



# A ROADMAP FOR ACTION

STRATEGIC FRAMEWORK

2024 - 2028

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# SAVING AND CHANGING LIVES



Conflict and armed violence are at the heart of many of the world's most devastating problems.

They cause poverty, impede development, harm human rights and inflict suffering on the world's most vulnerable people.

And they prevent people from living sustainable, dignified lives and realising their potential.



New and prolonged conflict, along with the growth of non-state armed groups, breakdowns in state governance and the erosion of human rights, have brought about escalating and complex needs across the globe.

The work of MAG's thousands of dedicated staff across the world has never been more important.

This is our Strategic Framework 2024-2028.

It is our compass for action and will guide us as we seek to reduce the terrible human cost of armed violence and conflict.

It is intended to inspire and inform our staff, our donors and our partners. It is also designed to hold us to account and to bind us together in common purpose.

It provides a roadmap not just for what we do but how we do it, as we aim to save and change more lives, every single day.

THE WORK OF  
MAG'S THOUSANDS  
OF DEDICATED STAFF  
ACROSS THE WORLD  
HAS NEVER BEEN  
MORE IMPORTANT.



# SHIFTING NEEDS IN A FRAGILE WORLD



MAG is a humanitarian, development and peacebuilding organisation that limits the causes and addresses the consequences — both immediate and long-term — of conflict and armed violence.

Our work saves lives, eases suffering, protects human rights and contributes to sustainable peace for the hundreds of millions of people affected.

It fosters stable and secure societies and is a key enabler of progress towards the 2030 Sustainable Development Agenda.

But the world is changing.

Since MAG was founded in 1989, the evolving nature of conflict has led to new and escalating needs for those caught up in war, armed violence and their consequences.

Climate change, food insecurity, the proliferation of internal conflict and insurgency, transnational organised crime, pressure on aid budgets, interstate conflict and wider geopolitical tensions have led to contexts and consequences that are complex, varied and unpredictable.

MAG's activity has diversified to respond to this changing context, with the development of programmes designed to prevent and mitigate the impact of armed violence, laying the foundations for peace and stability, in addition to those where we partner with communities in post-conflict response and recovery.

SIGNIFICANT  
ORGANISATIONAL  
GROWTH IN THE  
LAST FIVE YEARS IS  
A DIRECT RESPONSE  
TO ESCALATING NEED.



Significant organisational growth in the last five years is a direct response to escalating need.

That growth, along with changing international priorities, means different approaches are required to ensure financial and systemic efficiency.

Expectations in relation to equity, diversity and inclusion have changed, too. We know that addressing systemic power imbalances through the proactive examination of our culture, structures and systems, supporting more diversity and more inclusion at all levels of the organisation, will make us a stronger, more resilient organisation, one that is more responsive to the needs of affected communities.





# DRIVING CHANGE, ACCELERATING PROGRESS

Our new Strategic Framework responds to global change and builds on MAG's organisational maturity and the evolution of our programming.

It equips us to meet the challenges of the new and emerging contexts in which we operate.

We will save and change lives through a framework of organisational aims, priorities and commitments.

But we acknowledge that our ambition, to have the **maximum impact on the maximum number of people living with the effects of conflict**, must rest on a foundation of organisational culture.

To effectively navigate an increasingly complex, fragile and changing world, we must embrace change and become a more agile and innovative organisation.

This means strengthening our culture by embracing constructive self-challenge, creativity and continuous learning.

Only in this way can we be an organisation that listens, adapts and responds in the best possible way when the world and the needs of those we exist to support change around us.



# WHAT WE DO



Our work limits the causes and addresses the consequences of conflict and armed violence.

We do this by delivering interventions across the conflict spectrum and by using our influence to effect change.

We respond to urgent need where people are at immediate risk of death and injury due to the presence of landmines, cluster munitions and other explosive remnants of war.

And we support people to stay in and rebuild their communities — to make their land safe to grow food for their families and to re-open their schools and play areas for their children.



We design and implement our programmes to meet the needs and priorities of those most affected by conflict and armed violence, ensuring our approaches are inclusive and participatory.

Our work contributes to the creation of the conditions needed for sustainable peace and development, ensuring that

fundamental human rights can be exercised and upheld.

And we draw on our experience and expertise to influence policy, amplifying the voices of affected communities and advocating for measures that will effect change.



Our programming includes:

	Finding and destroying landmines, cluster munitions and other explosive remnants of war that continue to claim lives, hamper development and inflict poverty in the immediate aftermath of conflict and long after conflict has ended
	Destroying and securing small arms, light weapons and ammunition to prevent them being used to perpetrate armed violence and insecurity, and to reduce the risk of devastating unplanned explosions
	Delivering risk education so that people forced to live with the risk of landmines, explosive ordnance and firearms can stay safe

	Partnering with states, communities, institutions and civil society organisations to develop sustainable solutions and approaches to reducing armed violence, laying the foundations for peacebuilding and delivering conflict prevention, response and recovery
	Campaigning at a global, regional, national and local level for policy change, and advocating for the human rights of those affected by armed violence, insecurity and conflict.

Across our programming, we work to tackle inequity and strive to act with ethical, social and environmental responsibility.

And we work with determination, committing to support communities for as long as our support is needed while aiming for long-term sustainability.

# BUILDING ON PROGRESS

Our new Strategic Framework 2024-2028 builds on transformational growth and progress for MAG, a stable, trusted and effective organisation that is recognised and respected globally.

The Framework will ensure we continue to maintain our focus on priorities that are essential **enablers** for our work.

1

**Technical excellence** will be the highest priority both in mine action and weapons and ammunition management, maintaining our exceptional levels of safety and effectiveness and building on our commitment to conflict sensitivity and gender in programming.

2

**Safeguarding, wellbeing and security** will continue to be critical and we will strive to develop and achieve the highest possible standards in fulfilling our duty of care towards our people, partners and the communities we support.

3

**Governance and risk management** will remain key, so that we are both responsible and ethical in how we manage and govern our organisation.

In all these areas, over the next five years we will maintain and build upon high standards already established.



# OUR STRATEGIC FRAMEWORK 2024-2028

The strategy is underpinned by our Values and anchored by our Vision and Mission.

Our Strategic Framework 2024-2028 identifies and describes our focus for the next five years.

OUR VISION

OUR MISSION

OUR VALUES

We have established:

2 AIMS

describing our core organisational ambition

3 PRIORITIES

which are key areas of concentration to achieve that ambition

2 COMMITMENTS

driving fundamental change to transform the way we do things.

# OUR STRATEGIC FRAMEWORK 2024-2028

OUR VISION

OUR MISSION

OUR VALUES



→ A world in which everyone can live free from the enduring and devastating consequences of armed violence, conflict and their legacy.

# OUR STRATEGIC FRAMEWORK 2024-2028

OUR VISION

OUR MISSION

OUR VALUES



To save lives, ease suffering and enable sustainable development by limiting the causes and addressing the consequences of armed violence and conflict so people can live with dignity and choice, free from fear.

# OUR STRATEGIC FRAMEWORK 2024-2028

OUR VISION

OUR MISSION

OUR VALUES

DETERMINED

We work with purpose.

EXPERT

Through excellence and expertise, we build trust.

INTEGRITY

We strive to do the right thing.

COMPASSION

People come first in everything we do.

INCLUSIVE

We are inclusive and we value diversity.

# OUR STRATEGIC FRAMEWORK 2024-2028

## 2 AIMS

How we will make change happen

## 3 PRIORITIES

## 2 COMMITMENTS



1 2

### INCREASE OUR IMPACT

We will have the maximum possible positive impact on people affected by conflict and armed violence by delivering responsive, high-quality and high-impact programming at scale. We will do this by:

- ▲ Responding effectively to new landmine and explosive ordnance contamination, whether caused by an unplanned explosion at a munition site or resulting from new and evolving conflicts
- ▲ Reducing the likelihood of armed violence and conflict, laying the foundations for peace by preventing weapons diversion and forging strong partnerships with civil society and state authorities
- ▲ Working with authorities, partners and communities to accelerate the building of capacity and capability in affected countries and to ensure cleared land is utilised for sustainable development
- ▲ Committing to continuous improvement by undertaking systematic monitoring and evaluation of our activities so we can measure and improve efficiency and effectiveness and better understand the contribution of our work towards stability, development and peacebuilding.

# OUR STRATEGIC FRAMEWORK 2024-2028

## 2 AIMS

How we will make change happen

## 3 PRIORITIES

## 2 COMMITMENTS



1 2

### EXTEND OUR INFLUENCE

We will harness our operational experience, our insight and our trusted partner status to bring about meaningful policy change at national, regional and global levels that benefits communities affected by conflict and armed violence. We will do this by:

- ▲ Upholding the fundamental rights of all people affected by armed violence to live without fear and with dignity and choice, ensuring their experience informs how we represent and amplify their voices through dignified storytelling
- ▲ Working with our partners to promote global inclusivity in the development and design of policy
- ▲ Advocating for sustained and sustainable assistance to countries affected by and recovering from armed violence and conflict, while campaigning for policy changes and frameworks that reduce the harm caused to communities by conventional weapons
- ▲ Building an evidence base and sharing our experiences and knowledge transparently and clearly, while cooperating with a wide range of expert partners to shape and inform best practice.



# OUR STRATEGIC FRAMEWORK 2024-2028

2 AIMS

3 PRIORITIES

2 COMMITMENTS

Areas of focus to help us achieve our ambition



1 2 3

## OUR PEOPLE AND CULTURE

We will develop an inclusive global workforce to ensure we have the right skills, capacity and culture to deliver the highest quality of programming with the most possible impact. We will do this by:

Addressing internal power imbalances and eliminating structural barriers to ensure an equitable and inclusive working environment that is free from discrimination.

Investing in a more diverse global leadership — by intentionally building leadership capacity and capabilities in staff that come from the communities we serve and fostering a culture that is open to self-challenge and continuous learning.

Providing staff with access to professional development and training opportunities so that we have the right skills and capabilities to respond to current and future needs.

# OUR STRATEGIC FRAMEWORK 2024-2028

2 AIMS

3 PRIORITIES

2 COMMITMENTS

Areas of focus to help us achieve our ambition



1 2 3

## FUNDING OUR AMBITION

To reach more people, we will need to raise more money and support. We will do this by:



Investing globally in a variety of fundraising methods to build public and philanthropic support for our work and harnessing new forms of partnership and finance to help meet growing levels of need.



Optimising our cost base and ensuring efficient ways of working to deliver the maximum impact in support of communities.



Advocating for larger and longer-term multi-year funding awards from institutional and public partners that enable more impactful and effective programming.

# OUR STRATEGIC FRAMEWORK 2024-2028

2 AIMS

3 PRIORITIES

2 COMMITMENTS

Areas of focus to help us achieve our ambition



1 2 3

## STRENGTHENING OUR SYSTEMS

We will strengthen our systems and processes to drive efficiencies that support programme delivery and impact. We will do this by:

Improving our global framework for procurement and logistics, achieving cost-efficiencies and mitigating risk by having structures that ensure effective support across all operations.

Harnessing the opportunities presented by digitisation and Artificial Intelligence to free up resources and improve effectiveness.

Standardising platforms, policies, procedures and structures globally to develop an integrated approach that capitalises on synergies and eliminates duplication.

# OUR STRATEGIC FRAMEWORK 2024-2028

2 AIMS

3 PRIORITIES

2 COMMITMENTS

Driving organisational change



1 2

## PRINCIPLED DECISION-MAKING

Acknowledging the nuanced and ever-evolving nature of our work and the challenging environments in which we operate, we will uphold transparency and consistency in our decision-making processes to ensure accountability and effectiveness. We will do this by:

- Developing, embedding and leveraging a set of principles that underpin our decision-making so that our actions and words are consistent and transparent and have the most impact as we effect change.
- Implementing a set of policies and guidelines that account for the realities of complex operational contexts and make us accountable to affected communities, with embedding and upholding human rights as a fundamental objective of our work.
- Ensuring our work is driven at all times by the humanitarian imperative and that we act impartially — in response to the greatest need and without discrimination.

# OUR STRATEGIC FRAMEWORK 2024-2028

2 AIMS

3 PRIORITIES

2 COMMITMENTS

Driving organisational change



1 2

## ENVIRONMENTAL RESPONSIBILITY

We will understand, account for and limit as far as possible the impact of our operations on the natural environment and climate, recognising the impact of climate change on the world's most vulnerable people. We will do this by:

- Calculating by 2025 our global impact on the climate and natural environment and setting targets to reduce our global carbon footprint by 45% by 2030 and reaching net-zero by 2050 in line with the Paris Agreement commitments.
- Fostering culture change and better organisational understanding of the intersection of climate change with our programming and the needs we seek to address.
- Encouraging innovation at the operational level to adapt programme design in environmentally sensitive ways.

IMPACT THROUGH  
OUR PROGRAMMING  
AND IMPACT THROUGH  
OUR INFLUENCING ARE  
STILL AT THE CORE OF  
OUR PURPOSE.



# INSPIRED BY THE PAST, DETERMINED FOR THE FUTURE

More than 30 years ago, a single MAG deminer found and removed what was to be the first of literally millions of lethal devices that MAG teams have dealt with in the decades since. Each landmine removed is a life potentially saved.

A few short years later, in 1997, MAG was a co-recipient of the Nobel Peace Prize for its founding role in the campaign that led to the formulation of the International Mine Ban Treaty, still regarded as one of the most successful disarmament treaties in the world.

Impact through our programming and impact through our influencing are still at the core of our purpose.

And while much about MAG has evolved (not least our increasing focus on addressing some of the causes of armed violence and conflict, as well as the consequences), our new Strategic Framework positions those agents of change – operations and influence – as our core Aims.

## STAYING ON TRACK

The Framework will be underpinned by a commitment to continuous improvement and a range of departmental, regional and country strategies which will, in turn, be supported by detailed implementation and business plans.

We will monitor and report on progress to our staff, our stakeholders and our donors on a regular basis and conduct a mid-term review of the Strategic Framework in 2026.



The lives of millions of people in the world have been improved by the dedication of our brilliant and brave staff, the vast majority of whom are themselves from conflict-affected communities.

Our Strategic Framework is designed to ensure we are equipped to respond more effectively, at more scale, and with more impact in the years to come. It is designed to give those brilliant and brave staff the best chance of improving the lives of their families, friends, neighbours.

**Its purpose, ultimately, is very simple: to enable us to save and change more lives than ever before.**

## THANK YOU

This Strategic Framework has been developed by talking with and listening to people in the communities we serve, the staff we lead, the partners we work with and the donors who place their trust in us.

**We thank them.**

