

MAG's Strategic Direction

2018- 2023

(U P D A T E D)



saves lives **builds futures**

Our mission has never been more important: to save lives and build safer futures. But how we do it has to change

We live in a fast-changing world. The global upheaval of the last 12 months may have been unique but change, especially for a global organisation such as ours, is nothing new. What sets an organisation apart, however, is its ability to understand such change and, crucially, to be responsive and make decisions that enable it to continue to meet its mission.

In 2020, at the midpoint of MAG's strategic planning cycle, we undertook a review of progress to date, embarking upon a process of consultation to understand what was working well and what needed to change to ensure the effective delivery of our mission. This work was undertaken in combination with a review of strategy in each of the countries we work in, taking into account both need and opportunity in a regional and local context.

As a result we believe our updated strategic direction is more relevant because it is informed by the realities of what is happening in the world around us, by the lived experience of our staff and the needs of the people and communities we serve. It also reflects the importance of being a values-driven organisation, something we will continue to explore in 2021, recognising that to realise our full potential we must be founded upon a culture of collaboration and inclusivity.

The purpose of this document is to set out where we are going, why this matters and how we will get there as simply and clearly as possible. Our

aspiration is that it will help to bring MAG together, and to move as many people as possible in a common direction, showing how everyone across MAG is needed for us to be successful. Without our people, we are nothing.

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 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.

MAG is an established organisation, a world leader in what it does and underpinned by 30 years of history, expertise and momentum. But MAG is also an organisation that needs to adapt and change to remain relevant. We hope that what you read here and what you witness as it is applied across MAG reflects the best of what we are but is matched with a commitment to developing MAG where it is needed in order to fulfil our purpose.



Darren Cormack
Chief Executive Officer, MAG



Our Investment Priorities

MAG operates a tightly balanced business model due to our largely restricted income base.

The way we work, and the relationships we have with our donors, underpin this. However, ultimately, MAG doesn't have the means to do everything it would like to do.

The review of our strategy presented us with choices for investment. Having considered the risks and sensitivities of how and where we work, MAG will prioritise three areas of investment in 2021:

- **People and Culture**
- **Strengthening MAG**
- **Maximising our impact and influence**

Our mid-term review has resulted in a more clearly defined set of four strategic aims which focus on: what we do; our cross-cutting priorities; external engagement; and organisational effectiveness.

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.

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.



Vision: A safe future for women, men and children affected by violence, conflict and insecurity

Mission

Save Lives, Build Safer Futures

AIM
1

1.1
DELIVERY
AND
STANDARDS

1.2
QUALITY
AND
PERFORMANCE

What
We Do

AIM
2

2.1
CONFLICT
SENSITIVITY

2.2
GENDER
EQUALITY

2.3
DIVERSITY
AND
INCLUSION

2.4
ENVIRON-
MENT

Cross-cutting
Priorities

AIM
3

3.1
PARTNERSHIPS

3.2
INSTITUTIONAL
AND PUBLIC
ENGAGEMENT

3.3
CAMPAIGNING
AND
ADVOCACY

External
Engagement

AIM
4

4.1
PEOPLE
AND
CULTURE

4.2
DUTY OF
CARE

4.3
LOGISTICS
AND
PROCUREMENT

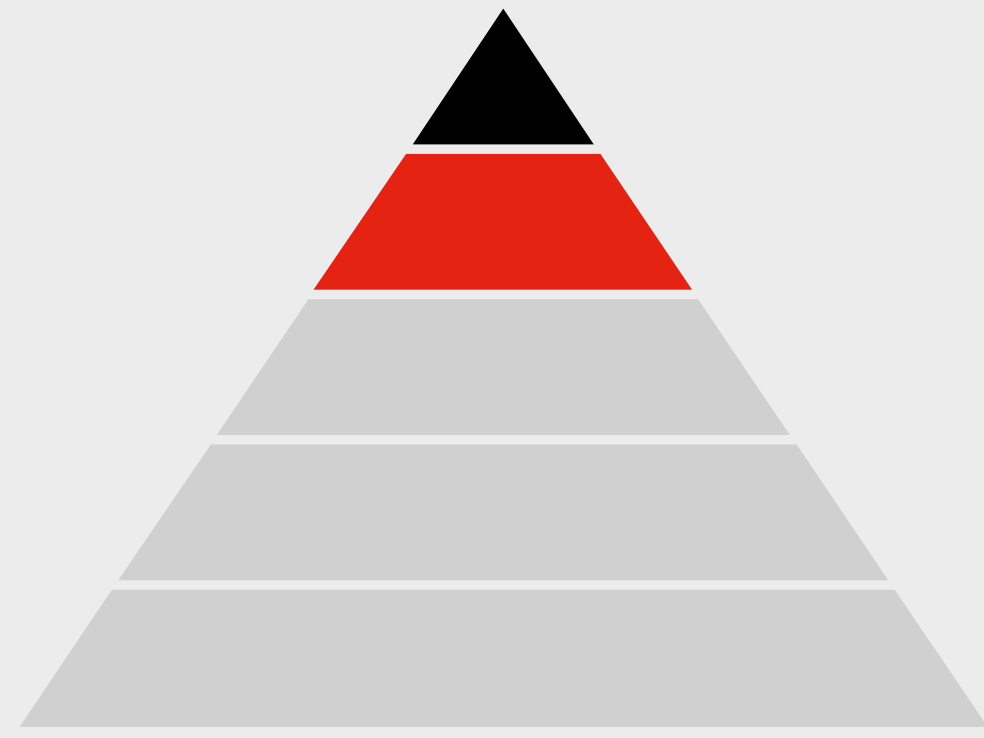
4.4
FINANCIAL
RESILIENCE

4.5
DIGITAL
TECHNOLOGY

4.6
GOOD
GOVERNANCE
AND ETHICS

Organisational
Effectiveness

AIM
1



MAG will deliver a global programme of action to reduce the impacts of explosive ordnance and SALW-A

1.1 MAG's programmes, projects and operations will be responsive to needs, appropriate to context and delivered to international standard. We will do this by:

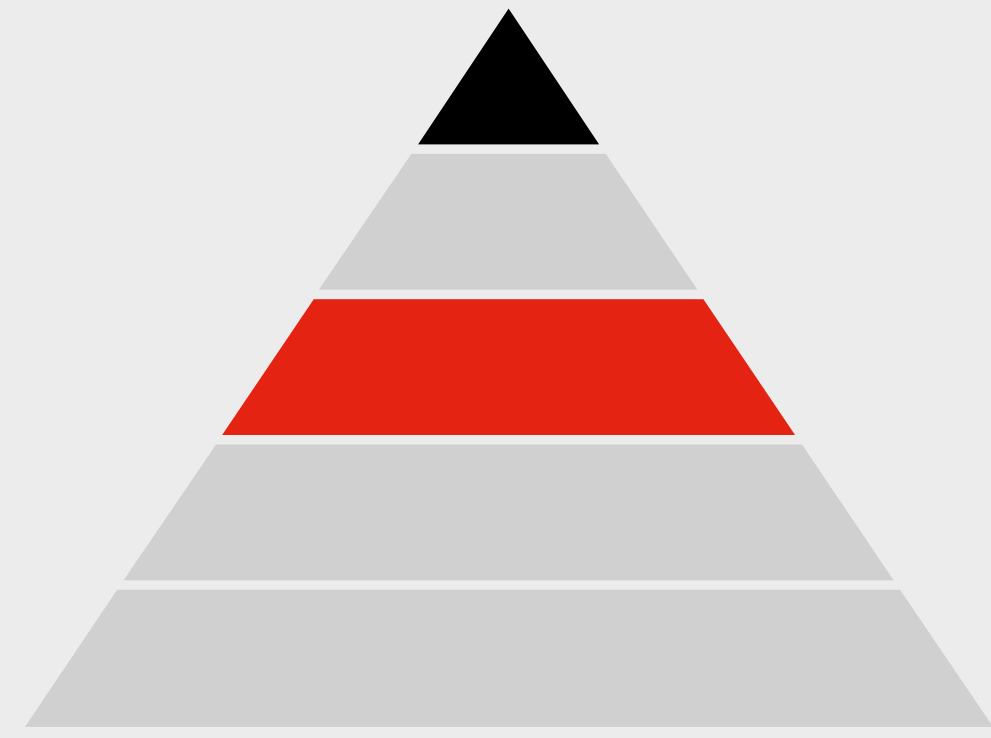
- Developing and monitoring regional and country strategies
- Taking a consistent and proactive approach to identifying and assessing new opportunities and emerging contexts
- Having a clear focus on maintaining, monitoring and improving operating standards and levels of safety for MAG and the sector
- Working with states and partner organisations to develop national capacities

1.2 MAG will be able to demonstrate and continuously improve the quality and impact of our programmes, projects and operation. We will do this by:

- Adhering to an established quality management framework that includes monitoring and evaluation processes against agreed national and international standards.
- Taking a structured approach to the trial of new operational methods and assets
- Sharing and learning from best practice inside and outside the mine action sector



AIM
2



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

2.1 MAG will be sensitive to conflict and responsive to the communities with whom we work. We will do this by:

- Ensuring our activities reinforce the drivers of peace, and avoid/counteract the drivers of conflict
- Ensuring our programmes are guided by the needs of affected communities

2.2 MAG will support the transformation of gender norms in all aspects of our work. We will do this by:

- Embedding gender-sensitivity in our programming and practices
- Ensuring that the empowerment and full participation of women is promoted in all aspects of our organisation
- Developing, contributing and sharing our knowledge around good practice in our sectors

2.3 MAG will enable greater diversity and inclusion for our people and for the beneficiaries of our work. We will do this by:

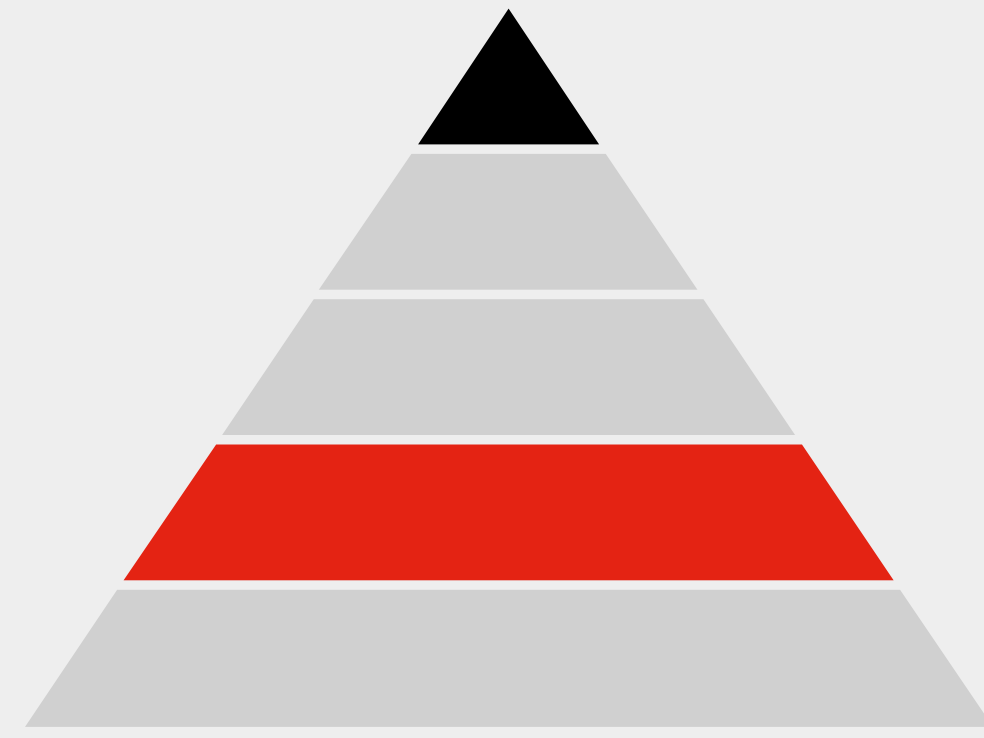
- Understanding the different drivers of marginalisation and vulnerability in the areas in which we work
- Strengthening our practices to effect change in relation to diversity and inclusion

2.4 MAG will be responsive to the environmental impact of our work and the impact of environmental pressures on states and communities. We will do this by:

- Conducting analysis of and being responsive to links between the environment, instability, conflict and MAG's work
- Developing environmental performance monitoring systems and standards
- Identifying opportunities to reduce negative environmental impacts or enhanced integration with environmental actors



AIM
3



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

3.1 MAG will expand our reach and relevance by placing greater emphasis on working in partnership. We will do this by:

- Improving systems, structures and capacity for management and of partnerships at programme and organisational level
- Strengthening partnerships with other actors in our operational sectors, and in the broader humanitarian sector
- Improving on our ability to monitor and assess the contribution of working in partnership on our reach and impact in programme delivery

3.2 MAG will achieve greater levels of public and government support. We will do this by:

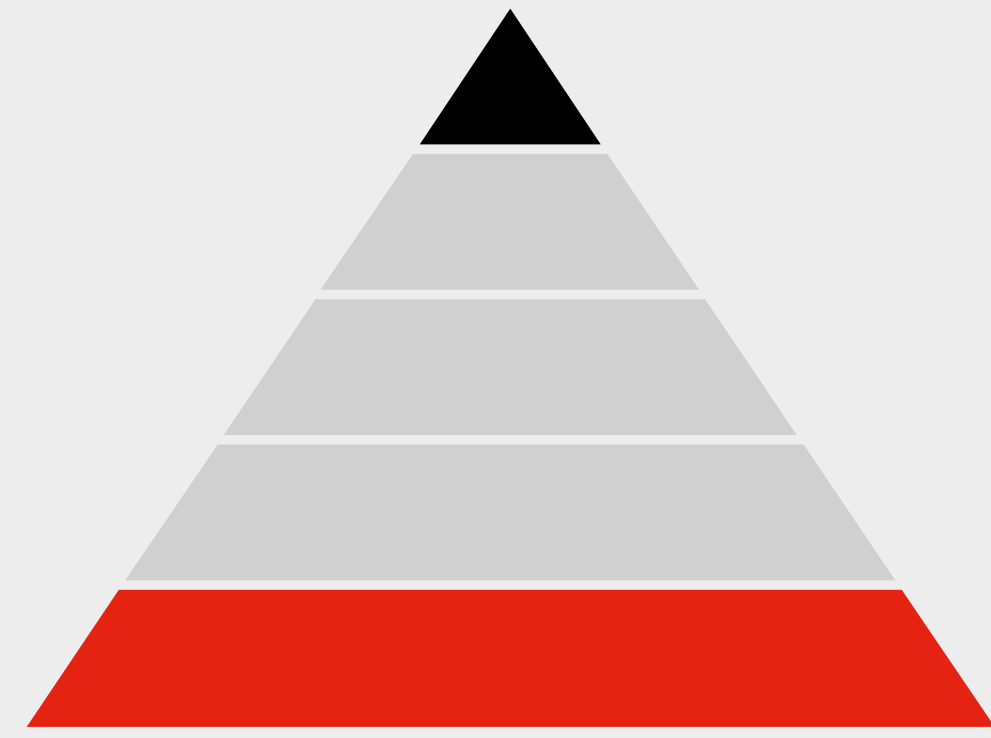
- Increasing the proportion of MAG's income through voluntary giving, including public fundraising and private philanthropy
- Improving MAG's profile and awareness of our values and vision, along with awareness of landmine and SALW-A issues, with the public and key decision-making or influential audiences
- Developing and maintaining cohesive and effective stakeholder engagement in order to cement & enhance existing government relationships and to develop new ones

3.3 MAG will be an authoritative policy leader on issues relevant to our work. We will do this by:

- Developing and maintaining a sector engagement strategy which enables us to influence policy decisions in relation to our work
- Developing a policy communication strategy so that we are amplifying our thought leadership to aid advocacy
- Formulating policy in order to improve the effectiveness and quality of our operations



AIM
4



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

4.1 MAG will have the right people, structures and culture aligned with the values of the organisation. We will:

- Embed a positive organisational and management culture where people are well led, feel engaged, supported, valued and equipped to perform to their very best
- Develop and deliver an effective people strategy and optimal organisational design, encompassing efficient workforce planning, effective resourcing, principled reward, relevant and accessible development, constructive performance management and purposeful talent retention

4.2 MAG will fulfil our duty of care towards our people, partners and communities we support. We will:

- Strive to continually develop and achieve the very best standards around its duty of care which includes safety, security, safeguarding and well-being

4.3 MAG will have a fit-for-purpose global logistics management framework. We will:

- Build an efficient global framework for procurement and logistics function, increasing cost-efficiencies and mitigating risk
- Have customized, fit for purpose structures and systems to ensure effective procurement, inventory, asset and fleet management across all programmes



4.4 MAG will be a financially resilient, sustainable and accountable organisation. We will:

- Improve reserves to sufficiently support delivery of MAG's stated aims over the short, medium and long term, and

provide financial security against future unknown factors

- Improve financial management structures, systems, reporting and analysis to support stakeholders in making effective and value-add decisions
- Strengthen cash management strategies to optimise working capital, safeguard against adverse foreign currency movements, securing future cash flow needs

4.5 MAG will harness digital technology to improve business performance and efficiency. We will:

- Build the foundations for a digital enterprise
- Make use of digital systems to promote more efficient business processes and flexible ways of working for all staff
- Develop and integrate business management information/systems

4.6 MAG will be responsible and ethical in how we manage & govern our organisation. We will:

- Implement an integrated model of good governance to ensure effective organisational oversight in achieving strategy, minimise risk and maintain regulatory compliance
- Develop an ethical framework encapsulating our values and guiding how we work with donors, suppliers, partners, states, communities and staff



A final word: MAG would be nothing without its donors and partners. **Thank you.**