, including engagement on ethical and sustainable business practices.
Develop and deliver training on suppliers' management (ethics/ safeguarding, etc.).	➤ Developed training package but implementation was put on stand-by due to COVID-19. ➤ Procurement roll-out project was put on stand-by due to COVID-19.	➤ Target: First pilot finalised and second pilot arranged for Procurement & inventory roll-out, this contains the practical procedural and process changes within suppliers mgmt. area. The roll-out will continue progressively into 2022 across all priority programmes (high-volume procurement).
Advocate to include Supply Chain as specific Risk area within MAG Risk Management Framework.	➤ Not achieved, Supply Chain risk is spread across multiple other risks areas (operational/financial).	➤ No action planned
Assess Suppliers Management Process in MAG and identify gaps.	➤ Procurement & Inventory Framework contains a whole chapter on suppliers management promoting good practices, including a component on suppliers screening, evaluation and selection.	➤ Target: First pilot finalised and second pilot arranged for Procurement & inventory roll-out, this contains the practical procedural and process changes within suppliers mgmt. area. The roll-out will continue progressively into 2022 across all priority programmes (high volume procurement).
Implement its Safeguarding Strategy and work plan, encourage reporting and continuously review learning from its handling of cases.	➤ Completed. MAG's Safeguarding framework implemented, updated etc. Work-plan developed and delivered with regular reporting to the Health, Safety, Security and Safeguarding Board Committee and the full Board as appropriate. ➤ Various lessons learnt exercises have been conducted, changes made and additional tools developed. ➤ Completed a second independent review on MAG's Safeguarding Culture and Practice. The recommendations of the external review have informed our safeguarding work plan for 2021. ➤ Continued to implement our Safeguarding Strategy and work plan, encouraging reporting and continuously reviewing learning from our handling of cases. ➤ Further development of in-country Safeguarding Units, for example in Sri Lanka and Iraq, who have their own dedicated Safeguarding Managers, and further development of reporting mechanisms for anyone who encounters our work.	➤ Further embed, and continue to develop, our Safeguarding Strategy and work plan, taking into consideration the recommendations of the recent independent, expert external review. Continued focus on lessons learnt, and continual improvement within our Safeguarding framework. ➤ Review complaints mechanisms, to ensure anyone who comes into contact with our work can raise a complaint, and it's dealt with appropriately. Ensure we have appropriate systems for monitoring complaints at an appropriate level, generating useful management information. ➤ Continue to develop in-country Safeguarding units where possible, creating a network of experts within the organisation.
Hold regional workshops on safeguarding to be replicated in each programme. The background checks policy will be launched and training will also be conducted on how to implement it.	➤ Regional workshops were completed, with the exception of West Africa due to COVID-19. Additional support visits, training and other resources have been developed and deployed. The background checks policy was reviewed and updated, and re-launched, with support given to programmes to implement it. ➤ Held safeguarding workshops (online and in person). ➤ MAG is implementing criminal record checks on all HQ and internationally contracted staff, and on national staff where possible in the local jurisdiction, and where their role is considered higher risk. ➤ Held briefings and ongoing training to HQ and international managers on recruitment and safeguarding. In addition, we continued the training on our Safeguarding Framework for all staff globally, including running regional workshops and on line training during the global pandemic.	➤ Ensure that MAG remains up-to-date on safeguarding best practice, through attendance at training, networking etc. ➤ Continue to train staff on areas related to modern slavery, including safeguarding, reporting and safe recruitment, either through induction or ongoing annual training. ➤ Further embed our background checks policy, ensuring that it is included in national staff handbooks and in-country HR processes. Provide support and training to in-country teams on its implementation.

Employee Engagement



In 2019, MAG engaged an interim Director of Organisational Development whose focus was in part on internal communications in the organisation. Following this, in February 2020, an Internal Communications Coordinator was recruited to provide professional resource in this area.

This, coupled with the appointment of a new Chief Executive in April 2020 and Director of Fundraising and Engagement in November 2019, provided significant additional impetus on how the MAG Leadership Team engaged with employees throughout 2020.

Weekly HQ meetings took place through 2020 to provide key information to staff and support connectivity during a period of remote working due to COVID. In addition, monthly 'all staff' meetings take place, with HQ, international and national staff (where possible due to connectivity) attend, and receive key organisational information, such as financial performance, updates on the MAG strategy, key projects and organisational impact with the communities we serve.



At a country and regional (for instance South East Asia) level, regular staff briefings relevant to local/regional issues are held and country-specific internal engagement methodologies are deployed.

In addition, our weekly SitRep internal newsletter provides key information from each department in the form of an operations-focused briefing. This is further supported by a regular staff MAGazine, which was launched in 2020 and provides more in-depth information to staff about strategic initiatives.

In addition to these regular channels, MAG introduced a series of regular MAG Talks online seminars which enable all staff to learn about and engage on key policy, programmes and organisational initiatives and projects. A 'contact the CEO' email address was also set up so that staff could submit questions on key areas of interest.

Finally, over the course of 2020, MAG ran a number of pulse surveys, including in relation to health and welfare measures, related to voluntary return to the office, when permitted by UK Government COVID-19 regulations.

Further, at the start of 2021, MAG ran a short 'pulse' survey, which focussed on Leadership Team performance, internal communications, Duty of Care, Wellbeing, Safeguarding, Diversity and Inclusion and Engagement. This was in place of the usual biennial all staff survey, which was due to take place in Spring 2020 but was postponed due to the COVID-19 pandemic.

During the course of the period, Duty of Care toward staff has been a key consideration for the MAG Leadership Team. This included, but was not limited to:

- Expansion of our Safeguarding Team; recruiting an additional Safeguarding Manager in the UK.
- Expansion of our Security Team, to include our Head of Global Security and three Regional Security Managers
- Commissioning an expert independent consultancy to review the MAG Health and Safety framework
- Sponsoring a working group focused on wellbeing as part of our COVID-19 response. The work of this group continues into 2021.

This focus on duty of care was prevalent in October 2019, during the evacuation of our international staff from North East Syria, during the Turkish offensive, where MAG ensured that the safety of our staff was the paramount consideration at all times. In addition to this, as part of our organisational response to COVID-19, MAG's wellbeing working group focused on a number of initiatives to support employee wellbeing and mental health. Transparency was also a key part of our COVID-19 response, with information on MAG's financial situation and use of the UK Government's Coronavirus job retention scheme freely shared.

Finally, significant resource was used to ensure that our staff and organisational working practices were COVID-19 safe. This included delivering training to staff, developing protocols for offices and developing an 'informed consent' approach to international travel, which was only approved when essential to support our operations.

MAG does not operate performance-related pay, or a bonus scheme, and instead focuses on a reward system that is transparent and fair, and provides value for money for our donors.

People & Accountability

Our Commitment to Safeguarding

MAG considers the duty of care to both our staff and those people living in the communities in which we operate as a key priority. We continue to invest considerable time and care into the continuous improvement of MAG's health, safety and safeguarding polices and practice.

At the end of 2020, MAG commissioned a second independent review of our safeguarding culture and practice. This concluded 'MAG has made good progress over the past two years since the previous in-depth assessment. Reflecting on the priority recommendations, MAG has worked hard to put most of these into practice and while they are not fully in place as yet, there are many good indications of effective implementation'.

During this period, we have appointed a global Safeguarding Manager who joins the Safeguarding Lead, and we have made programme safeguarding appointments in both the Sri Lanka and Iraq programmes. With these roles and by also providing support to focal points in all other programmes, we have increased capacity that can focus on supporting implementation of the organisation-wide safeguarding work plan. We also continue to have a Safeguarding Trustee Focal Point who acts as the point of immediate contact for the Board in relation to issues arising from safeguarding issues, ensuring that the Board is sufficiently aware of any incidents, which take place and the management response being taken. We continue to implement a clear and efficient reporting system and an organisational safeguarding strategy, work plan and budget. MAG's Leadership Team has approved an increased budget during this period; to not only bring in new positions to MAG, but to also bring in external expertise when required.



Safeguarding refresher training continues on an annual basis for all staff in our programmes. In addition, all staff are required to read and sign to confirm that they have understood our Policy on Personal Conduct. This is now done on an annual basis.

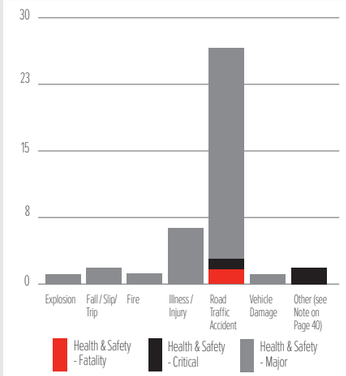
Alongside this, we have conducted further in-depth training that has included three week-long regional workshops focusing on different aspects of safeguarding.

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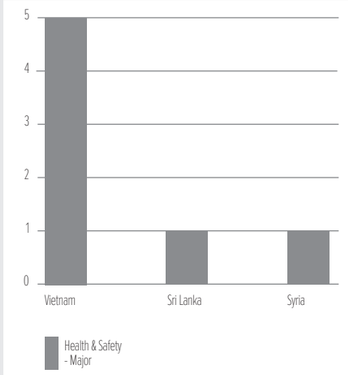
Note
Instances investigated as far as possible, but where MAG was unable to proceed under our disciplinary policy and procedure e.g. where a member of staff was in the process of leaving or had already left the organisation.

Safety and Security

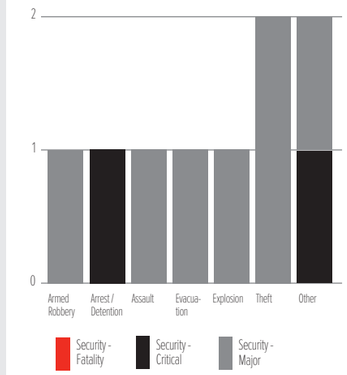
Health & Safety Incidents



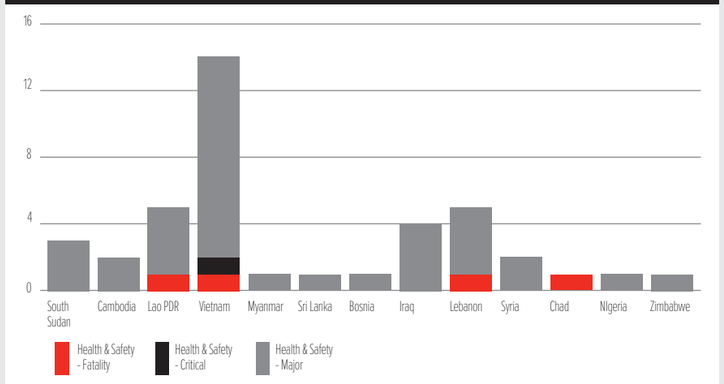
Health & Welfare Incident Locations



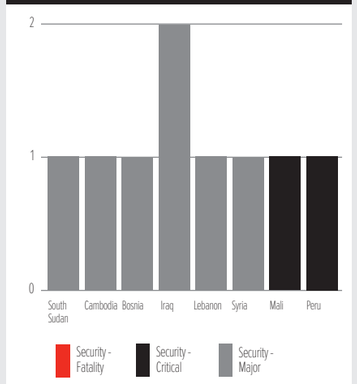
Security Incidents



Health & Safety Incident Locations



Security Incident Locations



Health and safety reporting
We dealt with 37 major or critical MAG-related health and safety incidents and 7 major or critical MAG-related health and welfare incidents across 15 programmes.

There were four fatal health and safety incidents during the reporting period. In our Lao PDR and Lebanon programmes we unfortunately had staff members collapse whist undertaking their work and die due to natural causes. The other two fatalities resulted from RTAs. Our programme leadership teams supported all families during these difficult times.

Road traffic accidents (RTAs) remained the cause of the most health and safety injuries and analysis of these accidents during the course of the period highlighted the need to increase awareness of the causes of RTAs and mechanisms to assist with improving safety behaviour of staff across MAG, and fed into a decision to conduct external H&S review in Q1 of 2021 business year. Other incidents related to fire, ill health, vehicle damage and trips and falls as well as one staff member suffering lacerations to hand when a detonator exploded.

Security incident reporting
Any security-related incident, which constitutes a serious incident, is reported to the Charity Commission and shared with the Chair, Board Security Focal Point/ Chair of the Health, Safety, Security and Safeguarding Committee (HSC), Board Safeguarding trustee/Chair of the Governance, Nominations and Review Committee (GNRC) and MAG's legal trustee. Remaining trustees are kept informed by a monthly update, which gives them oversight of MAG's handling of security related incidents. A serious incident which is also considered to be a critical incident is communicated to the full Board immediately. MAG dealt with nine major, critical or fatal security-related incidents in 2019/20 in eight countries.

In the 2019/20 business period MAG reported 88 incidents to the Charity Commission under their RSI requirements. To date, 77 of these incidents have been closed by the Commission.

Continued from Page 40

During the pandemic, we have supported webinars such as introduction to safeguarding and specialist topics around conducting and supporting investigations, recruiting and supporting focal points and designing a feedback mechanism and have taken advantage of running webinars on MS Teams to ensure greater reach across our programmes.

MAG, like other international NGOs, continues to come under scrutiny for the conduct of its international staff and we welcome this transparency and accountability. Where a safeguarding incident occurs, MAG has clear procedures on investigations and our head office Human Resources and Safeguarding teams work closely with country teams to ensure issues are addressed thoroughly. Support is provided to survivors (and all those involved in an investigation) as necessary and we are rigorous when it comes to reporting onwards to the Charity Commission and donors. The Health, Safety, Security and Safeguarding Committee (HSC), head office HR team and Safeguarding team have oversight of all investigations to ensure they are handled properly and lessons are captured and learned.

MAG Trustees are under a moral and legal duty to ensure that we do not cause harm to those we seek to support, employ, or work with. The Board receives a quarterly report on the progress of the safeguarding work plan and a summary of cases. The Board's Safeguarding Trustee Focal Point and Chair of the HSC receive more regular updates and additional information on the progress of individual cases.

As an organisation, we operate across a range of complex contexts. It is recognised that these challenges can present risks to the health, safety, security and safeguarding of all staff and the people who come into contact with our work. MAG is licensed by the relevant national authorities in all operational areas, and is obliged to adhere to national and International Mine Action Standards (IMAS).

Security plans, site risk assessments and standard operating procedures (SOPs) are in place across MAG programmes and are designed to ensure the safety and security of staff at all times. These standards are underpinned by the recruitment of suitably qualified and experienced technical specialists, together with robust internal quality assurance, quality control and reporting processes.

We are confident that we have the necessary policies, standards and operating procedures in place, including in relation to the monitoring and reporting of incidents, to ensure the wellbeing and safety of our staff and the communities we serve.

Safeguarding reporting

We responded to a total of 41 safeguarding concerns in 2019/20. Our safeguarding register monitors how the concerns were raised and the key decisions taken when handling a complaint.

Reports received are always responded to. Where we do not need to carry out a full investigation (this can happen for a number of reasons) or the outcome is that no disciplinary sanction is necessary, we may decide to follow up with a lessons learnt exercise which may consider, for example, further training and/or awareness-raising.

Any safeguarding-related concerns which are reported to the Charity Commission are immediately shared with the Chair, Board Safeguarding trustee/Chair of the Governance, Nominations and Review Committee (GNRC), MAG's legal trustee and the Chair of the Health, Safety, Security and Safeguarding Committee (HSC). Remaining trustees are kept informed by a monthly update, which gives them oversight of MAG's handling of concerns. A serious incident which is also considered to be a critical incident is communicated to the full Board immediately.

Safeguarding reports received *

	2019/20 (18mth period)	2018/19	2017/18
Number of reports received relating to safeguarding	**41**	**34**	**12**
Number of serious incidents reported to the Charity Commission that related to safeguarding	30	10	8
Reports not investigated and now considered closed	**9**	**18**	**2**
Reports investigated and now considered closed	32	16	10
Out of the reports substantiated, number of dismissals	**9**	**3**	**3**
Out of the reports substantiated, number of instances of disciplinary action	18	15	1
Other remedial action – briefings, discussions or training	**15**	**19**	**2**
Instances where it was not possible to either proceed with an investigation or issue disciplinary sanctions e.g. resignations during investigation or where individual was in the process of exiting the organisation.	9	4	1

Note
Some cases required action relating to several people.



People & Accountability

Upholding Ethical and Environmental Standards



We recognise the importance of the impact of our activities on the environment and that there is a need to constantly consider ways in which we can conserve energy and minimise waste in all activities that we undertake.

We monitor and collect data on electricity usage, waste disposal and paper usage for our HQ office as well as air and train travel for our HQ based staff in order to measure our environmental impact.

Where practicable, we consider the 'sustainability' of resources and materials procured. This means that the social and environmental effects of procuring resources and materials will be given equal weighting alongside the economic ones where practical.

Genuine attempts to minimise the social and environmental impacts of our procurement decisions are made.

We take steps to examine ways in which we can use less electricity (demand reduction). Energy to date has been calculated directly from meter readings provided by our landlords at the end of each calendar month. MAG raises awareness of staff on the techniques of optimum control of internal temperatures.

We identified our significant environmental aspects from which MAG's environmental targets and objectives were agreed; one of which is to "reduce the overall 'embodied energy' within the products demanded by MAG to provide the services for our clients". The top two which are deemed to have the highest environmental impact are monitored on a monthly basis (electricity, paper and printed materials).

Furthermore, we ensure that where wastes need to be disposed of, that the least environmentally damaging options are utilised.

Indirect emissions data generated from air and rail business travel by HQ based staff are received from our travel management company. Data is calculated using DEFRA standards and DEFRA GHG conversion factors, and uses actual distances, class (economy as per our travel policy) and travel type, to ensure carbon emissions are measured and presented correctly. All emissions are reported as tCO2e (tonnes of carbon dioxide equivalent), we set realistic maintenance targets to monitor our performance against these targets.

Our Environment policy, which is available for all staff, details:

Waste management

➤ It is MAG's policy to work with our staff and suppliers to ensure that all waste is disposed of in line with legal and environmental requirements.

➤ To reduce the amount of waste produced by buying and utilising only what is required for purpose and ensuring the reuse and recycling of resources is managed effectively.

Recycling and use of recycling materials

➤ To utilise and promote the use of recycled materials whenever possible, ensuring that materials are disposed of in an environmentally safe manner at the end of their useful life.

➤ To take into account the environmental impact of purchases, prioritising locally sourced and organically produced goods manufactured from environmentally friendly and recyclable materials where practicable.

Energy conservation

➤ Reduce the amount of fossil fuel derived energy required for day to day operations by raising staff awareness and implementing a system of energy efficiency technology.

➤ Minimise the negative environmental impact arising through logistics and staff transportation; giving focus to alternative transport methods and maximising the efficiency of any fleet vehicles.

Environmental management awareness

➤ We strive to build an environmentally friendly work culture through regular internal communication and stakeholder engagement. We encourage staff involvement in environmental issues through appropriate information, training and participation exercises to ensure competency.

➤ Induction procedures for new staff include information on our environmental practices.

Legal requirements

➤ We monitor and comply with legal requirements as laid out in our Environmental Management System (EMS) Compliance Register and also taking into account sector minimum equipment standards and contractual commitments, if applicable.

Continuous improvement

➤ We monitor, and review our environmental performance by measuring the carbon footprint of our Manchester headquarters each year.

➤ Environmental objectives and targets are set and monitored.

➤ To ensure the organisation maintains its awareness for continuous improvement, the EMS is regularly reviewed and is subject to annual external audit and three yearly reassessment against the requirements of the ISO 14001:2015 standard.

MAG's Carbon Footprint

	2019	2020
Energy consumption used to calculate emissions (kWh)	**731,830.86**	**383,238.01**
Scope 1	-	-
Scope 2 emissions in metric tonnes CO^2e Purchased electricity	87,109.56 kWh x 0.2556* **= 22.2652 tCO2e**	41,542.64 kWh x 0.23314** **= 9.178 tCO2e**
Scope 3 emissions in metric tonnes CO^2e Business travel in employee-owned and hired vehicles	2,576.6 miles 855.053 $kgCO^2e$ **= 0.855 tCO^2e**	613.8 miles 184.318 $kgCO^2e$ **= 0.1843 tCO^2e**
Scope 3 emissions in metric tonnes CO^2e Business travel: Flights (optional reporting)	143,392.37 $kgCO^2e$ **= 143.392 tCO^2e**	78,163.08 $kgCO^2e$ **= 78.163 tCO^2e**
Scope 3 emissions in metric tonnes CO^2e Business travel: Rail (optional reporting)	6,062.9 $kgCO^2e$ **= 6.0629 tCO^2e**	1,315.46 $kgCO^2e$ **= 1.315 tCO^2e**
Total gross emissions in metric tonnes CO^2e	**172.5751 tCO^2e**	**88.8403 tCO^2e**
Intensity ratio tonnes CO^2e per HQ staff member	**2.696**	**1.185**

Our Carbon Commitment

One of the biggest effects of the coronavirus pandemic with staff working remotely has been significantly reduced travel of HQ-based staff as well as the energy reduction through limited use of our HQ office.

In order to map our carbon footprint we monitor and collect data on our gas and electricity usage, waste disposal, paper usage and travel (to, from and within the UK) for our Manchester HQ.

We are reporting our UK energy use for both 2019 and 2020 calendar years which cover the accounting reporting period 1 July 2019 to 31 December 2020 to enable us to provide annual comparisons moving forward.

We're committed to mapping our carbon footprint each year so that we can better understand the impact of our activities on the environment.

By analysing the results we can then identify key areas for improvement and also encourage our staff to be part of our efforts to minimise our environmental impact.

Principal Risks and Uncertainties



MAG operates in unstable, complex environments around the world

Our approach to risk management
In order to achieve our mission and vision, MAG inherently operates in a range of unstable and complex environments around the world, often in the face of difficult security, logistical and financial challenges. Risk management is therefore a critical component of how the organisation navigates uncertainty and continues to build its reputation as a trusted partner to deliver lifesaving work in countries and communities most in need.

MAG's risk appetite statement articulates that:

"We will take levels of operational, security, safety and reputational risk in proportion to the level of impact we can have on the maximum number of people's lives. Independent of these risks, we will take low levels of financial, programmatic, business continuity, legal and regulatory risk to enable us to support our work as effectively and efficiently as possible".

Governance of Risk
The Board of Trustees and the Leadership Team are responsible for setting, communicating and monitoring an approach to risk through our Risk Management Framework. The framework provides the platform for trustees and staff to make informed decisions, which are consistent with achieving the maximum benefit for the communities with whom we work, whilst working within tolerable levels that are aligned to our capacity to manage and absorb risk. The Audit and Finance Committee (AFC) has responsibility for the overall Risk Management Framework. Each of MAG's key risk areas, as identified in the corporate risk register, are assigned for oversight by one of the three Board Committees (AFC, Governance, Nominations and Review Committee (GNRC) or Health, Safety, Security and Safeguarding Committee (HSC)). Committees are provided with quarterly reports and analysis of any changes to the risks within their oversight responsibility for review, consideration and challenge. The Board of Trustees receives updated quarterly risk reports, as endorsed by the overseeing committees. The Risk lead on the Board is the nominated trustee lead who has oversight of the effectiveness of MAG's risk management function.

Operating model
MAG's Risk Management Framework and policy adopts a Three Lines of Defence operating model. First line risk management is well established and in practice in the organisation. During the 2019-2020 period, additional and dedicated resources for second line functions were brought into the organisational structure to coordinate the risk management function and enhance internal compliance practices. This additional capacity is in line and in proportion with MAG's growth and scale. Finally, in order to fully implement a functioning and effective third line of the model, MAG appointed an external provider to help us develop and strengthen our own internal audit function in early 2020. The impacts of COVID-19 delayed the implementation of this; however, a full program of internal audit is scheduled and approved by the AFC for 2021.

Disruption and COVID-19
Throughout 2020, the emergence and escalation of the COVID-19 pandemic changed the risk landscape throughout the entire organisation, causing unprecedented levels of disruption and increasing uncertainty. The impacts of COVID-19 heightened risk levels across a number of areas, including health, safety and welfare of staff and beneficiaries, operational and contractual delivery, financial sustainability and security.

As different countries were affected in different ways, MAG responded through new ways of working, developed new protocols for returning to work safely and implemented new and sometimes innovative safe-work operating procedures to ensure the safety of staff and beneficiaries as our operational activities recommenced. MAG did take advantage of the UK Government's furlough scheme to help mitigate the financial implications of the COVID-19 disruption.

Throughout this challenging period, particular focus has been on the risks associated with staff mental health and wellbeing who

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have had to endure significant changes in working life. Maintaining a healthy work life balance whilst in lockdown has been a challenge that many of our people have had to adjust to. MAG responded with a number of initiatives, most notably with an Employee Assistance Programme, which provides a complete support network to staff, offering expert advice and compassionate guidance 24/7, covering a wide range of issues. Services available include life support, legal information, medical information, bereavement support and CBT (Cognitive Behavioural Therapy) self-help modules.

Principal risks for the reporting period

As MAG enters 2021 in a relatively healthy state, there are many factors that continue to present challenges and uncertainty for the ongoing achievement of our strategic objectives. Below are the key areas of risk to which MAG continues to respond.

Key Areas of Risk	Response and Mitigation
Digital and Data Protection Our responsibility to protect personal data and to prevent disruption to critical systems is vital. Cyber threats are a global challenge. Increased use of digital platforms and remote working arrangements increase our vulnerability.	➤ We have strengthened, and continue to strengthen, our internal control environment by updating policies and procedures on data protection and data classification. ➤ We have introduced new counter measures such as multi factor authentication and device encryption. ➤ We are developing our data culture through training and appointing data protection officers. ➤ We have sought external expertise to guide us through this transition and to ensure our GDPR compliance.
Safeguarding With more than 5,000 staff and contact with more than 1 million beneficiaries, MAG understands our duty of care to ensure that all who work for us and come into contact with our work are protected in a safe and dignified way.	➤ We continue to strengthen our commitment in keeping our staff and beneficiaries safe. ➤ We have a comprehensive Safeguarding Framework in place that covers a suite of Policies and Procedure., ➤ We undertake mandatory safeguarding training for all staff. ➤ We are further expanding our reporting mechanisms, for staff and communities. ➤ We are strengthening our response through appropriate investigation practices and procedures. ➤ We challenge ourselves to strive for best practice and open ourselves to external reviews with the aim to provide assurance that we are on the right track and inform and identify areas where we can improve further.
Health, Safety, Security, Wellbeing Each and every one of our 5,000+ staff has the right to work safely. Whilst we work in environments that are sometimes volatile, we do it in a manner that is based on a strong control environment and is informed and responsive to the contexts of the locations we work.	➤ We have increased our investment in, and strengthened our security management capacity with global, regional and, where appropriate, country level security managers. ➤ We provide mandatory basic training and, where required, specific advanced training considering position and/or country contexts. ➤ We undertake incident and crisis simulation exercises to prepare ourselves to respond if an incident should occur. ➤ We have implemented a range of Global Technical standards to support safe delivery of our work. ➤ We have comprehensive policies, procedures and guidelines for Health and Safety, Security and Wellbeing.



Key Areas of Risk	Response and Mitigation
Legal and Regulatory Compliance Having a working presence in nearly 30 countries, we are obliged to ensure that we are operating in accordance with local, regional, national and international legislation and regulations.	➤ We maintain a global compliance database to capture the statutory requirements for each MAG programme, with data extracted from reviews of legislation, legal advice and sector knowledge/information sharing. ➤ We access and utilise specialist legal and professional services advice to address specific issues.
Financial Crime Financial Crimes cover a range of risks including bribery and corruption, terrorist financing, money laundering and sanctions/export controls. The nature of the countries where we work increases our exposure to these types of risks.	➤ We have comprehensive Financial Crime policies and procedures. ➤ We are rolling out new policies and procedures for procurement and inventory. ➤ We have increased our global logistics capacity for strengthened oversight and improving our practices. ➤ We undertake screening activities of our staff, partners and suppliers in regard to counter-terrorist measures. ➤ We have strengthened our internal financial compliance capacity. ➤ We undertake external audits on export controls. ➤ We actively monitor sanctions.
Funding Environment The full effect of the economic fallout of COVID-19 is still uncertain and there is increasing potential for ODA funding cuts which are our primary source of income. Of particular concern are the UK Government and the implications of the FCO-DFID Merger that took place in 2020.	➤ We implement donor engagement and advocacy strategies to reinforce our sector as a funding priority. ➤ We aim to diversify our funding sources as much as possible. ➤ We engage with the public to expand the support of our work. ➤ We regularly and actively monitor financial forecasts to respond to funding volatility.

Our Plans for 2021



The world in which we work is becoming ever more complex and unequal, with an increasing and disproportionate impact on communities affected by violence, conflict and insecurity.

The COVID-19 pandemic has and will continue to exacerbate these problems, with wealthier nations potentially drawing back on overseas aid and new pressures on vulnerable communities emerging as a result of the pandemic.

We recognise this changing world and our strategy is driven by it. We are responsive so that we can anticipate trends and changes while keeping people and the impact of our work at the heart of what we do.

Our five-year plan, which runs from 2018 to 2022, established a framework to achieve that. In 2020 we reviewed that plan and produced a revised strategic direction, reducing our five aims to four and refining new objectives better aligned to our core work. This mid-term strategic review places new emphasis on the wider needs of the communities with whom we work and better links our strategy to the realities of programme delivery on the ground.

For the next two years we will remain mission focused, clearing landmines and UXO, educating people and delivering programmes to alleviate the risks posed to people by weapons and ammunition. Our mission will be underpinned and enabled by our new strategic aims, recognising that it is not just what we do, but how we do it that defines us and maximises our impact. This focus will be supported by organisational investments that will both strengthen and enable our delivery and development.

Our set of four new strategic aims provide our focus for the year ahead: what we do; our cross-cutting priorities; external engagement; and organisational effectiveness.

AIM 1 – MAG will deliver a global programme of action to reduce the impacts of explosive ordnance and SALW-A (small arms, light weapons and ammunition)

AIM 2 – MAG will be sensitive, responsive, and inclusive in the ways we work with each other, our partners, and the communities we support

AIM 3 – MAG will maximise the reach and impact of its work through external engagement and partnership

AIM 4 – MAG will be a well-managed, accountable and sustainable organisation

These strategic aims represent inter-dependent building blocks of the overall MAG strategy and reflect our over-arching aspirations. Delivering on these aims will enable us to fulfil our vision, mission and ambition:

MAG's vision is a safe future for women, men and children affected by violence, conflict and insecurity. People will live in communities where their rights are upheld, with dignity and choice and free from fear from mines, explosive remnants of war (ERW) and the impact of small arms and light weapons and ammunition (SALW-A).

MAG's mission is to save lives and build safer futures. We will use our core skills and distinctive competence to save lives through the removal of mines and ERW, and reduce the impact of small arms, light weapons and ammunition on people and communities. How we do this is as important as what we do – we work primarily with and for communities, for us 'it's all about people'.

MAG's ambition is to have the maximum positive impact on the maximum number of people by delivering the highest quality programmes and being the most influential mine action organisation. We will grow the scale of our own operations responsibly and sustainably and we will transform the impact of what we do by linking our work to that of others in related fields and influencing key decision-makers. We will be able to assess and measure the impact we are having.

Our Plans: the Middle East and Europe

The impact of the pandemic on operational activity during the reporting period was more keenly felt in the Middle East and Europe than any other region in which MAG operates. As such, consolidating our operational presence and maintaining support from donors continue to be key priorities across the region.

Beyond this, continuing to support national authorities and promoting opportunities for innovative programming remain core objectives for MAG in the coming year. This includes supporting the German led Country Coalition approach aimed at stimulating the HMA sector in Bosnia-Herzegovina, and continued engagement in the review of National Mine Action Standards.

In Lebanon, continued partnership with national authorities has potential to generate significant improvements in operational efficiency on battle area clearance tasks, as Lebanon works towards its May 2026 deadline for completion of cluster munition clearance.

Further opportunities to work in partnership will be explored across the region, to enhance the reach of MAG's activities, and continue to build the capacity of local actors.

Our Plans: East and Central Africa

Women, men, girls and boys living in East and Central Africa are facing multiple complex emergencies and already vulnerable communities are under additional pressure from food shortages, events linked to climate change, political upheaval and increasing insecurity.

Over three million refugees in eastern Africa have been hit by ration cuts, and funding shortages have been forcing the World Food Programme and UNHCR to cut food and cash support.

Famine warnings have been issued by the UN and COVID-19 is impacting on many areas of aid delivery, meaning that more and more people are on the move and at risk of traversing or taking up residence in areas littered with unexploded ordnance. Insecurity is increasing across the region, in particular in border areas, exacerbated by the presence of illicit weapons, threatening the lives and livelihoods of communities living there.

In response, in 2021, in partnership with community-level, district level and national level organisations, MAG will continue its vital, life-saving work to support the ever-increasing numbers of refugees, internally displaced, host and static populations to mitigate the effects of unexploded ordnance and to reduce the incidences and effects of insecurely stored weapons and ammunition. Activities will include traditional humanitarian mine action and community liaison, construction of weapons and armoury management facilities, training in weapons storage and marking, and the destruction of obsolete weapons and ammunition, as well as innovative pilot projects in both the SALW and HMA fields. With particular emphasis on building sustainable local capacity and ensuring the full participation of women, the programmes in the region will maintain and deepen the strong local relationships developed in the countries of operation to date and continue to widen the community-led aspects of the work being carried out.

Our Plans: South and Southeast Asia

Despite the challenges of the COVID-19 pandemic, MAG's programming in the region has gone from strength to strength over the past year and is currently at its largest scale ever going into 2021. This is in part due to the largely effective management of the pandemic in the region, together with the increasing and invaluable support of our donors. Further expansion of programme capacity is planned during the first half of 2021 in programmes including Lao PDR and Sri Lanka. Travel into and around the region has been a major challenge though for the past 12 months, and is likely to continue

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to be a significant obstacle for deployment of staff internationally as well as initiatives at the regional level which have been an important part of the development of programming.

Where access to communities has not been possible, innovative approaches to survey and risk education using digital and remote methodologies have been developed and will be enhanced over the coming year. Partnerships with national and local authorities, international and local NGOs as well as regional bodies are an important and increasing element of our work in the region, and this trend will continue over the course of the next year.

Our Plans: West Africa

Over the next 12 months, the West Africa region is planning to develop its work, both thematically and geographically. Geographically, with funding from OCWAR-T, MAG will launch interventions in Ghana and Togo. These will include ammunition destruction, as well as infrastructure and capacity development interventions. MAG will also conduct scoping missions into the Ivory Coast, and Guinea Bissau, following invitations from the National Commissions on Small Arms and Light Weapons.

MAG will further develop its SALW-A & WAM scope of work, looking increasingly at cross-cutting issues of gender and the environment as it links to our work. In addition, this year will see expansion of ammunition destruction activities to six countries within the region, with an anticipated 1,000 tonnes of ammunition to be destroyed, reducing the risk of Unplanned Explosions in Munitions Sites (UEMS).

Finally, the region will look to expand Risk Education and Survey activities within the Sahel, looking to both deploy partner EO and SALW Risk Education teams in Burkina Faso and possibly Niger.

Our Plans: Southern Africa and Latin America

MAG's programmes in the Southern African region, specifically Angola and Zimbabwe, continue to provide vital mine clearance capacity in both nations in support of their Article 5 aims. We expect Zimbabwe to continue to maintain a modest but productive and sustainable set of teams clearing minefields in the North East of the country. Unfortunately, due to COVID-19 restrictions, risk education work has been impacted but we hope to lessen that impact in the coming year.

In Angola MAG has also negotiated the complex and changing impact of the pandemic but still managed to expand the reach of our mine action in Moxico province with more teams on the ground and also ongoing delivery of WAM work with the national police.

We expect to continue to build our work in Angola, engaging with key international and national stakeholders to ensure continued focus on clearing the country's legacy contamination.

MAG has also expanded its reach in Latin America, opening a new WAM project in Ecuador in partnership with all branches of the national armed forces as well as consolidating our work in Peru despite COVID restrictions, building new partnerships and options.

MAG remains hopeful of also restarting activities in Mexico later in 2021.

Our Organisational Priorities

MAG has set a range of priorities for 2021/22 to ensure we can continue to deliver our transformational work to save and change lives across the world.

These priorities were established to underpin our newly defined strategic aims and to ensure continued organisational resilience, efficacy and focus in the face of growth and an increasingly complex geo-political environment.

Advocacy – increased focus on engagement with political and civic society influencers, with a focus on the UK, Europe and the USA, to drive policy and funding decisions within government institutions

Business Processes and Digitalisation – continued business transformation to align digitised business processes across all MAG's programmes within a coherent, innovative and integrated digital framework

Staff engagement – review and implementation of a new internal communications strategy and embed organisational culture to better serve the needs of our diverse and committed workforce

Performance indicators – a review and overhaul of existing KPIs to better reflect our expanding programmes and working methodologies and to ensure we remain on track to deliver against our strategic objectives

Diversity and inclusion – development and implementation of a sustainable action plan to improve MAG's track record on diversity and inclusion

Governance – continue to grow good governance at all levels of the organisation, embedding best practice in relation to a range of issues including risk analysis



Structure, Governance & Management

Legal Status

In the UK MAG's legal status is as a UK company limited by guarantee (Number: 4016409) and registered as a charity with the Charity Commission for England and Wales (Number 1083008). The role and duties of the trustees are therefore governed by Charity law and Company law. As a charitable company, MAG is regulated by the Charity Commission for England and Wales and Companies House and therefore must comply with the policies and guidance of both regulators.

MAG operates under a set of Articles and a Memorandum of Association. The Articles of Association are the rules, which deal with the charity's status, and regulate its internal management.

Governance and management in MAG

The Board have the powers to conduct the affairs of the charity, and many of these powers are delegated to the Leadership Team.

The main focus of the MAG Board is on strategy, performance and assurance, rather than on operational matters, and this is reflected in the Delegation of Authority from the Board to the Leadership Team (see opposite). The Board Reserved Powers details those powers it retains and reserves for itself, especially the most significant decisions.

Matters reserved for the board together with those powers that have been delegated, are regularly reviewed by the Board of Trustees.

Management's primary focus is getting the organisation to perform, and dealing with the practicalities of running MAG. Its focus is on putting into place the decisions of the MAG Board and ensuring that strategic goals are met effectively, efficiently, legally and sustainably.

Strategic planning is a core responsibility of trustees. Whilst the Leadership Team and staff undertake the work it is the trustees who decide the direction of MAG. Trustees must act in the best interests of the charity's purposes and its present and future beneficiaries, so they need to balance short and long-term activities. The Board also hold the Leadership Team to account for the delivery of that strategy against agreed key performance indicators.



Trustee recruitment and induction

MAG takes a rigorous approach to trustee recruitment, performance and development, and to the Board's conduct. As a result, the Board works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to shape a fully diverse Board that is able to make informed decisions.

Trustees are selected and appointed in accordance with the regulations laid down by MAG's Articles of Association. Trustees are appointed for up to two terms of three years; however, the Board can approve discretionary extensions provided 75% of the Board agree.

On appointment, all new trustees receive an induction programme and it is normal practice for new trustees to meet with The Chair; Chief Executive; Safeguarding Lead; Board Security Focal Point or Global Security Manager; Programmes Director and other members of the Leadership Team alongside the Company Secretary.

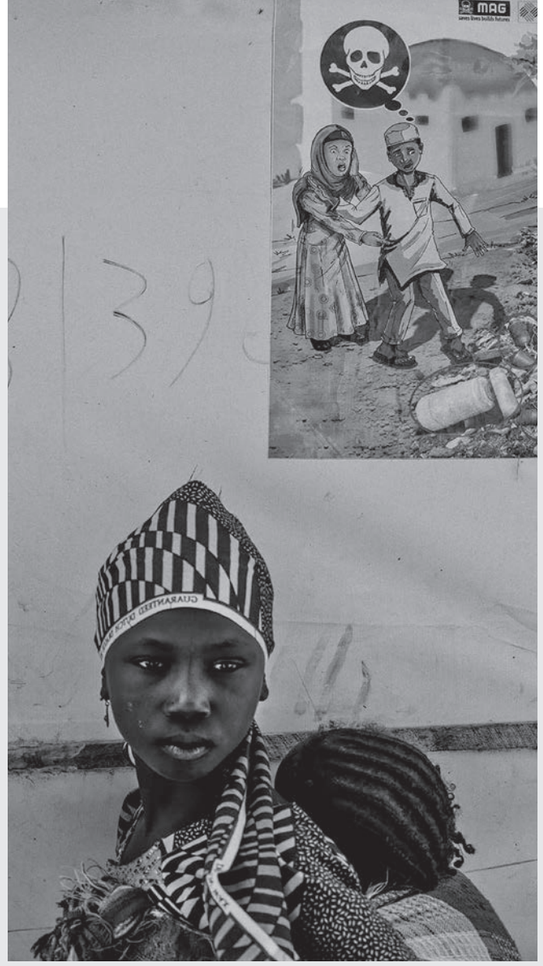
The objective of the induction is to:

- build an understanding of the nature of MAG, its purposes and the communities in which it operates;
- develop the new trustee's understanding of the role, including legal duties and Board matters;
- build a link with MAG's staff and other trustees;
- build an understanding of MAG's main relationships

All Trustees give their time freely and receive no remuneration or financial benefit in their capacity as trustees. Trustees are permitted under the Articles of Association to claim, "Reasonable out of pocket expenses" incurred by them in attending meetings as required by MAG. The Executive Assistant makes all trustee travel arrangements in line with MAG's Travel Policy.

Details of Trustee expenses

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Leadership Team

Led by the Chief Executive, the Leadership Team is made up of the Programmes Director, Finance Director, Technical Director, People and Organisational Development Director and Fundraising and Engagement Director.

The Leadership Team's primary focus is organisational performance and efficacy and managing the week-to-week practicalities of running MAG. Its focus is on putting into place the decisions of the MAG Board and ensuring that strategic goals are met effectively, efficiently, legally and sustainably.

Strategic planning is a core responsibility of trustees. Whilst the Leadership Team and staff undertake the work it is the trustees who decide the direction of MAG. Trustees must act in the best interests of the charity's purposes and its present and future beneficiaries, so they need to balance short and long-term activities. The Board also hold the Leadership Team to account for the delivery of that strategy against agreed key performance indicators.

The Leadership Team recommend strategy to the Board and provide day-to-day management including accountability and oversight for all legal, contractual, operational and financial responsibilities relating to the charity's business.

The Leadership Team, being the key management personnel of the charity, is responsible for the stewardship of the organisation's human resources, assets and equipment. It also provides senior representation both at national and international level. The Leadership Team meets regularly to review policy and monitor risks.

The organisation has an Operations Development Team (ODT) which reports to the Technical Director. The ODT monitors MAG's programmes and projects according to contractual obligations and planned activities, as well as ensuring compliance to safety and technical standards and best practice. The team plays a key role in developing new programmes and projects, and assists in the evaluation of new technologies, bearing in mind cost-effectiveness, practicality and safety.

Overseas projects and programmes are normally managed by a Country Director (CD) or Country Representative (CR), depending on the scale of operations, and are supported by a Finance Manager (FM) and Technical Operations Manager (TOM).

The CD is responsible for the delivery of all MAG's statutory, regulatory and contractual commitments in the country. Furthermore, the CD is responsible for all national and international staff within the programme along with safety and welfare, standards and good practice and all disciplinary matters while ensuring adherence to the laws and customs of the country in which they are operating. They also represent the organisation at a country level with the authorities, donors and other stakeholders.

Country directors report to Regional Directors (RDs) and provide monthly management reports with key operational and financial data. The structure of individual MAG programmes or projects differs according to the size and complexity of the country operations.

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are disclosed in Note 22 to the accounts.

Board meetings

The Board holds formal scheduled meetings at least four times a year, either face-to-face or remotely via Microsoft Teams, in addition to bi-annual Board Away Days. The Company Secretary submits a full agenda and background papers in advance.

In addition to the business meetings, where possible, trustees will spend time together over dinner before a meeting and at Annual Board Away Days.

The meetings are timetabled to achieve the following, in addition to the regular and ongoing business of the Board:

- January Board
- April (Away Day): Annual Vision and Strategy Board Away Day
- April Board
- July Board: Annual Report and Accounts for Board approval
- October (Away Day): Governance/Board Development & Training
- October Board
- December (single item meeting): Business Plans and Budgets (Approval)

The Chair, Vice Chair, Treasurer and Chairs of Board Committees (MAG officers) meet regularly between Board meetings and Trustees are able, where appropriate, to take independent professional advice if it helps them to fulfil their role.

The Board has delegated specific responsibilities to three Board Committees, whose membership is appointed by the Board. The Chair of each Committee reports to the Board at quarterly meetings.

Audit and Finance Committee (AFC)

The AFC takes delegated responsibility on behalf of the Board for ensuring MAG maintains an effective financial management and reporting structure across the organisation. The committee examines and reviews control methods, including risk management, and supports the Board in fulfilling its legal duty.

Governance, Nomination and Review Committee (GNRC)

The GNRC reviews the Board's governance arrangements and makes appropriate recommendations to the Board to ensure that MAG's arrangements are consistent with best practice corporate governance standards. It also assists the Chair in keeping the composition of the Board under review and to lead the appointments process for nominations to the Board. The GNRC is also responsible for Organisational Development and ensuring appropriate strategic human resources policies are in place.

Our Diversity Goals

MAG's mission is driven by its staff, donors and the communities we work with around the world. They have shaped MAG to be a global charity, made up of men and women from a huge variety of nationalities, ethnicities, experiences and faiths (and none); and socio-economic backgrounds, as well as people who bring their very individual and unique experiences.

The MAG Board believes reflecting this diversity in our leadership is an essential underpinning of strong governance and responsible decision-making.

Therefore, in selecting Trustees, our aspiration is to meet the needs of MAG as a complex, global charity and ensure the individuals who make up MAG's Board collectively provide the diversity of skills, experience and backgrounds to reflect MAG, its work and its values.

We have not currently met this aspiration and we are determined to better represent MAG as a global, diverse organisation on our Board. We want to balance gender, age, disability, geography, experience, alongside very critical and specific skills expectations and people who bring diversity of thought and approach.

The MAG Board is currently focused on collectively achieving:

- a 50/50 balance of women and men;
- as far as our British-based Trustees, to be more representative of the ethnic and racial diversity of the UK where we are registered;
- having at least one (but preferably more) Trustees who have lived experience of the communities in which we are working; and
- a better reflection of the voices and experiences of different generations.

This is our immediate focus. We will continue to work on being more representative and inclusive whilst still ensuring we collectively provide the leadership and skills MAG needs to fulfil its mission and safeguard our communities.

Board Diversity Champion

The Board has appointed a Diversity Champion. Initially, the Board Diversity Champion will provide advice and support to the Board and its committees where relevant to strengthen our commitment to diversity and ensure diversity is properly valued, represented and considered.

We anticipate that the role of the Board Diversity Champion will further develop, to provide advice, support and guidance on diversity and related issues to MAG as a whole.



Health, Safety, Security and Safeguarding Committee (HSC)

The Board of Trustees has ultimate responsibility for ensuring that MAG is compliant with legal requirements in the UK and with local country laws and best practice.

As such, the Board has appointed a Health, Safety, Security and Safeguarding Committee (HSC) to communicate, promote and oversee health, safety, security and safeguarding in MAG HQ and overseas. The HSC meets quarterly, in order to report to the Board and otherwise as required.

A Health and Safety Consultant is appointed who provides expert advice on all H&S matters and acts as MAG's "Competent Person".

Members of the Board must ensure that:

- health and safety arrangements are adequately resourced;
- they obtain competent health and safety advice;
- risk assessments are carried out;
- employees or their representatives are involved in decisions that affect their health and safety;
- health and safety performance of the organisation is reviewed at least once a year;
- MAG adheres to the policy and standards set out in our Safeguarding Framework;
- We have robust systems for monitoring and reporting on any safeguarding concerns;
- The Board and nominated Safeguarding Trustee receive regular updates on the effectiveness of our Safeguarding control measures;
- The Board Security Focal Point is the nominated trustee lead and receives regular updates from the Head of Global Security and Programmes Director;
- The Risk lead on the Board is the nominated trustee lead who has oversight of the effectiveness of MAG's risk management function.

Fundraising Focal Point (FFP)

The purpose of the role is to provide assurance to the Board that the MAG executive is managing fundraising to a high standard and that the Board's duty of care is being fulfilled in relation to regulations (the Board's duty of care defined as 'trustees are assured that the management of MAG has exercised such care and skill as is reasonable in the circumstances').

Board Security Focal Point

MAG operates across a complex range of contexts. Security plans, site risk assessments and Standard Operating Procedures (SOPs) are in place across MAG programmes and are designed to ensure the safety

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and security of staff at all times. These standards are underpinned by the recruitment of suitably qualified and experienced technical specialists, together with robust internal quality assurance, quality control and reporting processes.

The Board Security Focal Point is a member of the HSC and provides support to the CMT (Crisis Management Team) when it is activated.

The Security Focal Point on the Board of Trustees is kept directly informed and up to date of any serious security incident.

Safeguarding Trustee Focal Point

The Board has appointed a Safeguarding Trustee Focal Point whose role it is to:

- Ensure MAG has an adequate safeguarding policy, code of conduct and any other safe-guarding procedures; and that these are regularly reviewed and updated to ensure they are fit for purpose.
- Monitor progress on the Safeguarding Strategy and Organisational Work plan following the Review.
- Identify possible risks, including risks to staff, partners and communities or to anyone else connected to MAG and any emerging risks on the horizon
- Consider and input into how to improve the safeguarding culture within MAG.
- Advise and give input to the HSC on the appropriate means of verification and to, therefore be assured that everyone involved with MAG knows how to recognise, respond to, report and record a safeguarding concern.
- Regularly evaluate any safeguarding training provided, ensuring it is current and relevant
- Have oversight of a risk assessment process for posts ensuring checks and due diligence are in place where necessary
- Have full oversight of MAG's Safeguarding Register and ensure that adequate procedures are in place to ensure cases are reported to donors, the Charity Commission and other stakeholders
- Review safeguarding policy and procedures, learning from any serious incident or 'near miss
- Support the Trustees' leadership in relation to promoting MAG's safeguarding culture.

Board evaluation and Chair appraisal

The Board undertakes an annual self-appraisal exercise. A questionnaire is completed by the Board and the results form the basis of the annual self-appraisal session at the October Governance Away Day. As part of the Board evaluation process, informal trustee appraisals will also be arranged between individual trustees and the Chair.

Similarly, trustees are invited to provide feedback to the GNRC Chair on the how the Board is working and how it interacts with the Chair.

This feedback forms the basis of the annual appraisal of the Chair. Every three years an external evaluation is undertaken looking at the board's balance of skills, experience and knowledge, its diversity in the widest sense, how the board works together and other factors relevant to its effectiveness.



Declaration of interests

Trustees must meet the HMRC fit and proper persons test and must declare all relevant interests. Prior to appointment, trustees are also required to complete a Trustee Automatic Disqualification Declaration. This form is used by MAG to ensure that individuals who hold, or who are applying for, a trustee position are not disqualified from holding that position.

Under both charity law and company law, trustees of charitable companies must take careful steps to disclose interests and to manage conflicts of interest.

All trustees have a legal duty to act in the Charity's best interests, including avoidance of situations where duty to the charity conflicts with personal interests or loyalty to any other person or body. Under company law, a trustee of a charitable company must avoid a situation in which he or she has, or can have, a direct or indirect interest that conflicts, or possibly may conflict, with the interests of the company. The Charity Commission expects trustees to follow three steps to manage conflicts of interest:

- Identify conflicts of interest
- Prevent conflicts of interests from affecting the decision
- Record conflicts of interest.

Failure to act properly where there is a conflict of interest is a breach of the trustees' legal responsibilities.

Other standard-setting bodies have defined rules and procedures, for example, the Committee on Standards in Public Life, which has stated that office-holders should declare any private interests relating to their public duties.

All trustees must complete a Trustee Automatic Disqualification Declaration form and Conflicts of Interest Declaration form either prior to or at the time of appointment.

MAG requires trustees to declare their interests on appointment;

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MAG America

MAG America is a not-for-profit ((501 (3)(C)) charitable organisation registered in the USA which raises funds to support MAG's work and awareness of the impact of landmines and ordnance.

Funding decisions are made by MAG America's Board of Directors, which is independent of MAG, and regulated by contract.

MAG America provides assistance through joint activities with its sub-recipient MAG in the support and implementation of humanitarian mine action. MAG is the sub-recipient of MAG America's grant funding. MAG America has a memorandum of understanding (MOU) with MAG to work together and conduct joint activities in the support and implementation of humanitarian mine action.

MAG Belgium

In November 2019, the Board approved the establishment of MAG Belgium in the legal form of a not-for-profit association registered in the Brussels-Capital Region, the Kingdom of Belgium.

The set-up of MAG Belgium is likely to be a requisite for access to some forms of EU funding post-Brexit.

MAG Belgium has a memorandum of understanding (MOU) with MAG to work together and conduct joint activities in the support and implementation of humanitarian mine action.

Continued from Page 59

or, where they acquire an interest subsequent to their appointment. A declaration of interests form is provided for this purpose and the Company Secretary maintains a Register of Trustees' Interests.

There are five occasions when MAG requires trustees to declare potential conflicts:

- Pre-selection: any prospective trustee is requested by the Company Secretary to complete a 'Contact and Interests' form prior to confirmation of appointment in order that relevant issues may be taken into account before confirming their appointment.

An additional form must be completed by all trustees prior to appointment: Trustee Automatic Disqualification Declaration. This form is used by MAG to ensure that individuals who hold, or who are applying for, a trustee position are not disqualified from holding that position.

- On arrival: every new trustee is required to complete a Declaration of Interests form at the time of appointment.
- Annually: During each Annual Retirement Meeting, trustees are asked to make statements of interests including any conflict other than those already stated.
- When anything significant changes: new matters should not await an annual declaration before being notified. It is the responsibility of each individual trustee to proactively declare any matters which they feel may present actual or potential conflicts, or the perception of such conflicts.
- Verbally at any meeting where specific relevant conflicts may arise. Trustees must: i) Identify conflicts of interest i.e. declare conflicts at the start of a meeting ii) Prevent conflicts of interests from affecting the decision i.e. withdraw from that part of the meeting iii) Record conflicts of interest i.e. in the meeting minutes. Failure to act properly where there is a conflict of interest is a breach of the trustees' legal responsibilities.

In the event of a declaration by a trustee, the Articles of Association set out the framework for dealing with trustees' conflicts of interest. The Articles allow conflicts of interest to be dealt with either by following a procedure set out in the Articles, or by having a conflict authorised by the other trustees subject to certain limitations.

- A conflict should be declared at the earliest opportunity
- A trustee who declares an interest should leave the meeting to allow the other trustees to decide whether his or her absence is necessary or appropriate
- The other trustees should agree how to deal with the conflict, for instance by allowing the conflicted trustee to speak on the matter concerned but not to vote
- The process must be properly minuted

Handling of Complaints

The Board has oversight of organisational complaints and a review of our organisational complaints policy is currently underway to ensure it reflects the breadth of feedback received across the organisation through various mechanisms.

MAG seeks to implement a standardised approach to capturing community feedback across country locations, tailoring approaches where necessary.

We are committed to the highest standards of fundraising practice.

Occasionally things may go wrong or supporters or members of the public may be unhappy with something MAG has done. In such circumstances, we aim to investigate your complaint thoroughly and fairly and will respond openly with our findings and any course of action taken.

Quality and Environmental Commitments and Standards

MAG is accredited to ISO 9001:2015 and ISO 14001:2015. Our Quality Management System (QMS) enables us to define and document our approach for the central management of conflict prevention and recovery programmes.

MAG recognises its role in minimising the impact it has on the environment by working in a sustainable and environmentally friendly manner.

The organisation is committed to continual improvement of its environmental performance through compliance with ISO 14001:2015 and all relevant environmental legislation.

Charity Governance Code

The Board of trustees have resolved to adopt the Charity Governance Code for larger charities and we have used the Charity Governance Code to hold up a mirror for our governance. In January 2021, an external governance specialist reviewed our application of the Charity Governance Code. The results of this review are due shortly and will form our governance priorities for the coming year. The next external governance review is planned for 2024.

Statement on directors' duty to promote the success of the company (The Companies Misc. Reporting Regulations 2018)

Trustees must act in in the way they consider, in good faith, would be most likely to promote MAG's success for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

1 The likely consequences of any decision in the long term: MAG trustees participated in the development of the Strategic Direction 2021-22, ensuring alignment with MAG's charitable purposes for the public benefit.

The trustees also considered the organisation structure, which would be needed in order to best deliver the new Strategic Direction. Trustees continue to focus on MAG's future sustainability with consideration of the likely long-term consequences of their decisions.

2 The interests of the company's employees: Please see 'Employee Engagement' on Page 38. MAG undertook extensive consultation with staff as part of the mid-term strategy review

This included workshops with a diverse membership of staff from all levels of the organisation, with a focus on trying to reflect the culture we are aiming to move towards.

3 The need to foster the company's business relationships with suppliers, customers and others: Working in partnership forms a key part of MAG's strategy and is guided by our Partnerships Policy.

This guides how we set up and manage partnerships, to ensure that all partnerships that MAG enters into are aligned with our mission and goals, and reflect our values and ethics.

In turn, partnering agreements are designed to ensure that any activities carried out by partners on behalf of MAG are in line with our own standards and practice. MAG values and ethics are at the heart of our procurement processes and all suppliers are expected to adhere to both the IAPG (Inter Agency Procurement Group **(https://www.iapg.org.uk/vendors/)** and MAG Code of Conduct, Data Protection, Modern Slavery, Safeguarding, Financial Crime, Environmental and Ethical policies alongside other pre-qualification requirements. Please see Pages 26-29 for our engagement with supporters.

4 The impact of the company's operations on the community and the environment: MAG continues to invest and improve our safeguarding to ensure that we better protect all those with whom we work (see Page 40 in relation to safeguarding governance).

One of our trustees takes the role of Board safeguarding trustee and sits on the Health, Safety, Security and Safeguarding Committee, which receives regular updates on our safeguarding casework.

An external safeguarding review took place in early 2021 and the results of which will form the safeguarding work plan for the year ahead.

MAG recognises its role in minimising the impact it has on the environment by working in a sustainable and environmentally friendly manner.

The organisation is committed to continual improvement of its environmental performance through compliance with ISO 14001:2015 and all relevant environmental legislation. In line with our Environmental Policy, we recognise the importance of the impact of our activities on the environment and that there is a need to constantly consider ways in which we can conserve energy and minimise waste in all activities that we undertake.

Where practicable, we consider the 'sustainability' of resources and materials procured, the social and environmental effects of procuring resources and materials is given equal weighting alongside the economic ones where practical. Genuine attempts to minimise the social and environmental impacts of our procurement decisions are made.

5 The desirability of the company maintaining a reputation for high standards of business conduct: MAG is committed to upholding a high standard of behaviour in order to safeguard reputation and maintain trust with stakeholders including donors, the general public, our partners and the communities in which we work.

We are a values-driven organisation with an ethical statement in place. Being guided by our values has become increasingly important as MAG has grown and using our values to guide decision making is recognised as important. To reflect the importance of values and ethics, a project to review and embed a values framework will begin in 2022.

6 The need to act fairly as between members of the company. MAG trustees are the sole members of the charity and the charity is run in the interests of our charitable purposes.

Financial Review



On 2 January 2020, MAG changed its accounting reference date to 31 December. The financial statements presented in this Annual Report represent the 18-month accounting period from 1 July 2019 to December 2020. Comparative figures are in relation to the 12-month period ended 30 June 2019. The financial statements of the charity company can be found on Pages 70 to 83.

Overview of COVID-19 impact

MAG demonstrated ability to quickly respond and adapt, without negative financial recourse, to a major global event which impacted core activities in each of the countries in which we operate.

Within three months, nearly 75% of operations had re-started

Although there was widespread disruption to operations which reduced our ability to deliver contracts at pre-pandemic levels (staff mobility and travel restrictions being the most significant factors), this was relatively short lived.

Within three months of the announcement by the WHO of a global pandemic, nearly 75% of operations had re-started, and this grew to 95% operational by October 2020. Although not all programmes re-started at full capacity, the impact of reduced unrestricted income over a six-month period was offset by several management actions taken to reduce central support costs.

Responsive actions included proactive and increased dialogue with government donors to secure a commitment to continue to pay programme costs where delivery was disrupted by COVID-19 restrictions. All non-essential expenditure was stopped, a number of UK-based staff were furloughed, and a recruitment freeze was put in place for new and vacant positions.

We also increased the depth and frequency of organisational forecasts to rolling monthly forecasting and increased our focus on cash-flow forecasts and working capital management actions.

As a result of the above, the impact of COVID-19 on our financial results has not been significant and based on our experience to date we expect this to remain the case.

Total income for the 18-month period was **£119.9m** (annualised figure **£79.9m**) which represents an 8% reduction in income compared to the previous 12-month financial year (2019: £86.7m). This can largely be attributed to the withdrawal from Syria in October 2019 (2020: £8.1m vs 2019: £17.2m) and the temporary reduction in programme activity as a result of COVID-19.

Total net expenditure was £417k for the period (2019: net income of £1.8m). This shift is due to the designated investment in HQ, subsequent increase in HQ support staff and the foreign exchange loss of £458k during the period. Income from donations, legacies and other trading activities has continued to perform well at £1.4m (2019: £843k).

Unrestricted operating funds stand at £4.6m (2019: £4.1m). In arriving at its view of unrestricted reserves, the Board makes such transfers as it considers necessary from unrestricted operating funds to unrestricted designated funds. During the period, MAG utilised £750k of the designated funds on organisational, programmatic and policy and influence initiatives. In anticipation of the foreign exchange transaction risk as described on Page 65, MAG has set aside £200k to the Designated Unrestricted Foreign Exchange Fund to manage cash flow deficits which may crystallise in 2021. MAG has also created a Designated GISF unrestricted fund to segregate the unrestricted funds generated and expended by the Global Interagency Security Forum (GISF).

As described below, the Board and Leadership Team have developed robust financial strategies to ensure that the required levels of unrestricted or free reserves are earned and maintained.

MAG calculates its unrestricted reserves as unrestricted operating funds less the net book value of tangible assets, which at 31 December 2020 stands at £4.5m (2019: £3.7m).

Cash balances stand at £17.2m (2019: £17.4m) and are largely attributable to grant/contract payments received in advance of disbursement, the majority of which are held in UK accounts, where MAG's global treasury management is carried out. Funds are transferred to overseas programmes to cover their short-term working capital needs as required.

Reserves Policy

The majority of MAG's operational work is funded from restricted funds. The Trustees adopt a risk-

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based approach in targeting the appropriate levels of unrestricted reserves and include consideration of MAG's identified corporate risks, working capital requirements, developing organisational capacity and provision of emergency response funding.

During the financial period, COVID-19 did present a new organisational risk but due to mitigating actions taken there was no material impact to reserves in the period. Consideration of the future impact of COVID-19 was considered in setting the level of unrestricted reserves in the current policy. The Board considers the period-end balance of £4.5m of unrestricted reserves to be sufficient to cover the existing and immediate position of the charity company to respond to the risks identified in the reserves policy; a floor of £3.5m is approved in the reserves policy.

Investment

To date the funding of the charity's activities and the resultant need to access cash flow have not allowed long-term investments and MAG currently only invests funds in short-term deposits providing a market rate of interest.

Going Concern

The COVID-19 pandemic developed rapidly in 2020, with a significant number of cases reported in the UK and countries in which MAG operates. Measures taken by various governments to contain the virus did cause early disruption to core operational activities overseas, with short term reduction to operations experienced as local staff movement and global travel restrictions were in place. The financial impact was limited as many of our programmes were able to resume operations quickly and reduced income was offset by central cost reductions. Over 95% of MAG's income is restricted in nature and received through delivery of government and institutional donor contracts. Commitment and support from our donor base is strong and is expected to remain so for the foreseeable future.

The Trustees consider MAG to be operating on a going concern basis due to the number, value and financial viability of contracts secured, in addition to prudent assumptions on the anticipated level of business throughout this period. MAG has adequate resources to continue in operational existence for the foreseeable future, cash headroom has been analysed and is appropriate to current and forecast business levels. In addition, MAG has the operational capacity, knowledge and expertise to continue to be at the leading edge of the post conflict recovery sector for the foreseeable future.

Principal risks to be managed in the year ahead

COVID-19

Whilst MAG was able to resume operations hit by COVID-19 relatively quickly, we recognise there are continued and residual risks to programme disruption which might arise from an increase in cases in different countries, new variants emerging or new restrictions being placed on daily life, including international travel and movement inside countries.

Contractual Compliance

MAG's operating model involves the receipt of donor income and the delivery of its mission across a large number of diverse contracts, resulting in the need to manage the risk that MAG fails to deliver effectively against donor contractual obligations. This requires the management of a broad range of risks to ensure timely delivery of our commitments within budget.

On a day-to-day basis, our programmes ensure the routine monitoring and management of contractual risks. Incidents are reported on a monthly basis, with material issues being escalated to the appropriate management level as soon as identified. The Board Committees (AFC, HSC and GNRC) oversee all contract-related risks including a range of technical, personnel and operational risks.

Bribery and Corruption

MAG operates in areas of the world where the risk of bribery and corruption is considered to be high. The Board of Trustees and Leadership Team recognise that bribery and corruption are contrary to the fundamental values of integrity, transparency and accountability and undermines organisational effectiveness. We have in place necessary policies and procedures (including frameworks relating to financial crime, procurement, personal conduct, gifts & hospitality, conflict of interests, whistleblowing, and finance/HR) to reduce incidences of bribery and corruption to the lowest possible levels and to ensure proper reporting and sound management of any events which come to light. The AFC monitors bribery and corruption-related risks.

Sanctions

MAG's work exposes it to risks associated with territories, persons or entities which may be subject to frequently changing and complex prohibitions or restrictions under sanctions laws, regulations and codes. Non-compliance with sanctions laws would result in a criminal offence with significant operational, financial and reputational damage to MAG.

MAG is committed to complying with all relevant sanctions laws imposed by: the United Nations Security Council; the US Office of Foreign Assets Control (OFAC); the UK Office of Financial Sanctions Implementation (OFSI); the European External Actions Service (EEAS); and individual donor governments (collectively "sanctions regimes").

MAG has introduced a new organisation-wide Sanctions policy and convened a cross working group whose remit is to advise on this policy and associated procedure, to monitor and assess sanctions risks and to report on relevant sanctions matters to MAG's Leadership Team.

Foreign Exchange Risk

MAG operates in a multi-currency environment, receiving income and making payments in currencies other than its functional currency. As a result, MAG is exposed to both translation and transaction foreign exchange risk. MAG operates in many locations and under separate donor contracts and this gives rise to transaction foreign exchange risk should programme outflows in one or more currencies exceed inflows in the donor currency as a result of adverse movements in exchange rates. MAG manages its foreign exchange exposure on a net basis and mitigates these risks through prudent budget preparation, internal matching of currency flows and the use of treasury instruments. In addition, the use of foreign currency hedging products to lower transaction risk is being explored. If combination of the above actions is not sufficient to mitigate the exposure, then foreign currency fluctuations may adversely affect MAG's results and financial position.

Liquidity Risk

MAG is exposed to liquidity risk as the profile of receipts under donor contracts may not be timed to coincide with corresponding outflows. In order to mitigate liquidity risk, MAG considers the impact of contracting activity on current and future liquidity as well as on long-term financial resilience. In addition to negotiating payments in advance, particularly where there is significant capital outlay on initiation or expansion of programmes, MAG manages the flows of funds to programmes from its head office and ensures the profile of cash inflows and outflows arising from donor contracts provides resilience in organisational liquidity.

International Tax

Recent developments in a number of countries in which MAG operates indicate that where once international staff of humanitarian INGOs were granted exemption from local employment taxes, such waivers are gradually being removed.

These countries are also requiring employment taxes and social security to be paid at source by the employer. MAG has instructed an external review of its current international tax obligations to assess risk and/or liability. Provision has been made for potential backdated liabilities relating to FY19-20 and prior years.

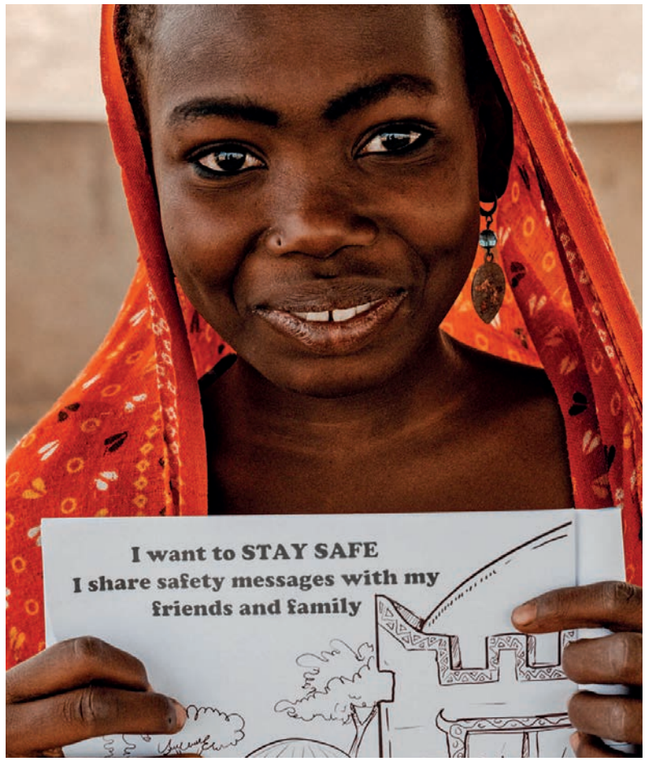
Statement of Trustees' Responsibilities

The Trustees (who are also directors of the Mines Advisory Group 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 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' Report was approved by the Board of Trustees and signed on its behalf by:

Karen Brown

Karen Brown
Chair of the Board of Trustees
16 July 2021



Reference & Administrative Details of the Charity, its Trustees and Advisers

- **Ms Karen Brown,** Chair and member of the Governance, Nominations & Review Committee (GNRC)
- **Ms Diane Reid,** Vice Chair (resigned 07/02/2020)
- **Mr John Malik,** Vice Chair, Member of the Audit and Finance Committee (AFC) and Board Risk Lead
- **Mr Anthony Collier,** Treasurer and Chair of the AFC
- **Mr Dominic Kendal-Ward,** Member of the GNRC
- **Mr John Shinnick,** Chair of the Health, Safety, Security & Safeguarding Committee and Member of the AFC (resigned 21/02/2020)
- **Mr Chris Kemp,** Chair of the HSC and Board Security Focal Point
- **Mr Matthew Sherrington**, Board Fundraising Focal Point (resigned 11/11/2019)
- **Ms Frances Milner,** Board Fundraising and Communications Focal Point and member of the AFC
- **Mr Neil Turton,** Member of the AFC (resigned 11/11/2019)
- **Ms Kathy Peach,** Member of the AFC (resigned 11/11/2019)
- **Ms Jane Marriott OBE,** Member of the HSC
- **Prof. Bertrand Taithe,** Member of the GNRC
- **Ms Judith Greenwood,** Safeguarding Trustee Focal Point and Member of the HSC, Chair of the GNRC
- **Mr Alexander Ayin,** Trustee (appointed 11/11/2019; resigned 30/10/20)
- **Mr Khaleel Desai,** Board Diversity Champion and Member of the GNRC (appointed 11/11/2019)
- **Ms Sonia Bate,** Member of the GNRC (appointed 15/05/2020)

Leadership Team:

- **Dr Jane Cocking OBE,** Chief Executive (resigned 15/05/20)
- **Mr Darren Cormack,** Chief Executive (appointed 15/05/20)
- **Mr Llewelyn Jones,** Programmes Director
- **Mr Greg Crowther**, Deputy Programmes Director
- **Ms Angela Mulholland-Wells,** Finance Director (appointed 06/01/2020)
- **Ms Bren Hutchinson,** Interim Finance Director (19/03/2019 to 05/01/2020)
- **Ms Victoria Sennett,** People & Organisational Development Director (appointed 06/01/2020)
- **Ms Anna Segall,** Interim Organisational Development Director (14/03/2019 to 31/12/2019)
- **Mr Chris Loughran,** Policy & Influence Director (resigned 21/02/2020)
- **Mr Mikael Bold,** Technical Director
- **Mr Jon Brown,** Fundraising and Engagement Director (appointed 04/11/2019)

Company Secretary:

- **Ms Sarah Howell**

Independent Auditor:

- **Deloitte LLP,** 2 Hardman Street, Manchester, M3 3HF

Bankers:

- **The Royal Bank of Scotland plc,** 36 St Andrew Square, Edinburgh, EH2 2YB

Solicitors:

- **Stephenson Harwood LLP,** 1 Finsbury Circus, London, EC2M 7SH

Registered and Principal Office:

- Suite 3A, South Central, 11 Peter Street, Manchester, M2 5QR

Company Number: **04016409**

Registered Charity Number: **1083008**

Independent auditor's report to the members of The Mines Advisory Group

Our Auditors say . . .

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

In our opinion the financial statements of The Mines Advisory Group (the 'charitable company'):

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020 and of its incoming resources and application of resources, including its income and expenditure, for the 18-month period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the statement of financial activities (including income and expenditure account);
- the balance sheet;
- the statement of cash flows; and
- the related notes 1 to 24.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (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

We are required by ISAs (UK) to report in respect of the following matters where:

- the trustees' use of the going concern basis of accounting in preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

We have nothing to report in respect of these matters.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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 respect of these matters.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees (who are also the directors of the charitable company for the purpose 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 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 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.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.



REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

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 trustees' report, which includes the strategic report and the directors' report prepared for the purposes of company law for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the strategic report or the directors' report included within the trustees' report.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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.

We have nothing to report in respect of these matters.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006.

Our audit work has been undertaken so that we might state to the charitable company's members 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 and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Sarah Anderson

Sarah Anderson FCCA (Senior statutory auditor)
For and on behalf of Deloitte LLP
Statutory Auditor
Manchester, United Kingdom
14 September 2021

Financial Statements

The Mines Advisory Group - Company Limited by Guarantee
Statement of Financial Activities (including income and expenditure account)
for the period ended 31 December 2020

		Period ended 31 Dec 2020			Year ended 30 Jun 2019		
FUNDS:	**Note**	**Unrestricted £'000**	**Restricted £'000**	**Total £'000**	**Unrestricted £'000**	**Restricted £'000**	**Total £'000**
INCOME FROM:							
Charitable activities	**5**	-	118,251	118,251	-	85,719	85,719
Donations and legacies	**6**	1,078	249	1,327	575	206	781
Other trading activities	**7**	33	9	42	52	10	62
Investments	**8**	65	3	68	65	-	65
Other income	**9**	175	11	186	89	31	120
TOTAL INCOME		**1,351**	**118,523**	**119,874**	**781**	**85,966**	**86,747**
EXPENDITURE ON:							
Raising funds	**10**	603	-	603	432	-	432
Charitable activities	**10**	11,385	108,303	119,688	5,776	78,702	84,478
TOTAL EXPENDITURE		**11,988**	**108,303**	**120,291**	**6,208**	**78,702**	**84,910**
NET INCOME/ (EXPENDITURE):		(10,637)	10,220	(417)	(5,427)	7,264	1,837
Transfer between funds	**16**	10,234	(10,234)	-	7,253	(7,253)	-
NET MOVEMENT IN FUNDS		**(403)**	**(14)**	**(417)**	**1,826**	**11**	**1,837**
RECONCILIATION OF FUNDS:							
Total funds brought forward	**16**	5,212	11	5,223	3,386	-	3,386
Net movement in funds for the period		(403)	(14)	(417)	1,826	11	1,837
Total funds carried forward	**16**	**4,809**	**(3)**	**4,806**	**5,212**	**11**	**5,223**

There were no other recognised gains or losses other than those listed above and the net income for the period.
All income and expenditure derives from continuing activities.
The notes on Pages 73 to 83 form part of these accounts.

The Mines Advisory Group - Company Limited by Guarantee
Balance Sheet
as at 31 December 2020

	Note	**£'000**	**31 Dec 2020 £'000**	**£'000**	**30 Jun 2019 £'000**
FIXED ASSETS					
Tangible assets	**13**		49		443
CURRENT ASSETS					
Stock		148		-	
Debtors due within one year	**14**	9,355		10,567	
Cash at bank and in hand		17,218		17,367	
		26,721		**27,934**	
CURRENT LIABILITIES					
Amounts falling due within one year	**15**	(21,964)		(23,154)	
NET CURRENT ASSETS			4,757		4,780
NET ASSETS			**4,806**		**5,223**
FUNDS					
Unrestricted funds - General	**16**		4,591		4,112
Unrestricted funds - Designated	**16**		218		1,100
Restricted funds	**16**		(3)		11
TOTAL FUNDS	**17**		**4,806**		**5,223**

The notes on Pages 73 to 83 form part of these financial statements.
These financial statements of **Mines Advisory Group (Company number 04016409)** were approved by the Board of Trustees and authorised for issue on 16 July 2021.

Signed on behalf of the Board of Trustees

Karen Brown

Chair

The Mines Advisory Group - Company Limited by Guarantee
Statement of Cash Flows
for the period ended 31 December 2020

	Period ended 31 Dec 2020 £'000	Year ended 30 Jun 2019 £'000
Net cash flows from operating activities	4,752	6,293
Cash flows from investing activities		
Interest received	68	65
Purchase of plant and equipment	(4,469)	(9,803)
Net cash flows from investing activities	(4,401)	(9,738)
Net increase/(decrease) in cash and cash equivalents	351	(3,445)
Cash and cash equivalents at beginning of period	17,367	20,557
Change in cash and cash equivalents due to exchange rate movements	(500)	255
Cash and cash equivalents at end of period	**17,218**	**17,367**
Analysis of cash and cash equivalents		
Cash in hand	382	432
Bank accounts and Notice deposits (less than 3 months)	16,836	16,935
Total cash and cash equivalents	**17,218**	**17,367**
Reconciliation of net income/(expenditure) to cash generated by operations:		
Net (expenditure)/income for the period	(417)	1,837
Adjustments for:		
Interest receivable	(68)	(65)
Decrease/(Increase) in cash and cash equivalents due to exchange rate movements	500	(255)
Depreciation charges	4,863	9,745
Operating cash flows before movement in working capital	4,878	11,262
Increase in stock	(148)	-
Decrease in debtors	1,212	880
Decrease in creditors	(1,190)	(5,849)
Cash generated by operations	4,752	6,293

Notes to the financial statements

1 LEGAL STATUS OF THE CHARITY

Mines Advisory Group (MAG), a public benefit entity, is incorporated in England and Wales as a company limited by guarantee not having a share capital.

There are currently 11 Trustees who are also the members of the company. Each member has undertaken to contribute to the assets in the event of winding up a sum not exceeding £1. The charity is a registered charity. The registered office is given on Page 67.

2 BASIS OF ACCOUNTING

The financial statements are prepared under the historical cost convention, in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2019)" applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

On 2 January 2020, MAG changed its accounting reference date to 31 December. The financial statements presented in this Annual Report represent the 18-month accounting period ended 31 December 2020. The comparative figures represent the 12-month period ended 30 June 2019.

3 ACCOUNTING POLICIES

The principal accounting policies are set out below:

3.1 Preparation of financial statements - going concern basis

The trustees consider MAG to be operating on a going concern basis due to the number, value and financial viability of contracts secured through to July 2022 in addition to prudent assumptions on the anticipated level of business throughout this period.

MAG has adequate resources to continue in operational existence for the foreseeable future, cash headroom has been analysed and is appropriate to current and forecast business levels. In addition, MAG has the operational capacity, knowledge and expertise.

The Trustees, therefore, consider that the going concern assumption is an appropriate basis on which to prepare these financial statements.

3.2 Income recognition

Income from charitable activities, including income received under contracts and grants where entitlement to funding is subject to specific performance conditions, is recognised as earned (as the related goods or services are provided). Performance conditions may be stipulated explicitly by the client or donor, or may be implicit as per MAG's operational proposal. Grant income included in this category provides funding to support activities and is recognised where there is entitlement, probability of receipt and the amount can be measured reliably.

Income is deferred when the donor has imposed conditions which must be met before the charity has unconditional entitlement or the donor has specified the funds can only be utilised in future accounting periods.

In the absence of any stipulation from the funder, multi-annual grants where there is entitlement to income to cover more than one year, are recognised in line with project activity.

Donations, legacies and income from other trading activities are recognised where there is entitlement, probability of receipt and the amount can be measured reliably. Gifts in kind received are accounted for in the Statement of Financial Activities as soon as it is prudent and practicable to do so. They are valued as by the donor in the grant documentation.

Investment income is recognised on a receivable basis. Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

3.3 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is analysed between the activities in furtherance of the charity's objects, cost of generating voluntary income and support costs. Expenditure is recorded in the financial statements in the period in which it is incurred, adjusted for creditors and accruals where material, and is inclusive of any VAT which cannot be reclaimed.

Charitable activities include direct costs, salaries and overhead costs of assisting communities affected by conflict overseas. Costs of raising funds include the salaries and overhead costs of UK staff involved in fund-raising and increasing public awareness.

Support costs comprise staff, head office and governance costs. The majority of staff and head office costs support charitable activities and are so allocated.

Support costs that are fully attributable to that activity are charged directly to that activity. Costs are apportioned to the activity based on the amount of staff time absorbed by each activity. Governance costs comprise costs involving the public accountability of the charity and its compliance

Continued on Page 74

Continued from Page 73

with regulation and good practice, as well as costs associated with the strategic direction of the organisation. These costs include costs related to statutory audit and legal fees.

3.4 Fund accounting
Restricted funds represent income that has been received and recognised in the financial statements, which is subject to specific conditions imposed by the donor, client or grant making institution. These funds are not available for the Trustees to apply at their discretion. The purpose and use of the restricted funds is set out in the Note 16 to the financial statements. Unrestricted funds are monies received towards the general objectives of the charity as a whole, spent at the discretion of the trustees. Where contracts accounted for within restricted funds include contributions toward support costs, an appropriate transfer is made between restricted and unrestricted funds.

3.5 Leasing contracts
Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis.

Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term, except that the rent-free period under the charity's lease of its UK head office is spread over the period to the first rent review in June 2020 as permitted under FRS 102 transition provisions.

3.6 Foreign currencies
The functional currency of the charity is considered to be sterling because that is the currency of the primary economic environment in which it operates and these financial statements are presented in pounds sterling.

Transactions in foreign currencies are translated into sterling at average monthly rates. Assets and liabilities in foreign currencies are translated into sterling at the rate of exchange ruling at the balance sheet date. Any gain or loss arising on translation is included in the statement of financial activities.

3.7 Tangible fixed assets
Tangible fixed assets in the UK are stated at cost less depreciation. Assets in the overseas programmes costing more than £2,500 are capitalised and depreciated in full in the year of acquisition. Any assets costing less than £2,500 are expensed. Depreciation rates for HQ held assets are as follows:

- Fixtures, Fittings & Equipment – 20-33% straight line
- Motor Vehicles – 25% straight line
- Leasehold improvements – 20% straight line

3.8 Stock
Stock represents items purchased by the charity for use in overseas projects where at the time of purchase the individual project has not been identified. Until the respective item is charged to an individual project, all stock is held at lower of cost or net realisable value.

3.9 Taxation
The charity has been granted exemption from tax under Section 478 of the Corporation Tax Act 2010 on its charitable activities as a body established for charitable purposes only.

3.10 Overseas programmes
MAG delivers programmes through a number of different legal entities in the countries in which it operates. MAG exercises full management control of all such entities and as such, all overseas branches and entities are incorporated within the financial statements.

3.11 Subsidiary undertaking
Explosive Risk Solutions Ltd (Company Number 04030037) was a 100% subsidiary of MAG.

The company was dissolved on 30 March 2021 and balance owed to MAG was immaterial and written off post year end.

3.12 Financial instruments
Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a finance transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. The charity uses derivative financial instruments to reduce its exposure to foreign exchange risk, in line with the charity's risk management policies; the charity does not enter into speculative derivative contracts.

Derivatives are initially recognised at fair value at the date a derivative contract is entered into and are subsequently re-measured to their fair value at each reporting date. The resulting gain or loss is recognised in the Statement of Financial Activities.

3.13 Employee benefits
The charity operates a defined contribution pension scheme. The pension costs charged in the financial statements represent the contributions payable by the charity during the period. Differences between contributions payable in the period and contributions actually paid are shown as either accruals or prepayments in the balance sheet. Other employee benefits, in particular holiday pay, are measured at estimated liability.

4 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the charity's accounting policies, which are described in note 3, 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.

All known material liabilities have been properly included in the financial statements, including provisions for tax, severance and social security liabilities where a liability is considered likely to crystalise. Other than as outlined in this note and in the accounting policies set out in note 3, the Trustees do not consider there are any critical judgements or sources of material estimation uncertainty requiring disclosure.

5 ANALYSIS OF INCOME FROM CHARITABLE ACTIVITIES

Income, all of which is restricted, was received and recognised under contracts and grants from the organisations set out below to carry out MAG's core activity of achieving a safe and secure future for those affected by armed violence, conflict and insecurity.

	Period ended 31 Dec 2020 £'000	Year ended 30 Jun 2019 £'000
Belgian Ministry of Foreign Affairs	519	185
British High Commission	745	440
Canadian Department of Foreign Affairs, Trade and Development	2,290	2,968
Department for International Development	17,169	12,272
Dutch Ministry of Foreign Affairs	4,015	3,098
European Commission	10,112	10,380
Fibertek	1,463	792
Foreign and Commonwealth Office	-	214
French Ministry of Foreign Affairs	1,108	2,124
German Federal Foreign Office	12,227	6,881
Irish Aid Department of Foreign Affairs and Trade	602	473
Japanese Ministry of Foreign Affairs	1,627	1,468
MAG America	45,140	26,040
Ministry of Foreign Affairs of Finland	826	571
Norwegian Ministry of Foreign Affairs	9,904	8,780
Swedish International Development Cooperation Agency	4,255	3,049
Stichting Vluchteling	238	159
United Nations Office for the Coordination of Humanitarian Affairs (OCHA)	461	519
United Nations Office for Project Services (UNOPS)	2,783	2,195
United Nations Development Programme (UNDP)	120	160
United Nations Regional Centre for Peace and Disarmament in Africa (UNREC)	-	610
Trusts & Foundations	1,066	1,187
Miscellaneous Donors	1,581	1,154
Total	**118,251**	**85,719**

Note
Of the £45.1m from MAG America, £44.0m (2019: £24.8m out of £26.0m) had the U.S. Department of State's Office of Weapons Removal and Abatement and Office of US Foreign Disaster Assistance as the back donors.

6 ANALYSIS OF INCOME FROM DONATIONS & LEGACIES

	Period Ended 31 Dec 2020			Year Ended 30 Jun 2019		
	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
Public Donations, Appeals & Fundraising Events	543	62	605	388	66	454
Regular Giving (including gift aid)	225	56	281	149	2	151
Donations from Trusts, Foundations and Partnerships	119	20	139	28	45	73
Legacies	191	-	191	10	93	103
Coronavirus Job Retention Scheme	-	111	111	-	-	-
Total	**1,078**	**249**	**1,327**	**575**	**206**	**781**

7 ANALYSIS OF INCOME FROM OTHER TRADING ACTIVITIES

	Period Ended 31 Dec 2020			Year Ended 30 Jun 2019		
	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
Fundraising activities	33	-	33	51	-	51
Merchandise	-	9	9	1	10	11
Total	**33**	**9**	**42**	**52**	**10**	**62**

8 ANALYSIS OF INCOME FROM INVESTMENTS

	Period Ended 31 Dec 2020			Year Ended 30 Jun 2019		
	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
Bank interest received	**65**	**3**	**68**	**65**	**-**	**65**

9 ANALYSIS OF OTHER INCOME

	Period Ended 31 Dec 2020			Year Ended 30 Jun 2019		
	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
Insurance claims	-	-	-	39	-	39
Other income	175	11	186	50	31	81
Total	**175**	**11**	**186**	**89**	**31**	**120**



10 ANALYSIS OF EXPENDITURE

All costs of charitable activities are incurred to carry out MAG's core activity of achieving a safe and secure future for those affected by armed violence, conflict and insecurity.

All support costs relate to charitable activities. Included within support costs are governance costs of £138k (2019: £94k), being management salaries attributable to the governance of the charity, trustee expenses, audit fees and other professional fees.

	Period Ended 31 Dec 2020			Year Ended 30 Jun 2019		
	Raising Funds £'000	Charitable Activities £'000	Total £'000	Raising Funds £'000	Charitable Activities £'000	Total £'000
Activities undertaken directly						
Overseas programmes - restricted	-	108,303	108.303	-	78,702	78,702
Overseas programmes - unrestricted	-	343	343	-	258	258
Total direct activity expenditure	**-**	**108,646**	**108,646**	**-**	**78,960**	**78,960**
Support costs:						
Staff related costs including travel	374	7,633	8,007	218	3,553	3,771
Premises, IT & Communications	100	2,027	2,127	98	1,331	1,429
Fundraising Events & Advertising	102	-	102	101	-	101
Professional fees & other costs	27	924	951	15	715	730
Exchange loss / (gain)	-	458	458	-	(81)	(81)
Total support costs - unrestricted	**603**	**11,042**	**11,645**	**432**	**5,518**	**5,950**
Total Expenditure	**603**	**119,688**	**120,291**	**432**	**84,478**	**84,910**

11 NET INCOME/(EXPENDITURE) FOR THE PERIOD

Net income is stated after charging/(crediting):

	Period ended 31 Dec 2020 £'000	Year ended 30 Jun 2019 £'000
Depreciation of tangible fixed assets owned by the charity	4,863	9,745
Foreign exchange loss/(gain)	458	(81)
Rentals under operating leases	2,520	2,467
Auditor's remuneration:		
- Fees payable to the charity's auditor for the audit of the charity's financial statements	82	75
- Fees payable to the charity's auditor for other services:		
Grant certification services	29	20
Taxation services	4	-

12 ANALYSIS OF STAFF AND TRUSTEE COSTS

The average number of persons employed by the charity during the period was:

	Period ended 31 Dec 2020	Year ended 30 Jun 2019
UK employees:		
- Overseas projects	193	191
- Programme support and administration	71	58
- Fund-raising information and education	8	7
Overseas national employees	4,929	4,508
Total	**5,201**	**4,764**

Their aggregate remuneration comprised:	£'000	£'000
Salaries and wages - UK employees (including those overseas)	22,029	13,696
Salaries and wages - Overseas national employees	49,022	28,849
Social security costs	583	276
Pension contribution	260	121
Total	**71,894**	**42,942**

There are no payments to temporary staff (2019: nil) which are not included in the notes outlined above.

The number of employees whose emoluments, excluding pension contributions, over £60,000 in the period was:

	Period ended 31 Dec 2020			Year ended 30 Jun 2019		
	UK	Int'l	Total	UK	Int'l	Total
between £60,000 and £70,000 per annum:	7	21	28	2	30	32
between £70,000 and £80,000 per annum:	3	16	19	2	29	31
between £80,000 and £90,000 per annum:	4	22	26	3	9	12
between £90,000 and £100,000 per annum:	5	30	35	1	4	5
between £100,000 and £110,000 per annum:	1	17	18	1	-	-
between £110,000 and £120,000 per annum:	1	21	22	-	1	1
between £120,000 and £130,000 per annum:	1	5	6	-	-	-
between £130,000 and £140,000 per annum:	-	5	5	-	-	-
between £140,000 and £150,000 per annum:	1	3	4	-	-	-
between £150,000 and £160,000 per annum:	-	2	2	-	-	-
between £170,000 and £180,000 per annum:	-	1	1	-	-	-

Note
The number of employees with emoluments over £60,000 during the period has increased due to the extension of the year end. The comparative disclosure is for the year ended 30 June 2019. Key management personnel are listed on Page 67. The total remuneration (including pension contributions and employers' national insurance) of the key management personnel for the period was £1.2m (2019: £510k).

13 TANGIBLE FIXED ASSETS

	Field Assets £'000	Equipment Fixtures & Fittings £'000	Total £'000
Cost			
At 1 July 2019	28,294	859	29,153
Additions	4,413	56	4,469
Disposals	-	-	-
At 31 December 2020	**32,707**	**915**	**33,622**
Depreciation			
At 1 July 2019	27,902	808	28,710
Charge for the period	4,771	92	4,863
Disposals	-	-	-
At 31 December 2020	**32,673**	**900**	**33,573**
Net Book Value At 31 December 2020	**34**	**15**	**49**
Net Book Value At 30 June 2019	**392**	**51**	**443**

All of the above assets are used in the administration of the charity or in support of its operations.

14 DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31 Dec 2020 £'000	30 Jun 2019 £'000
Trade debtors	2,625	640
Prepayments and accrued income	6,553	9,442
Other debtors	177	485
Total	**9,355**	**10,567**

15 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31 Dec 2020 £'000	30 Jun 2019 £'000
Trade creditors	716	419
Deferred income (see note right)	15,194	18,475
Other taxation and social security	207	169
Derivative financial instruments (see note 20)	-	-
Accruals	885	940
Other creditors	4,962	3,151
	21,964	**23,154**
Deferred income		
Balance as at start of period	18,475	26,000
Amount released to income	(18,475)	(26,000)
Amount deferred in the period	15,194	18,475
Balance as at end of period	**15,194**	**18,475**

Note
Deferred income comprises income for charitable activities to be spent in future periods.

Note
The restricted funds balance is the consolidation of individual grant and contract balances in MAG's country programmes that are being carried forward to next year in line with the individual terms and conditions of these grants and contracts. These restricted fund balances are consolidated by country to provide an appreciation of the level of activity being undertaken in each country of operation. General Unrestricted funds are spent or applied at the discretion of the trustees to further any of the charity's purposes. The Designated Unrestricted Opportunity Fund of £750,000 set aside to invest in opportunities to further the charitable objectives of the organisation has been spent in full during the period.

16 MOVEMENTS IN FUNDS

	1 July 2019 £'000	Income £'000	Expenditure £'000	Transfers £'000	31 Dec 2020 £'000
Restricted funds analysed by Programme					
Middle East					
Iraq	(79)	28,733	(26,574)	(2,158)	(78)
Lebanon	-	11,626	(10,795)	(831)	-
Syria	(21)	8,075	(7,426)	(649)	(21)
East and Southern Africa					
Angola	1	4,403	(4,105)	(299)	-
Somalia	(4)	1,402	(1,300)	(106)	(8)
South Sudan	6	8,567	(7,804)	(764)	5
Zimbabwe	3	1,878	(1,733)	(152)	(4)
Sahel and West Africa					
Burkina Faso	2	1,032	(904)	(124)	6
Democratic Republic of Congo	7	828	(738)	(90)	7
Chad	8	3,490	(3,174)	(316)	8
Gambia	1	427	(388)	(39)	1
Guinea	(1)	325	(298)	(28)	(2)
Mali	11	2,753	(2,541)	(211)	12
Mauritania	(4)	607	(555)	(53)	(5)
Niger	(16)	471	(427)	(45)	(17)
Nigeria	(9)	1,692	(1,584)	(125)	(26)
Sierra Leone	1	371	(318)	(53)	1
Senegal	7	541	(381)	(160)	7
West Africa - non-country specific	-	700	(582)	(118)	-
South and South east Asia					
Cambodia	47	6,401	(5,890)	(554)	4
Lao PDR	20	10,300	(9,419)	(820)	81
Myanmar	4	882	(816)	(66)	4
Sri Lanka	41	7,297	(6,805)	(491)	42
Vietnam	(10)	10,460	(9,692)	(775)	(17)
Other					
UK	29	1,503	(595)	(906)	31
Libya	3	-	-	-	3
Bosnia and Herzegovina	(25)	2,634	(2,447)	(186)	(24)
Mexico	-	177	(172)	(5)	-
Peru	(11)	767	(683)	(84)	(11)
Ecuador	-	158	(134)	(26)	(2)
GISF	-	23	(23)	-	-
Restricted funds	**11**	**118,523**	**(108,303)**	**(10,234)**	**(3)**
Unrestricted fund					
General	4,112	1,252	(11,099)	10,326	4,591
Designated Opportunity Fund	750	-	(808)	58	-
Designated Foreign Exchange Fund	350	-	-	(150)	200
Designated GISF fund (see Page 81 panel)	-	99	(81)	-	18
Total Unrestricted funds	**5,212**	**1,351**	**(11,988)**	**10,234**	**4,809**
Total funds	**5,223**	**119,874**	**(120,291)**	**-**	**4,806**

	1 July 2018 £'000	Income £'000	Expenditure £'000	Transfers £'000	30 June 2019 £'000
Restricted funds analysed by Programme					
Middle East					
Iraq	(13)	21,682	(20,264)	(1,484)	(79)
Lebanon	7	6,655	(6,171)	(491)	-
Syria	(29)	17,279	(15,920)	(1,351)	(21)
East and Southern Africa					
Angola	(29)	1,936	(1,775)	(131)	1
Somalia	(5)	1,358	(1,272)	(85)	(4)
South Sudan	(3)	5,048	(4,468)	(571)	6
Zimbabwe	1	1,248	(1,143)	(103)	3
Sahel and West Africa					
Burkina Faso	3	743	(690)	(54)	2
Democratic Republic of Congo	7	1,236	(1,121)	(115)	7
Chad	7	1,890	(1,813)	(76)	8
Gambia	-	137	(126)	(10)	1
Guinea	-	406	(381)	(26)	(1)
Mali	15	2,151	(1,990)	(165)	11
Mauritania	(4)	476	(451)	(25)	(4)
Niger	-	421	(406)	(31)	(16)
Nigeria	6	1,374	(1,293)	(96)	(9)
Sierra Leone	2	363	(344)	(20)	1
Senegal	7	2	(2)	-	7
West Africa - non-country specific	-	401	(83)	(318)	-
South and South east Asia					
Cambodia	(33)	3,830	(3,339)	(411)	47
Lao PDR	6	5,394	(4,913)	(467)	20
Myanmar	3	707	(646)	(60)	4
Sri Lanka	31	2,432	(2,229)	(193)	41
Vietnam	(12)	6,430	(5,843)	(585)	(10)
Other					
UK	65	274	(132)	(178)	29
Libya	3	-	-	-	3
Cyprus	-	-	-	-	-
Bosnia and Herzegovina	(25)	1,439	(1,332)	(107)	(25)
Mexico	-	187	(168)	(19)	-
Peru	(10)	467	(387)	(81)	(11)
Restricted funds	**-**	**85,966**	**(78,702)**	**(7,253)**	**11**
Unrestricted fund					
General	3,386	781	(6,208)	6,153	4,112
Designated Opportunity Fund	-	-	-	750	750
Designated Foreign Exchange Fund	-	-	-	350	350
Total Unrestricted fund	**3,386**	**781**	**(6,208)**	**7,253**	**5,212**
Total funds	**3,386**	**86,747**	**(84,910)**	**-**	**5,223**

The Designated Unrestricted Foreign Exchange Fund relates to cash flow deficits which are expected to arise in the next financial period from adverse currency movements between donor currencies and the currencies in which MAG delivers those programmes. The Designated GISF unrestricted fund is a segregation of the unrestricted funds generated by the Global Interagency Security Forum (GISF). GISF are an independent network of security focal points who represent humanitarian NGOs. Transfers from restricted to unrestricted reserves include contributions by donors/clients who have agreed that a contractual element of their restricted funds can be allocated towards the organisation's unrestricted funds.

17 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

	Unrestricted Funds 2020 £'000	Restricted Funds 2020 £'000	Total 31 Dec 2020 £'000	Unrestricted Funds 2019 £'000	Restricted Funds 2019 £'000	Total 30 Jun 2019 £'000
Tangible fixed assets	49	-	49	443	-	443
Net current assets	4,760	(3)	4,757	4,769	11	4,780
Total	**4,809**	**(3)**	**4,806**	**5,212**	**11**	**5,223**

18 OPERATING LEASE COMMITMENTS

Total future minimum lease payments under non-cancellable operating leases:

	31 Dec 2020			30 Jun 2019		
Leases which expire:	**Within one year £'000**	**2-5 years £'000**	**Over 5 years £'000**	**Within one year £'000**	**2-5 years £'000**	**Over 5 years £'000**
Land and buildings	156	504	-	170	40	-
Other	2	-	-	16	-	-

19 FINANCIAL INSTRUMENTS

The carrying value of the charity's financial assets and liabilities are summarised by category below:

	31 Dec 2020 £'000	30 Jun 2019 £'000
Financial Assets		
Measured at undiscounted amount receivable		
- Trade and other debtors (see note 14)	9,355	10,567
- Cash at bank and in hand	17,218	17,367
Measured at fair value		
Derivative financial (liabilities)/assets (see note 20)	-	-
Total	**26,573**	**27,934**
Financial liabilities		
Measured at undiscounted amount payable		
- Trade and other creditors (see note 15)	(6,770)	(4,679)
Total	**(6,770)**	**(4,679)**

20 DERIVATIVE FINANCIAL INSTRUMENTS

MAG receives funds in a number of currencies, but most of its expenditure is denominated in US dollars (USD) and UK Sterling (GBP). On being awarded a contract denominated in any currency other than USD or GBP, MAG may enter into a forward foreign currency contract to manage the exchange rate risk arising between the award of the contract and the receipt of funds under the contract over the life of the contract. MAG did not enter into any forward foreign currency contracts in the current or previous financial period and there are no outstanding balances at the reporting date.



21 PENSION CONTRIBUTIONS

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions of up to 5% for staff. All pension contributions are funded out of unrestricted reserves and are reflected within Support Costs in note 10. Contributions paid by the company to the fund amounted to £260k (2019: £121k).

22 RELATED PARTIES

Trustees:
Expenses reimbursed or incurred directly by MAG in respect of 13 Trustees during the period amounted to £16k (2019: 13 Trustees - £14k). Of this, £6k (2019: £2k) related to travel and accommodation costs for Trustees visiting MAG projects. No remuneration was paid to Trustees during the current or prior financial period in their capacity as Trustees.

Donations totalling £4,326 were received from the Trustees during the period (2019: £1,608).

In 2020 and 2019, Trustees were covered by the overall company indemnity insurance, the costs relating specifically to the trustees were not separately identified.

Inspiring Action Limited:
Matthew Sherrington is a Director of Inspiring Action Limited. During the period the charity contracted consultancy services from Inspiring Action Limited totalling £10k (2019: £Nil)

Edit Development Limited:
Sonia Bate is a Director of Edit Development Limited. During the period the charity contracted consultancy services from Edit Development totalling £16k (2019: £Nil)

MAG America:
MAG and MAG America work together to assist countries affected by armed conflict. MAG America is a 501(c)3 organisation that raises awareness of, and funds for, MAG's life-saving work from US Government donors, foundations, corporations and individuals. MAG and MAG America are separately constituted and have independent boards.

Explosive Risk Solutions Ltd (ERS):
ERS (Company Number 04030037) was a 100% subsidiary of MAG which was dissolved on 30 March 2021. MAG provided financial support to ERS by way of a loan which was written off post year end. The amounts involved are immaterial to MAG's financial statements.

23 CONTINGENT LIABILITIES

At the date of signature, there are no contingent liabilities to report (2019: nil).

24 POST BALANCE SHEET EVENTS

N/A.



Thank You . . .

Much of our work is funded by government donors – listed below – who are helping to make a real difference to the lives of those impacted by landmines and who have shown their commitment throughout what has been an extraordinary year.

Our work is also funded by Trusts, Foundations and other charitable organisations whose vital support is deployed strategically to make a real difference. This year we have seen Trusts demonstrate their agility and strength in the face of the COVID-19 crisis to continue to deliver global impact.

MAG is also funded by ordinary members of the public who give up their time and their money to help us save and change lives every single day.

None of what we have achieved would have been possible without this support. Thank you.

- United States Department of State - Office of Weapons Removal and Abatement (PM/WRA)
- Office of U.S. Foreign Disaster Assistance (OFDA/USAID)
- United States Department of Defence – Humanitarian Demining R&D Program (HD R&D)
- German Federal Foreign Office (GFFO)
- United Kingdom Foreign, Commonwealth & Development Office (FCDO) – formerly DFID and FCO
- United Kingdom Conflict, Stability and Security Fund
- Dutch Ministry of Foreign Affairs
- Norwegian Ministry of Foreign Affairs
- European Commission
- Global Affairs Canada
- Swedish International Development Agency
- French Ministry of Foreign Affairs
- Finnish Ministry of Foreign Affairs
- Australian Department of Foreign Affairs and Trade
- Belgian Ministry of Foreign Affairs
- Irish Aid
- Japanese Government
- South Sudan Humanitarian Response Plan
- South Sudan Common Humanitarian Fund
- Shoulder 2 Shoulder
- United Nations Regional Centre for Peace and Disarmament
- United Nations Office for Project Services/United Nations Mine Action Service
- United Nations Office for Disarmament Affairs
- OCWAR-T
- GIZ
- Stichting Vluchteling (Netherlands Refugee Foundation)
- Terra Renaissance
- DIGGER Foundation
- Oxfam
- Guernsey Overseas Aid Commission
- The Marshall Legacy Institute
- Small Arms Survey (SAS)

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DANGER MINES



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