



MAG

saves lives builds futures

Annual Report 2022

Escalating
need in a
changing world

Cover Image

Janette Malichi, Team Leader of the
WRA-funded Mine Action Team One in
Moxico Province, Angola



MAG

saves lives builds futures

THE MINES ADVISORY GROUP

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

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022.

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and Chief Executive

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You

Company No. 04016409
Registered Charity No. 1083008

We continue to help make the world a safer place

Message from the Chair & Chief Executive

Landmines and unexploded bombs continue to blight lives across the world and 2022 witnessed their continued impact, with an average of 15 people killed or injured every day of the year.

It was a year that saw their proliferation on a massive scale with the outbreak of war in Ukraine, where huge swathes of the country have been contaminated and where clearance is likely to take decades.

The impact of that conflict had reverberations across the globe, affecting food insecurity and overseas aid budgets so indirectly impacting already vulnerable communities in places such as the Middle East and Africa.

Ukraine's story – being played out in front of us on live TV – reminds us of the longstanding legacy of wars that ended decades ago. More than 60 million people still live in fear of landmines and unexploded bombs – many left over from what are now regarded as historic conflicts.

But much of the global contamination results from more recent conflict, in the Middle East and Africa, with increasing numbers of people being killed and injured by landmines of an improvised nature.

Small arms and light weapons, meanwhile, continue to be used to inflict armed violence, fear and instability on communities across the world. MAG's work expanded significantly in this sphere in 2022, with new programmes emerging in the Caribbean, one of the worst regions in the world for firearm-related homicides and crime.

The combination of escalating humanitarian need and global unpredictability was the backdrop to a year that saw MAG continue to grow and to achieve real and tangible impact on behalf of the communities we serve.

We are proud to report that the commitment of our dedicated staff, operating in 33 countries across the world, benefited the lives of more than 1.8 million people in 2022, an increase of some 15% on the



Julia Palca
Chair of Trustees



Darren Cormack
Chief Executive

number of people whose lives we impacted in the calendar year of 2021.

We are invested in fostering an equitable and inclusive culture at MAG, one that values and respects all individuals for their unique differences and abilities.

In addition, our innovative digital risk education programmes reached more than 22 million people – helping them to stay safe during and following conflict.

In 2022, MAG made safe more than 79 million square metres of land and our teams found and destroyed more than 80,000 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 49 armouries and munitions stores and destroying almost 11,000 small arms and light 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. A notable success was our contribution to a coalition of other civil society groups campaigning for a restriction on the use of explosive weapons in populated areas.

None of our achievements would have been possible without the generous support of our institutional, corporate and individual donors. Total income for the 2022 period was £87.4m which represents a 15% increase in income

compared to the previous period, albeit much of that accounted for by changes in the USD/GBP exchange rate..

MAG derives its strength from its staff, who are the lifeblood of our organisation, and the MAG family now consists of well over 6,000 people originating from scores of 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.

In 2022, we were sorry to lose four valued colleagues who died in activity relating to their MAG work. Our thoughts remain with their

families, colleagues and friends following their tragic loss.

The year 2022 saw the start of a process, well advanced at the time of writing, to develop a new five-year strategy for MAG

which will lay out our ambitions and priorities for the period 2024-2028. The development of that strategy comes at a time when the human and other impacts of conflict have never – in recent memory – been more apparent or more pressing.

We will continue to mitigate these impacts with the support of our donors, our partners, the communities where we work and, above all, through the efforts of our dedicated, compassionate and determined staff.

Julia Palca
Julia Palca
Chair of Trustees

Darren Cormack
Darren Cormack
Chief Executive

Report of the Trustees for the year ended 31 December 2022

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 year ended 31 December 2022.

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

We have been operating for 34 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.

Our work fosters stable and secure societies and is a key enabler of progress towards the 2030 Sustainable Development Goals.

We find and destroy landmines, cluster munitions and unexploded bombs in places affected by conflict.

And we work with partners to destroy or secure 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.

MAG also collaborates at an international, regional, national, and local level to reduce the likelihood and impact of armed violence and conflict.

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.

Since 1989, we have helped

over 20 million people in some 70 countries rebuild their lives and livelihoods after war.

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

DETERMINED – We work with purpose

- We only exist to deliver positive change for people affected by and recovering from conflict and insecurity and we will pursue this with relentless determination.
- Our determination means we find ways to succeed. We adapt and challenge ourselves; we are open to change, and we encourage innovation to achieve the most impact.
- We are sensitive to community needs; we are accountable to the people we serve and to our donors as we work to deliver our mission most effectively.

EXPERT – Through excellence and expertise we build trust

- We strive for excellence in everything we do.
- We listen to community experience, learn from our own and others' work and are driven by evidence and outcomes.
- We are focussed, bringing specialist knowledge in our chosen area and not seeking to do what others can do better.
- We have high standards for what we deliver, how we treat each other, and how we respect the trust placed in us by others.

INTEGRITY – We strive to do the right thing

- We behave with integrity for the communities we work with and for each other.
- Doing the right thing in difficult situations takes courage. Courage allows us

to be transparent and do what we do well. Courage allows us to speak out and to discuss difficult issues. We use our voice to influence change and amplify the voices of others to benefit the people in the communities we serve.

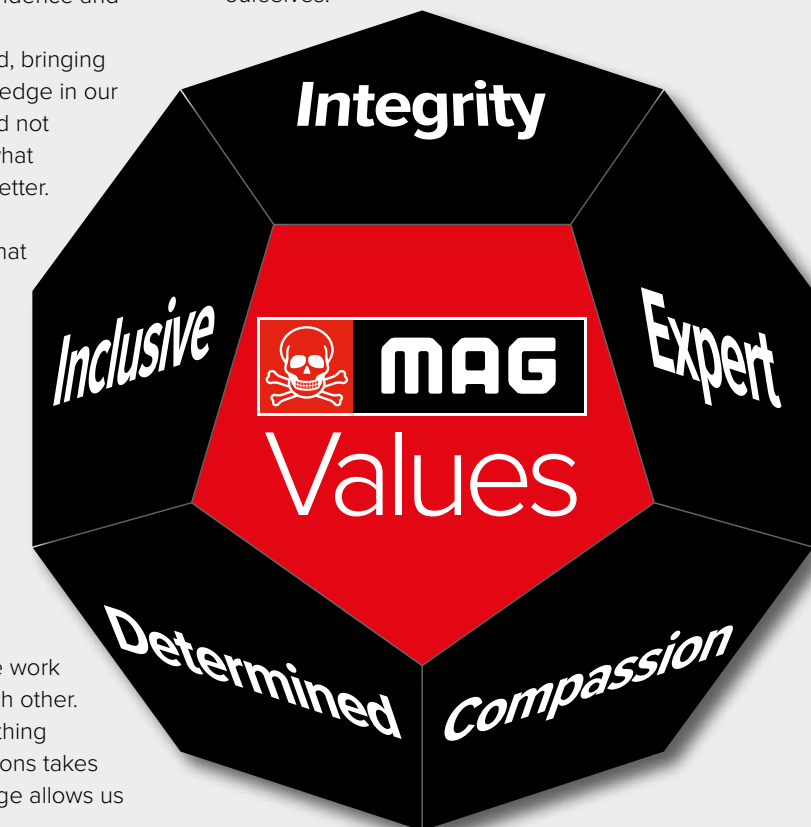
- We focus on the communities we serve, acting with humility, humanity and honesty. It is not about us. We work for change.

COMPASSION – People come first in everything we do

- Compassion means we care and that we are determined to fight injustice, effecting change to help those in need. We listen. We act. We care.
- Through compassion and empathy we build respect and connections, working for wider benefit not our own gain.
- As humanitarians we show compassion to others and to ourselves.

INCLUSIVE – We are inclusive and we value diversity

- Our voice is only one of many and we continue to learn from each other.
- We draw on the differences in who we are, what we have experienced, and how we think.
- We listen actively and attentively and include voices from a wide perspective, ensuring that we are accountable to people in the communities we serve, to one another and to our partners in the international community.
- We seek to create an environment where staff feel valued, are supported and can achieve their full potential. Our success is built on tolerance and respect for diversity and inclusion, creating a safe environment to work in.



Our Strategic Direction

AIM

1

MAG will deliver a global programme of action to reduce the impacts of Explosive Ordnance and SALW-A.

AIM

2

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

2022 represented the penultimate year of MAG's current Strategic Direction. In the second half of the year, we started the process to develop our new strategy for 2024-28 – which will be a joint strategy with MAG America.

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.

AIM

3

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

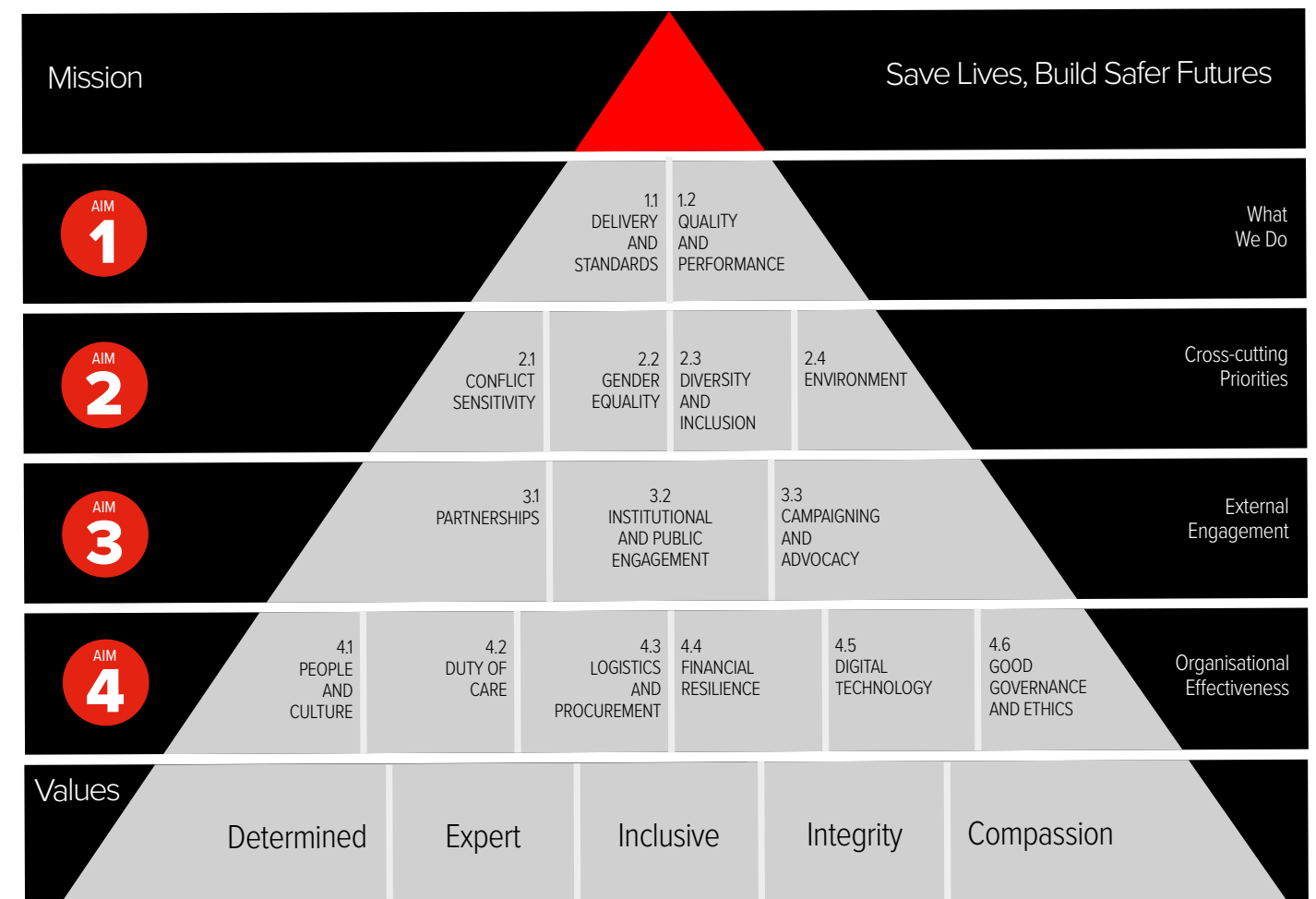
AIM

4

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



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



Our Goals and Approaches

Our charitable purposes

The organisation's goals and approaches are guided by its charitable purposes. The purposes for which MAG was established for the public benefit are:

- a) the relief of suffering and distress throughout the world, particularly in areas where conflict results in human fatality or injury, due to the presence of the debris of war, such as land mines, 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;
 - the provision of explosive ordnance risk education to communities at risk;
 - advocating and campaigning in order to mitigate the impacts of explosive ordnance, arms and weapons on communities;
 - providing necessary medical support; 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 aims, objectives and activities each year and ensure they

remain focused on our charitable purposes, as set out above.

This Trustees' Annual Report sets out in detail the significant activities carried out to further the aims in MAG's 2018-2023 Strategic Direction, the types of programmes funded and the benefits they have brought to the people we are here to serve. We have had due regard to public benefit guidance published by the Charity Commission when reviewing our 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; and
- details of the achievements by reference to the purposes and objectives set.



Our Impact in 2022

Our global programmes continued to deliver significant life-saving impacts over the reporting period with activities implemented in 33 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.

When considering comparisons to previous reporting periods we have provided a calendar year comparison and also a comparison with the 2020 extended 18-month reporting period.

What is clear is that we continued to deliver effective and impactful

Beneficiaries of All MAG Activities

	2020	2021	2022
Direct Beneficiaries	471,949	584,756	720,822
Women	118,154	154,557	177,627
Girls	119,781	142,500	186,814
Boys	128,657	154,006	196,854
Men	105,357	133,693	720,822
Indirect Beneficiaries	757,248	976,012	1,088,945
Women	188,112	255,345	281,513
Girls	184,200	223,089	266,921
Boys	191,793	223,299	262,623
Men	193,143	274,279	277,888

Digital Risk Education reached an audience of 21,828,316 people (not considered direct beneficiaries)

programmes, often in the face of continued challenges brought about by the COVID-19 pandemic or by fragile security contexts.

During 2022, our activities

benefited some 1.8 million people, with millions more reached through innovative digital explosive ordnance risk education programmes.

HMA Key Indicators

	2020	2021	2022
Land Release (m²)	60,742,650	85,232,344	79,390,619
Land Cancelled (through Non-Technical Survey)	2,873,958	8,295,266	2,733,335
Land Reduced (through Technical Survey)	3,919,917	10,159,215	6,080,766
Land Cleared	53,948,775	66,777,863	70,576,498
Items Removed/Destroyed	115,627	67,796	80,777
Landmines (Anti-Personnel)	24,094	16,241	18,056
Landmines (Anti-Vehicle)	1,034	118	515
Improvised Landmines	344	1,582	4,822
Cluster Munitions	29,081	27,890	24,466
Unexploded or Abandoned Ordnance	20,386	21,296	32,751
All Other Types of Explosive Ordnance	40,688	669	167
No. of EORE Sessions	23,722	31,083	32,441

Note
EORE
(Explosive
Ordnance
Risk
Education)

Humanitarian Mine Action

In 2022, MAG removed or destroyed 80,777 explosive devices (anti-personnel and anti-vehicle landmines, UXO, cluster munitions and improvised landmines). We released c. 79 million m² of land in 2021 compared to c. 85 million m² in the previous 12-month period.

WAM Key Indicators

	2020	2021	2022
WAM Activities/Interventions			
Armoury/Munitions Store Risk Assessments	107	103	149
Armoury/Munitions Stores Constructed	22	35	37
Armoury/Munitions Stores Refurbished	35	11	12
Weapons Marked	8,083	4,570	9,589
Destruction of Ammunition & Weapons			
Small Arms Ammunition Destroyed	255,602	2,941,558	1,515,586
Small Arms & Light Weapons Destroyed	846	732	11,452
Ammunition & Weapons Training			
WAM Training courses conducted	45	85	76

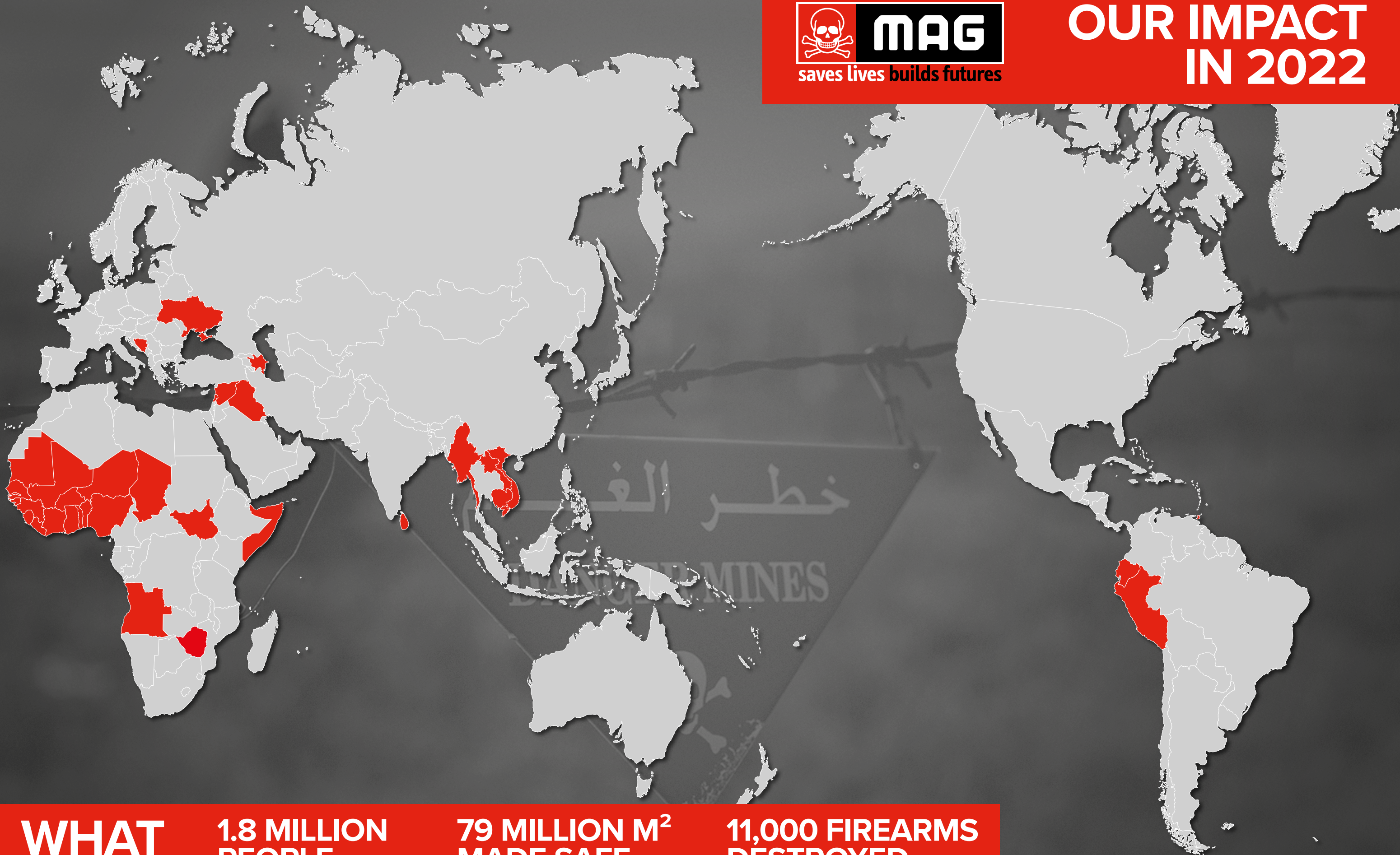
Weapons and Ammunition Management

In 2022, 149 armoury assessments were undertaken, 49 armouries and munitions stores were constructed or refurbished, and 9,589 weapons were marked.





OUR IMPACT IN 2022



WHAT WE DID

1.8 MILLION
PEOPLE
BENEFITED

79 MILLION M²
MADE SAFE

11,000 FIREARMS
DESTROYED

The Middle East

The Middle East remains a core area of MAG's global programming, with operations in Iraq and Lebanon for over 30 and 20 years respectively, as well as activities in Syria since 2016. MAG continues to be the largest humanitarian mine action operator in each of its three Middle East programmes, despite an increasingly challenging and competitive funding environment.

Ongoing geopolitical tensions, security challenges, socio-economic changes, refugee and migration crises, energy dynamics and political movements continue to shape the Middle East. It is against this backdrop that MAG continues to find ways to deliver effective and impactful programming, support safe returns, and enhanced livelihood opportunities. Finding innovative ways to expand MAG's reach, building effective partnerships with local authorities, and continuously developing the capacity of its support and operational staff have remained core priorities.

Lebanon remains gripped by a protracted economic crisis, among the worst currently being experienced globally. Hyperinflation, combined with the rapid depreciation of the national currency, are dramatically impacting the lives of both Lebanese and refugee communities, with an estimated 1.3 million Syrians remaining refugees in Lebanon. These factors continue to place a great strain on economic resources, and access to safe land.

It is against this challenging background that risk-taking behaviour has increased, with communities using land they suspect to be contaminated with mines and unexploded ordnance, whether for agricultural purposes,

collecting firewood, or searching for scrap metal for resale. Mine-related accidents in 2022 reached the same level as 2021 (22 in total), representing a sharp rise on what they were in 2020.

The Lebanese authorities reported that 26.69km² remained contaminated with landmines, cluster munitions and other unexploded ordnance at the end of 2022. Leadership from the Lebanon Mine Action Center (LMAC) remains steadfast but funding challenges across the mine action sector in Lebanon threaten progress, particularly as Lebanon endeavours to meet its May 2026 completion deadline under the Convention on Cluster Munitions.

MAG's strong partnership with the LMAC has enabled a range of new technical approaches to be implemented, with increased focus on technical survey, enabling greater land release through reduction, and more effective targeting of resources, in particular the use of mechanical assets on Blue Line minefield tasks. In 2022, MAG was responsible for 50% of all land released in Lebanon, releasing over 1.8 million m² of land, and destroying more than 9,000 explosive items, benefitting over 10,000 people. With an upward trend in accidents, delivery of explosive ordnance risk education (EORE) remains critical, and through a combined in-person and digital approach using social media, MAG was able to reach over 3.7 million people in 2022.

MAG's successful partnership with the Lebanese Armed Forces (LAF) continued, with ammunition storage facilities refurbished and constructed across four bases, and training delivered to over 50 LAF staff to enhance the safety



and security of LAF facilities. As an indicator of the strength of this partnership, MAG was asked to contribute to the LAF's national strategy for weapons and ammunition management.

MAG remained a leading advocate for gender mainstreaming in mine action in Lebanon, delivering a range of internal trainings, and supporting the LMAC to incorporate a gender-focused objective in their national strategy.

The security and economic context in **North East Syria (NES)**, where all of MAG's operations are located, remains precarious. Sporadic escalations in shelling, specific missions targeting Islamic State (IS) sleeper cells, and a large-scale prison break in January 2022 provide a complex and unpredictable back drop against which MAG must adapt to deliver effective programming and ensure the continued welfare of its staff.

Communities across NES remain vulnerable to economic shocks, with prices of essential goods increasing and the local currency continuing to weaken throughout the year. These challenges are compounded by the presence of landmines

and other unexploded ordnance, which is most frequently reported as impeding access to agricultural land, roads, and private property such as homes, followed by schools, other public infrastructure, and hospitals.

In 2022, MAG continued efforts to consolidate its programming, having reopened the programme at the end of 2020 after more than 12 months of suspension following the escalation in fighting in October 2019, and the emergence of Covid-19. A core component of this has been through strengthening MAG's relationship with the North East Syria Mine Action Office (NESMAO), particularly through the provision of a range of training, as NESMAO works to assume the full responsibilities of a national mine action centre. MAG has also continued to provide training to other local and international NGOs, as well as collaborating with the North East Syria Education Council to develop EORE messaging for integration into the school curriculum.

During 2022, MAG deployed clearance and community liaison teams across Hasakeh and Raqqah

governorates, releasing more than 2.4 million m² of land, and reaching more than 100,000 people with EORE messaging. The addition of mechanical assets partway through the year has driven a big increase in the rate of land release, alongside other innovations such as the use of drones in non-technical and technical survey activities. The move to full use of mobile data collection is another key development, streamlining this process and enhancing the accuracy of the data collected.

Iraq remains one of the world's most heavily mine-contaminated nations. At the beginning of 2023, over 2,000km² of land remain contaminated in Federal Iraq and over 200 square kilometres of land are contaminated in the Kurdistan Region of Iraq. During its 30th year of operations in Iraq, MAG continues to work across both the Kurdistan Region and Federal Iraq, deploying an integrated capacity of manual clearance teams, supported by mechanical assets, dogs, and community liaison staff.

During 2022, MAG released over 7.1 million m² of land, removing more than 23,000 explosive items, completing 48 minefield and 17 battle area tasks. Through its community liaison activities, MAG also reached over 81,000 individuals through in-person EORE, as well as continuing to reach communities through digital messaging on social media.

MAG's activities have enabled farmers to plant wheat where thousands of improvised mines were laid and have enabled developers to rebuild apartments and houses that were once occupied by ISIS. In the Kurdistan region, where stunning natural surroundings and a pleasant climate serve as a magnet for tourists, clearance has enabled shepherds and villagers to safely graze their animals and collect natural resources on land that has been mined

since the Iran-Iraq war of the 1980s, providing valuable economic opportunities.

A major milestone was completing clearance of a 2 million m² improvised minefield the north of Mosul, located in a fertile region where significant wheat farming takes place, which was deemed to be the most highly IED-contaminated task MAG has worked on in areas liberated from IS.

MAG remains committed to building capacity both internally and externally. A productive exchange visit to Lebanon was organised for Kurdistan Region and Federal Iraq authorities to share experiences and lessons with the Lebanon Mine Action Centre. Internally, MAG is proactively looking at opportunities to increase nationalisation of its programme, developing a road map for the next two years.

To be more accountable to the communities where we work, MAG Iraq launched a complaint and feedback telephone hotline, which enables us to better receive, track and respond to feedback.

To improve the diversity of the programme, MAG established a gender and diversity committee, which is identifying tangible action points and plans for implementing programs and fostering inclusivity across all departments of MAG.



Our Impact

East & Southern Africa

This newly formulated region comprises Angola, Somalia, South Sudan and Zimbabwe, with watching briefs on **Ethiopia, Sudan** and the border areas of **Northern Uganda, Kenya/Somalia, Ethiopia/Somaliland and Mozambique**.

This portfolio shift brings greater coherence to the programmes as the majority of donors and stakeholders divide their Africa regions between West and Central Africa and East and Southern Africa.

Three of the four existing programmes in the new region are also working on their Article 5 plans to be landmine free by 2025 under the Anti-Personnel Mine Ban Convention (APMBC).

Funding in 2022 continued was a major issue for the region where global prioritisation has

seen committed funds transferred towards the Ukraine response. UK Government funding in 2022 did not increase as expected due to delays which meant real-term cuts to funding across Angola, South Sudan and Zimbabwe due to inflationary pressure and foreign exchange losses. Further uncertainty on the part of the Swedish International Development Cooperation Agency (SIDA) regarding its overall regional funding envelope inhibited long-term planning and forecasting.

In **South Sudan**, MAG's mine action programme continued to focus on the Equatorial States, creating safe routes for refugee returns and releasing land for farming in the predominantly agricultural region

of the country. The programme released c. 1.3 million m², focusing predominately on battle area clearance, removing a total of 1,817 explosive remnants of war. The community liaison team were able to deliver 1,467 EORE sessions to 17,878 people in 2022. Over the course of the year, unpredictable rainfall due to increasing

climate shocks meant that delivering targets proved challenging. However, the team was able to deliver overall outputs for the year with the flexible deployment of mechanical assets across task sites. The South Sudan team have built upon last year's successful secondment of National Mine Action Authority (NMAA) staff into the MTTs with one NMAA member being promoted to Site Supervisor. One other NMAA staff member remains as a deminer in a MAG MTT with a third having completed the secondment programme and is now employed as a regular MAG staff member.

FCDO and SIDA funding enabled three Mine Action Teams (MATs) and two Community Liaison Teams (CLTs) to be deployed in **Zimbabwe**. A total

of 278,379m² of contaminated land was safely released back to the community with 892 anti-personnel mines safely destroyed.

A total of 7,285 people received EORE training in the year during household level visits and in schools when such sessions were approved to go ahead. The continuing success of the EORE work is reflected in the fact that there have not been any human mine accidents in our area of operation for many years and that MAG is called out to assist when cattle accidents occur and to respond when explosive remnants of war (ERW) are found in the communities. The programme continues to work under good coordination from the NMAA and in

No human mine accidents in Zimbabwe, thanks to training

partnership with other mine action operators.

Continued climate shocks coupled with ongoing conflict between government forces and non-state actors are causing frequent movement of people across the horn of Africa as well as within **Somalia**. IDPs and refugees are at particular risk of violence caused by explosive ordnance due to their lack of familiarity with the area.

To ensure that the life-saving explosive ordnance and small arms risk education messages reach the greatest possible audience, MAG employs a set of approaches proven to work in the Somalia and Somaliland context, including radio campaigns, in-person drama sessions featuring locally relevant stories, and in-person risk education sessions for women, men, girls and boys.

MAG created tailored image-based small arms and explosive ordnance training, which is

adapted for the specific needs of a community. A notable highlight of the work undertaken by MAG was when youth activist Samira Mohamed joined one of MAG's radio broadcasts on Radio Hargeisa to provide her thoughts on how women and particularly young women need to be involved in weapons and ammunition storage.

During the radio call-ins MAG noticed a significant increase in the number of female callers when shows were hosted by and included female guest. It was through similar activities that MAG can report that 75% of radio listeners reported increased knowledge regarding small arms and light weapons.

MAG **Angola's** clearance operations are being delivered in several Confirmed Hazardous Areas (CHAs) at the same time, in a maximum 234 km radius around Luena, to the north and east. Working in several CHAs enables fast operational adjustment to weather and working conditions.

During 2022 MAG Angola has been able to maintain a strong operation with support from the US State Department's Office of Weapons Removal and Abatement (PM/WRA) and the Japanese government, as well as continuing work with UK and Swedish support. Staff numbers stood at 222, with six MATs, six mechanical teams, another three mechanical assets supporting operations, two community liaison teams and two rapid response teams and EOD teams. An all-female weapons and ammunition management team was trained, and a coordinator was hired to deliver that work.

Overall, MAG was able to release c. 2.6 million m² of previously contaminated land, removing 4,090 pieces of explosive ordnance (3,119 UXO, 951 anti-personnel mines, 20 anti-tank mines) and 12,841 small arms munitions. MAG separately delivered 1,656 risk education sessions to a total of 32,975 individuals.



Asia Pacific

Across the Asia Pacific region MAG continued to deliver large scale and efficient mine action programmes throughout the year despite a number of political and economic challenges.

Across South and South-East Asia the ongoing Covid-19 pandemic continued to create challenges. Nevertheless, the programmes in Cambodia, Lao PDR, Sri Lanka and Vietnam were able to deliver large-scale and efficient mine action operations throughout the year. The coup in February 2021 and then the significant challenges related to Covid in the summer meant the programme in Myanmar had to adapt to a particularly challenging set of circumstances.

Despite considerable political and economic challenges in **Sri Lanka**, including curfew restrictions and a national fuel shortage, MAG released c. 1.9 million m² of land to support livelihood development and refugee return, destroying 7,815 landmines and explosive remnants

of war. MAG provided significant input into the development of the new 2023-2027 national mine action (completion) strategy, launched in early 2023, which reinforces the government of Sri

Lanka's commitment to implement its international convention obligations under the Anti-Personnel Mine Ban Convention (APMBC) and in line with the Sustainable Development Goals (SDGs).

MAG's 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 successfully. In 2022, MAG completed the construction and rehabilitation of 13 armouries, provided 30 weapon cabinets, trained 51 personnel in storekeeper and store management training, and 55 personnel in armoury risk assessments.

As the country approaches completion of all known contaminated minefields, MAG continued to implement its staff transition strategy, mainly upskilling and reskilling MAG staff through financial literacy training and individual financial and credit counselling, language training (spoken Sinhala, Tamil literacy, English) and activities to bolster linkages to market driven agriculture. MAG also worked with consultants and the construction industry to design training courses that would allow deminers a fast-track entry into in-demand skilled labour roles within the construction sector after mine clearance completion.

MAG's safeguarding unit rolled out a community reporting mechanism and provided MAG staff with mental health awareness training sessions as well as follow-up individual counselling.

MAG's first 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 successfully through new partnerships, especially with the Sri Lanka Police and Ministry of Public Security. MAG completed the construction and rehabilitation of eight armouries and trained 57 personnel in storekeeper and store management training in 2021.

In **Vietnam**, MAG deployed 735 staff across two of the most contaminated provinces, Quang



Binh and Quang Tri, working closely with local authorities to technically survey 725,000m² of land and release c. 34.4 million m² of prioritised contaminated land back to communities for agricultural and community development.

A total of 14,617 dangerous items were removed and destroyed. MAG also tailored 399 EORE sessions to ensure continuity in reaching the most at risk and expanded digital EORE activities online with two campaigns using social networks and online conference tools, reaching more than four million people in both provinces.

Partnerships continued to be at the forefront of our approach. MAG is recognised as a strong technical expert in Vietnam and together with United Nation Development Program (UNDP), MAG has been co-chairing the Mine Action Working Group (formerly known as the Landmine Working Group), attended by government and NGO representatives working in the mine action sector in Vietnam. In consortia, MAG works with

PeaceTrees Vietnam and Norwegian People's Aid to provide land release activities and support improved mine action coordination in Quang Binh.

High levels of explosive ordnance contamination in **Lao PDR** still have a significant impact nearly 50 years after the end of the conflict. Since clearance began in the mid-1990s, more than 113km² of land has been cleared, however, current data shows that over 1,300km² of land still requires clearance. To respond to this continued need, in 2022 MAG deployed 68 clearance and survey teams across Xieng Khouang and Khammouane provinces, as well as five roving teams and seven community liaison teams. Through all activities, 17,925 items of explosive ordnance were safely destroyed, and c. 15.3 million m² of land was released back to the community, directly benefiting 114,564 people. Since MAG commenced operations in Laos 29 years ago, it has destroyed 316,074 items of explosive ordnance, releasing c. 113.6 million m² back

to the community for the benefit of 975,962 people.

In **Cambodia**, 2022 marked the 30th year of MAG's operation in the country. MAG released over 1,135 hectares of hazardous land, destroying 528 landmines and 4,880 items of explosive ordnance, benefiting 22,046 people across Battambang and Ratanak Kiri provinces. Land previously contaminated by landmines and ordnance can, following MAG's work, be used for population resettlement, the construction of public infrastructures (such as schools, health centers, and roads), and increasing access to safe agricultural land.

MAG responded to an emergency clearance request by the local authorities in Lung Kung, Ratanak Kiri province, to clear land for building a new public school. While plans were in place to build this vital new school, the suspected presence of cluster munitions and explosive remnants of war was obstructing its construction. Mr. Thai Sophan, a director of Lung Kung Secondary School, Ratanak Kiri province, stated that MAG's clearance enabled the construction of this new school, and it now accommodates 144 students (including 73 female) from four villages of Tumpaun indigenous communities.

Prior to construction of the new school, students graduating from primary school had to travel some 20 km to get to attend secondary school. Students undertaking the journey to Bor Keo encountered many difficulties including a lack of transportation, road accidents, and high expenses for food and accommodation. This resulted in a significant school

dropout rate among primary school graduates in the community.

In 2022 MAG continued to adapt its programming in **Myanmar** to respond to the drastically changed context post-coup. The programme has adapted its EORE and survey tools to enable both in-person and remote delivery of activities by both MAG and partner teams - which has been a key approach in reaching communities.

The escalation of conflict in Rakhine, Chin, Sagaing, Kachin, Kayah, Tanintharyi and Kayin States has led to new displacements and increasing humanitarian needs, with landmine/EO incidents increasing exponentially.

In order to ensure that EORE is still being broadly disseminated, the team has trained other aid workers on EORE messaging so they can include integration of key safety and awareness messages in their daily activities with at-risk communities, to distribute IEC materials and mitigate the risks landmines and EOs pose to their staff. The MAG team also coordinated the response and advocacy for intervention of Mine Action actors through the Mine Action Area of Responsibility.



Our Impact

Sahel & West Africa

In 2022 the region continued to witness political and security unrest, including two coups in Burkina Faso amidst growing insecurity in the country.

In Mali, French soldiers withdrew from the country and the government continued to increase pressure on foreign non-governmental organisations.

Unrest in Chad and Guinea and a coup attempt in Guinea Bissau have continued to destabilise a region ever more fragile and vulnerable to shocks. Armed conflicts in the region have

intensified with growing impact on communities and increasing numbers of civilian casualties.

In 2022, MAG's strengthened its regional approach and firmed up the structure and fully staffed its regional operations delivery and support unit team. We opened an office in **Guinea Bissau** and launched project activities through Organised Crime: West African Response to Trafficking (OCWAR-T) and SIDA in new countries such as **Ghana, Togo, Liberia** and **Côte d'Ivoire**.

In 2022, MAG destroyed 300 tonnes of ammunition, provided 875 SALW risk education sessions to 11,700 beneficiaries, destroyed 435,000 small arms ammunition, marked 1,300 SALW and secured 4,000 of them.

Throughout the year MAG also strengthened its capacity to support affected states and communities in the region to deliver mine action activities in **Mauritania, Senegal** and Guinea Bissau with earmarked mine action contracts to support capacity building of national mine action authorities.

Programmes continued their engagement in gender and diversity activities, with baseline assessments taking place in Sierra Leone and Mauritania. A gender module was integrated and mainstreamed in technical training delivered to security partners and

another on women peace and security and SALW was developed for a training institute in Burkina Faso.

In the light of the intensification (and complexification) of armed conflicts and their growing and destructive impact on civilians' lives throughout the region, MAG has worked to improve the framing of our work.

This has led to the Armed Violence Reduction theory of change and its adaptation at programme level. This includes but is not limited to strengthening our work at community level and in partnership with other organisations and supporting the development of sustainable national capacity (civilian and governmental).

This was illustrated in 2022, where MAG strengthened its collaboration with local partners such as UNIJED/AFRICA in Burkina Faso, Tassaght in Mali, ANTID in Niger, regional partners such as MALAO, WANEP, ECOWAS, and international partners such as the Center for Armed Violence Reduction, the Small Arms Survey, and International Alert.

In 2022, MAG **Nigeria** supported community members affected by the ongoing humanitarian crisis in the north east through 4,558 gender and age-appropriate EORE sessions to 59,523 people and undertook 158 contamination assessments.

MAG also implemented WAM activities, working alongside stakeholders and relevant authorities to conduct five armoury assessments, refurbish one armoury, destroy 2,170 weapons and deliver weapons-cutting training to 10 members of the Nigerian security forces.

MAG Nigeria also held a high-level WAM awareness roundtable and a workshop on conflict sensitivity. The programme launched SALW RE education in Katsina and Benue State, delivering 136 gender and age-appropriate SALW risk education sessions



to 2,173 people and reaching an additional 128,336 others via radio.

In **Chad**, the "Demining and Economic Development project (PRODECO)" funded by the EU was concluded in April 2022, before which MAG Teams delivered 168 gender and age-appropriate EORE sessions to 7932 women men, boys and girls in eastern region.

Various WAM activities were also conducted: MAG built and rehabilitated 13 weapons and ammunition storage facilities, conducted 23 compliance visits and 12 armoury assessments. A total of 1,654 small arms, 10,541 SAA and 0.634 tons of obsolete ammunition were destroyed. In addition, 87 armed forces personnel have been trained on securing weapons and ammunitions and 455 weapons have been marked through MAG's weapons marking program. MAG Chad also held the first of its Joint Monitoring Group Meetings with representatives of various branches of the Chadian defense forces.

In **Ghana, Togo** and **Benin** MAG has forged a fruitful relationship with National Commissions on

SALW, which has resulted in the signing of an MoU in the three countries. MAG's work in these countries focused on weapons and ammunition management activities. In 2022, outputs across these three countries under the regional ECOWAS project OCWAR-T included: five fully containerized armouries provided; 12 personnel trained in weapons marking; 24 personnel trained in weapons storekeeping; 12 personnel trained in weapons store management and 42 personnel trained in ammunition disposal. 48.57 US tons of unsafe ammunition were destroyed.

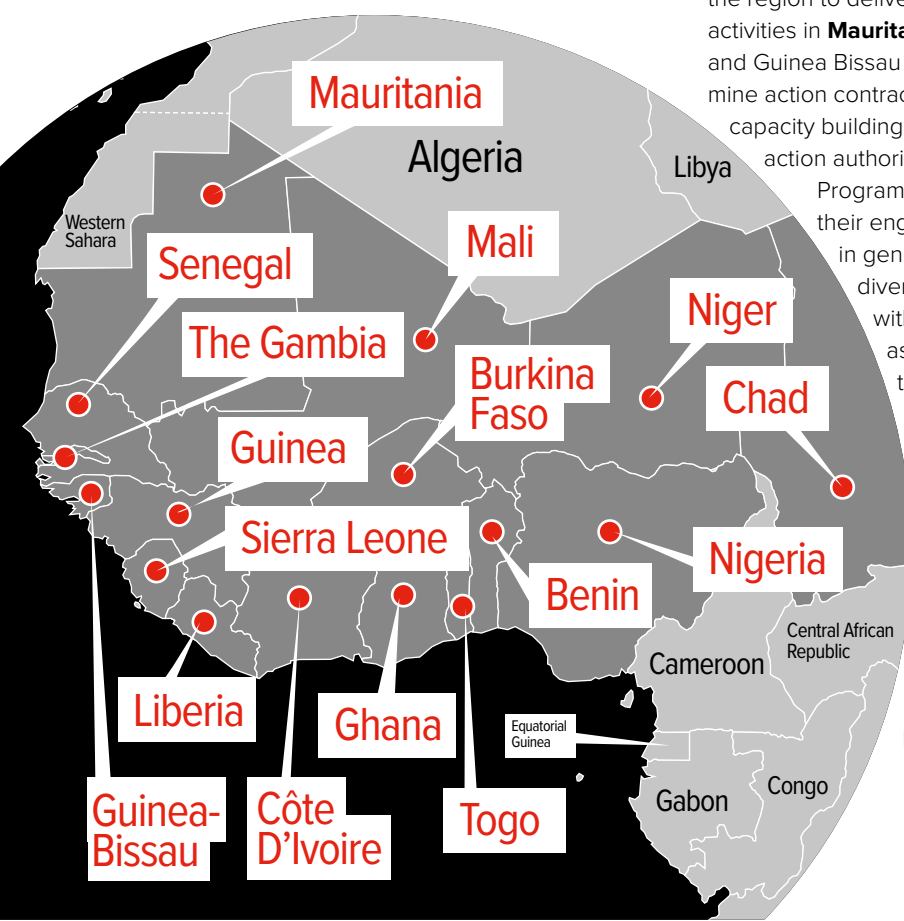
Under a PM/WRA project in Benin, 110,38 US tons were destroyed the same year. MAG plans to continue its SALW activities with a focus on border areas and the disposal of obsolete, surplus and unsafe ammunition.

In Guinea Bissau, MAG opened an office in May 2022 and signed MoUs with the Defence Secretary of State to deliver HMA and WAM programming. Under German Federal Foreign Office (GFFO) and

SIDA funding, 76 personnel were trained in aspects of weapons and ammunition management. Thanks to financial support from the Norway and Netherlands governments, MAG dedicated personnel to support the Mine Action Centre (CAAMI) in identifying priorities, developing a national strategy and supporting the 2022-2024 extension request which was approved.

MAG plans to continue its SALW activities and support the country in the fulfilment of its Article 5 obligations under the APMBC. In Guinea Bissau MAG, along with ECOWAS Small Arms Division and Bonn International Centre for Conflict Studies (BICC), participated in a scoping mission. The team conducted a range of activities nationwide including assessment of weapons and ammunition storage facilities, collection of data about the nature, scope and location of the contamination by explosive hazards and information gathering with regards to practical programme implementation. MAG stepped in

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to support Guinea-Bissau's new Article 5 extension request in 2021 and carried out various scoping missions.

In 2022, in the Western West Africa subregion (Guinea, Mauritania, Senegal, Sierra Leone, and The Gambia), MAG continued to support national authorities through armed violence reduction and weapons and ammunition management activities.

Technical assessments of weapons storage facilities were conducted, followed by a number of physical interventions, including the construction of new armouries, the rehabilitation of existing ones, and the provision of containerised armouries and equipment for storage facilities in Mauritania, The Gambia, and Guinea.

A key achievement in **Senegal** was the set-up of a temporary ammunition storage facility to store part of the ammunition stockpiles that were stored in populated areas of the capital city. This milestone significantly contributed to reducing the risk of unplanned explosions while MAG's team continued to work with national authorities on the design and preparation of a long-term ammunition depot.

In **Mauritania**, a total of 74 tonnes of unstable and obsolete ammunition and 75 man-portable air-defense systems (MANPADS) were destroyed, further reducing the risk of unplanned explosions.

Throughout the year, a significant focus was placed on training courses to strengthen national capacities. A total of 197 participants were trained in armoury and ammunition storekeeping and management, explosive ordnance disposal and weapons marking.

A pilot training course was launched in Mauritania and replicated in **Guinea** to support security and defence forces to autonomously conduct technical assessments and oversee physical works such as the deployment



of containers, with MAG's remote support and advice.

Additionally, on the basis of SALW perception studies, community activities were undertaken to develop community early warning systems in **The Gambia** in the event of armed violence incidents. The extension of this system in Senegal is scheduled for 2023 to enable cross-border communication.

MAG continued to work closely with the National Commissions on SALW in all intervention countries, ensuring that our activities align with national, regional, and international frameworks and that our field experiences feed into strategic plans. We also focused on developing new partnerships and strengthening existing ones with

international, regional, and national organizations.

In **Sierra Leone**, MAG partnered with Small Arms Survey (SAS) and the Center for Armed Violence (CAVR) to respectively support the development of a National Action Plan (NAP) and launch the weapons record-keeping software, ArmsTracker.

Additionally, MAG gained a better understanding of gender in armed violence reduction programming through gender baseline assessments conducted in Mauritania and Sierra Leone.

In 2022, MAG launched its humanitarian mine action program in Mauritania and intensified its mine action activities in Senegal by opening a sub-office

in Ziguinchor. With the core objective of supporting national mine action authorities, MAG provided equipment to authorities and supported the development of national norms in Senegal. MAG also started deploying its capacity building strategy in both countries. Key highlights of the year included a conflict analysis study commissioned in Senegal and the organisation of a highly successful workshop on updating the land release process in Senegal.

Mali's population continues to be highly affected by the conflict with 205 civilian casualties (119 in 2021) of improvised explosive devices. MAG continued to strengthen its work through local partners to reduce risks of accidents and

engaged with 26,206 people on mine and ERW and SALW risk education.

We were also able to carry out light touch weapons and ammunition management activities, including training in weapons marking and store management. The programme also fostered gender inclusion with the national commission through the training of two gender champions.

In **Burkina Faso**, despite the growing insecurity and political instability, MAG managed to continue its engagement and prioritise SALW marking and SAA/ SALW destruction in response to expressed needs.

MAG trained 111 personnel who were able to get 2,474

SALW marked and destroyed, 52,107 rounds of unstable and decommissioned ammunition burnt and 74 tons of explosives including MANPADs destroyed. MAG continued discussions with CAVR and the national authorities around the installation of an arms-register database to improve the state's ability to track weapons to meet commitments under the ECOWAS Convention on Small Arms.

Across 2020/21 and into 2022, MAG through SAS supported the evaluation of the SALW national Action Plan in Burkina Faso, focusing on the roadmap to the next national action plan. In Ouagadougou, a marking and destruction centre has been built and equipped for the army to centralize and secure related activities.

MAG expanded its operations to include SALW risk education and EORE for humanitarian actors. 341 SALW-RE sessions were carried in the south west & centre west provinces through a local partner during the pilot phase, benefiting 15,774 individuals.

In **Niger**, MAG engaged the national commission (CNCCA) and the national Physical Security and Stockpile Management (PSSM) Technical Committee, composed of senior PSSM-trained personnel from the security and defence forces to deliberate on Niger's 2021-2022 PSSM priority needs and developed a workplan of activities.

A total of 114 people were trained in weapons marking and 16 ammunition storekeepers and store managers trained. MAG also refurbished or constructed three armouries for the army and the national guard.

A pilot project on SALW RE was implemented through a partnership with a local NGO in the Tillabéry region, benefiting 4,190 people. This work at community level should continue throughout 2023 as well as the work initiated on gender mainstreaming through training of members of civil society.

Eastern Europe, Latin America & the Caribbean

The portfolio covers the same geographic areas as 'Latin America and Rest of the World' as named in the 2021 report but creates a more accurate description of what remains a diverse portfolio.

It reflects the continuation of the Bosnia and Herzegovina programme, the establishment of the Azerbaijan programme in January 2022 and the response to the Ukraine conflict during the course of the year. In April 2022 MAG undertook an assessment of the situation in Ukraine and followed up by establishing a presence as well as achieving a first round of donor funding and partner activities by the end of the year.

Engagement in the Latin America region also changed during the course of the year with the Mexico programme closing and greater engagement with the Caribbean region via the CARICOM authorities being consolidated, with an MoU signed with the **Caribbean Community (CARICOM)**

Implementation Agency for Crime and Security (IMPACS) in September this year. Engagement in the LAC region will further increase throughout 2023.

In **Bosnia-Herzegovina (BiH)**, the operational capacity increased to eight manual clearance teams from the August of 2022, however the programme's Mine Detection Dog (MDD) capacity was reduced to one MDD team, as both of the dogs in the second team were retired due to illness (the dogs were repatriated to the United States where they were adopted). The programme maintained one Community Liaison Team throughout the year. The programme worked across five municipalities, releasing over 2 million m² of land through Technical Survey, clearance and area reduction. These activities enabled the Bosnia-Herzegovina Mine Action Centre (BHMACE) to release a further 4.77 million m² of land back to local communities through cancellation. A total of 147 anti-personnel, 121 anti-vehicle mines and 177 other explosive remnants of war were removed and destroyed. The programme continued to work within the Federation, Republika Srpska and Brcko District. The CL team continued to support the Land Release Projects conducted by the programme throughout the year.

Political tensions continued in 2022 due to the constitutional crisis, threats of secession from Bosnian Serbs and potential boycotts of

the national elections, which in the end did not materialise. However, despite national elections being held in October, by the end of the year a new government had not yet been formed, adding to the uncertainty. The volatile exchange rate of the BAM added to the overall instability for the country and the programme. The consequences of the war in Ukraine were felt when the European Force in Bosnia-Herzegovina (EUFOR) was strengthened, with the number of peacekeepers in the country rising to about 1,100 to help with regional security.

In 2021, MAG in Azerbaijan was able to deliver a joint US and Canadian-funded project to build national capacity through the revision of national technical standards and training 16 site supervisors employed by the Mine Action Agency of the Republic of Azerbaijan (ANAMA). The site supervisors will be able to safely manage all and any future risks as ANAMA scales up its mine action response, with the longer-term goal of reducing the threat of mine and UXO contamination for internally displaced people (IDPs) in at-risk areas of the country. They also received IT training and basic training in Survey123. MAG participated in the ANAMA SOP Review Committee alongside senior ANAMA staff and UNDP Technical Advisors. MAG continued to build relationships with ANAMA during the year, including participation in high level mine action conferences, and began planning for 2023 projects to build the technical capacity of a national HMA operator through funding from PM/WRA and the European Union via UNDP. Like much of the geographic region Azerbaijan has felt some impact from the Ukraine conflict with increased levels of inflation. Political tensions in the Karabakh region increased in the last few months of 2022 with active conflict in September and a blockade of the Lachin corridor from November;



to date these tensions have not impacted the programme.

Following the Russian invasion of **Ukraine** on 24 February 2022, MAG joined the response to the crisis by establishing its presence in-country, initially deploying an assessment team in April 2022. Support staff in-country and regionally were recruited and after establishing a presence in Kyiv MAG received official registration in August 2022. MAG was able to secure some initial funding from trusts and foundations and agreed a partnership with Ukrainian Deminers Association (UDA) to begin EORE. Through UDA, MAG was able to provide EORE activities in Kyivska and Chernihivska oblasts, installing billboards and a mural. The CL teams reached 6,500 direct beneficiaries and through a radio campaign it is estimated over six million people heard EORE safety messages. In September 2022, MAG signed a Partnership Agreement with the State Emergency Service of Ukraine (SESU) which concentrates on demining activities in the country. It has been a challenging year in Ukraine as MAG has had to establish itself in an ongoing conflict environment. Nevertheless, more substantial funding and projects were secured for 2023.

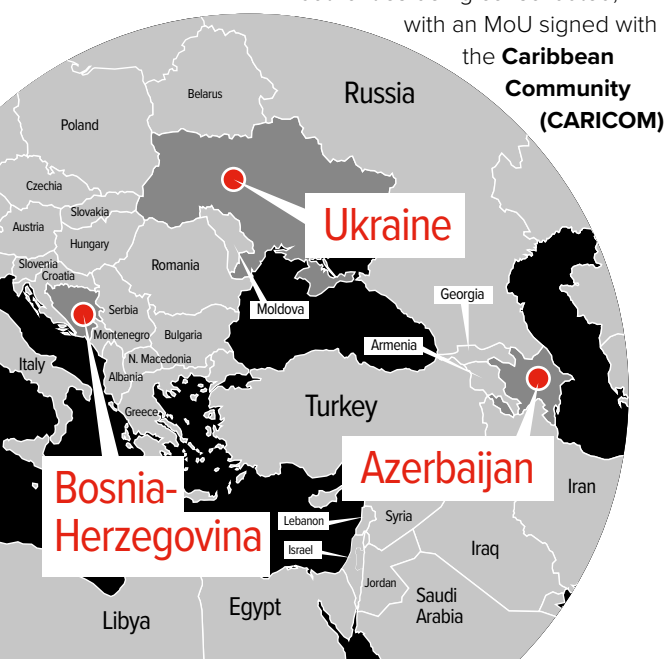
In **Ecuador**, MAG consolidated its relations with both national authorities and donors. During the

year, MAG was able to engage all the Ecuadorian military branches and support them with training, physical upgrades and technical expertise during destruction operations of weapons and munitions. The established trust with the national stakeholders, and all the achieved outputs, were not unnoticed by the US Department of State, which increased its funding by 49%, securing our operations in the country up to 2025. MAG was able to increase the number of supported units by 216%, and supported the Ecuadorian Military in 15 different destruction operations, including some with a significant impact towards armed violence reduction, such as the destruction of 4,783 seized weapons.

Despite the disruptions caused by the political crisis and socio-economic volatility, MAG continued delivering effective WAM assistance in **Peru**. In 2022, 217.18 metric tons of obsolete and unserviceable ammunitions were safely destroyed in cooperation with Peruvian Armed Forces and the Ministry of Defence. In addition, MAG eliminated more than 740,000 rounds of small arms ammunition (24.5 metric tons) and 2,077 stockpiled anti-personnel mines. This last result represent tangible support to the Peruvian Government's Ottawa Treaty obligations.

Besides this effort, the organisation focused on providing capacity building to the Peruvian Army with the overarching aim of increasing national and regional stability and security, including training 23 Army personnel (15 male and 8 female) on PSSM-related components such as ammunition store management, IATG and weapons cutting. In 2022 MAG continued working in partnership with crucial stakeholders such as the National Superintendence for the Control of Security Services, Arms, Ammunition and Explosives for Civilian Use (SUCAMEC), the Peruvian Army, the Ministry of Defence and the Ministry of the Interior. Moreover, the organization started engaging with new relevant actors, namely the National Police, the Navy and the Air Force to enlarge our footprint and to achieve increased results.

MAG has an ongoing award with WRA for the provision of WAM activities in **Mexico**, 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 in 2022.



Our Impact

Championing Change

We are guided by our mission to save lives and build safe futures for people affected by violence, conflict and insecurity.

Throughout 2022, we have continued to draw on our first-hand experience in countries affected by conflict, to raise awareness of mine action and weapons and ammunition management, to inform international law and expert conversations, and pursue change in support of our work to save lives.

Over the course of the year, we continued to engage with international fora relevant to our work held under the auspices of the United Nations.

This included the 20th Meeting of States Parties to the Anti-Personnel Mine Ban Convention and the 8th Conference of the States Parties to the Arms Trade Treaty. MAG also actively engaged with the Open Ended Working Group on Ammunition Management, working

towards a new international framework for ammunition management and informed and influenced debate around the issue of small arms and light weapons.

As a key member of the International Network on Explosive Weapons, we also input into the development of the Declaration to on the use of Explosive Weapons in Populated Areas which reached agreement and was adopted in Dublin on 18 November 2022.

Promoting the importance of the declaration for improving protection of civilians, we supported a MAG member of staff with lived



experience of conflict to attend the Adoption Conference and brief the Irish Parliament on the harm caused by explosive weapons, and we handed a letter of support to the Irish Foreign Minister signed by over 5,000 members of the public.

Against a challenging economic backdrop and changing government priorities, as well as reductions to official development assistance, MAG worked with partners to reverse proposed cuts of 75% to the UK's Global Mine Action Programme in early 2022.

We also continued to build support among UK parliamentarians

for mine action and broader humanitarian disarmament issues, and contributed to relevant parliamentary inquiries to influence government policy debate.

In the US, working through our sister organisation MAG America, we continued direct engagement with Congress to raise awareness of our work.

This includes supporting the bipartisan Congressional UXO/ Demining Caucus, which now has over 62 members and regularly hosts briefings on various regions, countries, and cross-cutting issues in the sector.



Working in Partnership

In 2022, MAG continued to strengthen its relationships with existing partners while developing new partnerships from community to global level.

We continue to recognise that we are better together; partnering with others helps us to improve our own practice, find new ways of working and deliver better projects for the communities we serve.

Our humanitarian mine action and armed violence reduction projects were enhanced through collaborative efforts with more than 25 partner organisations across each of the regions we work in.

Our partners ranged

from grassroots civil society organisations to international agencies.

Our partnerships with the Halo Trust, the Danish Refugee Council and Norwegian People's Aid, among others, remained central to our ambition to foster collaboration and coordinated action.

At organisational level, MAG developed new framework partnerships with the Centre for Armed Violence Reduction (CAVR) as well as with International Alert.

Our partnership with CAVR, initially centred on work in West Africa, was expanded to offer support in other regions to strengthen the capacity

of governments to manage SALW within their borders. The partnership with International Alert was started to help MAG embed conflict sensitivity within our organisation and improve practice across our work.

Through both partnerships, MAG contributed to its strategic aim of reinforcing the drivers of peace and counteracting the drivers of conflict through our global programme of action.

Other strategic partners for MAG include the Global Interagency Security Forum (GISF), research body Small Arms Survey (SAS) and the Humanitarian and Conflict Response Institute (HCRl) at the University of Manchester.

Public Engagement

Engaging our supporters and the general public helps us increase awareness of the issues and challenges faced by conflict-affected communities. By working together, we can ensure that these issues remain in the spotlight and we can leverage public support to advocate for change.

Fundraising

We greatly appreciate the generous support we receive from the public. We fundraise in a range of different ways, aiming to build long-term relationships and personal connections with our donors, acting in line with our supporter promise and our MAG values.

Supporters give in many ways, from one-off donations to regular gifts, sponsorship and legacies. Our fundraising activity includes campaigns and appeals, overseas and UK challenges, regular givers who contribute every month and our generous major donors, trusts, foundations and corporate partners who make high-level donations. We have a commercial participator agreement in place with two organisations that support MAG through their businesses.

MAG upholds high standards in all its fundraising activity. We are registered with the Fundraising Regulator and are members of the Institute of Fundraising. We are committed to complying with the Code of Fundraising Practice. Staff regularly participate in training and development to ensure our knowledge and practice are up to date.

A specialist Board Fundraising Focal Point holds quarterly meetings with MAG senior fundraising staff, providing 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").

In 2022 MAG received two complaints regarding its fundraising activity, the same number was received in 2021. Of the complaints received one related to volunteer fundraising and one related to direct mail communications. In line with our values and our commitment to learn from the complaints we receive, we voluntarily self-reported the complaint relating to volunteer fundraising to the Fundraising Regulator. We received valuable recommendations from the Regulator and were able to put these into action, strengthening our procedures and expertise and lessening the likelihood of incidents of this nature happening again.

We recognise the need to ensure we respond appropriately when fundraisers engage with people who may be vulnerable or in vulnerable circumstances. We are committed to following guidance provided by the Chartered Institute of Fundraising, acting with empathy and respect to all our supporters.

Fundraising Highlights

MAG's achievements are made possible by the generosity of the people who support us. From the generous individuals who left a gift in their will to MAG to the thousands of people who added their voice to support our global campaign to limit the use of explosive weapons in populated areas, we are immensely thankful for the support of every person.

Special thanks go to our Ambassador Rosamund Pike for

continuing to share our vision of a world where everyone can live free from the fear and danger of landmines and unexploded bombs, and for lending her time and voice to support our campaigns.

A vital source of funding for MAG are the relationships we hold with charitable trusts and foundations. In 2022, both new and existing trust and foundation partners provided funds for key programmatic needs, deployed strategically to make a real difference. During the year, this included supporting a response to the conflict in the Ukraine and continuing the lifesaving work removing the legacy of conflict in Cambodia, Angola and Laos. We have also been grateful to receive unrestricted funds from trusts and foundations, giving us the freedom to move and work where the need is greatest.

In 2022 we raised £970,000 of voluntary income and £257,000 in legacy income.

In the spring we launched our third UK Aid match appeal where all donations made between 25 April and 24 July 2022 were doubled by the UK government. The appeal – Unlock the Land – focussed on the village of Vangkhom in Laos,

where unexploded bombs from the Vietnam War mean the community still live in fear and danger more than 40 years after the conflict. Land is desperately needed for the community to flourish, from children being able to walk to school in safety to families being able to farm their land.

Thanks to our dedicated supporters and partners the appeal raised £211,335. Gift Aid and matched donations from the UK government brought the total to a fantastic £449,309. Our hope was to raise enough funds to support a team of 13 staff for 12 months, clearing 161,600m² of land in Vangkhom. However, thanks to our supporters' generous donations, matched by the UK government, we are now able to fund an additional team for six months, and hope to clear the equivalent of 32 football pitches worth of land.

In June 21 people who work across the UK Wholesale & Convenience sector came together to take part in Bike Bosnia – a challenging bike ride from Dubrovnik, Croatia, to Sarajevo, Bosnia and Herzegovina. This was the seventh time this group of fundraisers had come together to

take on a challenge for MAG. The team of riders raised over £100,000, taking the grand total raised by the group since 2015 to an incredible £830,000. Following the success of this ride, the team also decided to take on another cycle challenge in 2023 to raise even more for MAG.

When explosive weapons are used in populated areas, 9 in 10 people killed or injured are civilians. Children are affected more than most. That's why in the autumn MAG joined forces with the International Network on Explosive Weapons to call on the international community to protect civilians in conflict and sign a new Political Declaration. The declaration addresses the humanitarian harm caused by the use of explosive weapons in populated areas and commits states to limit the use of explosive weapons in towns, cities and other populated areas and take steps to address the harm caused to civilians. We recognise our supporters want to be involved with our work beyond giving donations, and we were delighted that more than 6,500 supporters added their voice to our letter to world leaders which we took to the landmark declaration signing ceremony in

Dublin where 83 states endorsed the Political Declaration.

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

Communications & Media Relations

The reporting period saw significant audience growth across MAG's owned channels with the number of Twitter followers rising by c. 11% from c. 10,500 in December 2021 to c. 11,500 by December 2022.

The number of Instagram followers grew from c. 5,300 to c. 6,000 in the same period.

MAG also achieved high-value media coverage which shone a light not just on our work but on the plights of those we seek to support in communities where we work.

The BBC profiled our work in Lebanon, focusing on food insecurity, in a piece which was broadcast globally and with a written piece on the BBC News website.

And The Times carried an editorial by Rosamund Pike focusing on the impact of explosive weapons in populated areas and calling for governments to sign up to the political declaration restricting their use.

Coverage was also achieved in global and UK platforms including the Guardian, Manchester Evening News, New Arab, New Lines Magazine and Tortoise Media, with significant pieces marking the 25th anniversary of the APMBC in December 2022 including an in-depth article in The Independent focusing on Angola.

The Unlock the Land Appeal also garnered international media coverage, leading on the support of Rosamund Pike.



Rosamund Pike



Our Progress Against Our Aims

How did we do in 2022?

Over the last 12 months, progress has been as follows against areas of strategic organisational importance and organisational deliverables that were set out in our last ARA (2021).

Examples of progress against areas of strategic organisational importance

Values driven culture – we commissioned our fourth external review of our security management arrangements, conducted by International Location Safety (ILS), as part of our ongoing periodic review. The last external review was conducted in 2018.

While the review demonstrated significant improvement in implementing our global security framework, since 2018, it also recommended action in ten areas. A plan of action was devised and implemented in response to those ten recommendations.

Risk-based management – informed by learning and experiences from colleagues in programmes and our Manchester office, we strengthened our incident reporting process. Digitising the process through the creation of a central reporting portal. We ensured alignment between our serious incident thresholds and risk consequence criteria following reviews of both processes.

Ensuring a sustainable future – we conducted a review of our long-term financial sustainability, which resulted in a series of recommendations which we began

to implement.

We agreed the approach and undertook desk research to inform the development of our new five-year strategic direction, which will be a joint strategy between MAG and MAG America.

Examples of progress against organisational deliverables

AIM 1 **MAG will deliver a global programme of action to reduce the impacts of Explosive Ordnance and SALW-A.**

In response to a request for assistance with technical support from CARICOM (Caribbean Community), we signed a Memorandum of Understanding (MoU) with CARICOM IMPACS (CARICOM Implementation Agency for Crime and Security). The MOU saw us work in partnership with the government of Trinidad & Tobago in a programme to destroy seized weapons, ammunition and explosives and reduce their devastating impact on human safety and security.

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

As part of our work on Gender Awareness and Gender Sensitivity, a series of tools were developed and trailed in some country programmes (including Sierra Leone and Mauritania). The tools

will support the creation of tailored action plans and were developed with input from International Alert, who we partnered with to develop a conflict sensitivity framework.

AIM 3 **MAG will maximise the reach and impact of our work through external engagement and partnership.**

Our EWIPA (Explosive Weapons in Populated Areas) campaign was successful with more than 6,500 people signing an open letter to world leaders to sign the political declaration and to do more to protect civilians in populated areas like towns and cities. We presented to open letter to the Irish Minister for Overseas Development Aid & Diaspora during the EWIPA Dublin conference in November 2022, where 80 states endorsed the Political Declaration.

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

As part of that year's Performance Development Review (PDR), colleagues were asked to reflect on how they had lived our new values over the last 12 months. Informed by the previous year's staff survey and as part of our ongoing work to lead with transparency and build a more inclusive culture, we introduced 'Meet the LT' sessions. These provided staff with an opportunity to meet with and ask questions of individual members of our Leadership Team.



The MAG Community: Our Employees

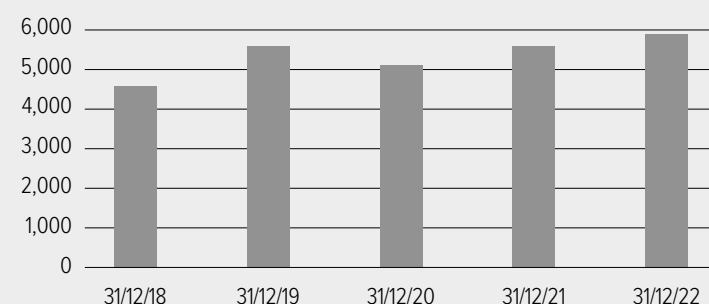
MAG's work relies on the commitment and hard work of its global workforce: a diverse, highly skilled and exceptionally motivated team of about 6,000 people.

On 31 December 2022, MAG employed 5,941 staff globally, 5,655 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 around 30 different labour codes worldwide, all co-ordinated by MAG UK.

MAG employed 168 'programme international' staff as at 31 December 2022, who are deployed to our country programmes to provide technical and management oversight to operations and activities.

A total of 118 staff were employed to support MAG's central office in the UK, or as 'roving' or 'remote' specialists, the majority of whom provide direct support to their in-country counterparts. This includes our operations development team, a group of senior specialists who provide roving and global support between MAG's programmes. Nine of these 118 staff were employees of the Global Interagency Security Forum (GISF), an independent, NGO-led peer support network

Total Employees



Employee Relations issues

Allegation Type	Cases Supported by UK HR	Disciplinary Actions Short of Dismissal	Cases including a Dismissal*
Conflict of Interest	1	1	0
Employee Relations – Minor	3	1	0
Employee Relations – Major	8	2	4
Performance & Capability	6	3	2
Other / Miscellaneous	8	3	2

* This is therefore not the total number of dismissals. Some cases may lead to more than one dismissal (or more than one warning).

that provides a platform for global security focal points to share experiences, knowledge, and learning, following a formal partnership agreement for MAG to become the host for GISF in 2020.

Per the above chart, MAG has seen growth over the course of 2021 and 2022, increasing from 5,077 employees as at 31 December

2020, to 5,941 as at 31 December 2022.

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

Severance Payments 2021-2022

Contract Type	Statutory Payments	Non-statutory Payments
UK Affiliated	£3,426	N/A
Programme International	£14,700	N/A

Locations of Staff

Category	Percentage
Prog. National	95.19%
Prog. International	2.83%
UK Affiliated	1.99%

through times of uncertainty.

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 year the following payments, excluding payments for untaken accrued annual leave or payment in lieu of notice, were made to exiting UK contracted staff.

In total, there were five of our programme international staff made redundant, and one of our UK Affiliated staff. MAG will always seek to redeploy staff where possible, and redundancy is the last resort.

For locally contracted programme national staff, where redundancy payments are required due to a reduction in funding for a programme or other appropriate reasons, payments are calculated and made in line with the local legal requirements present in the country of operation.

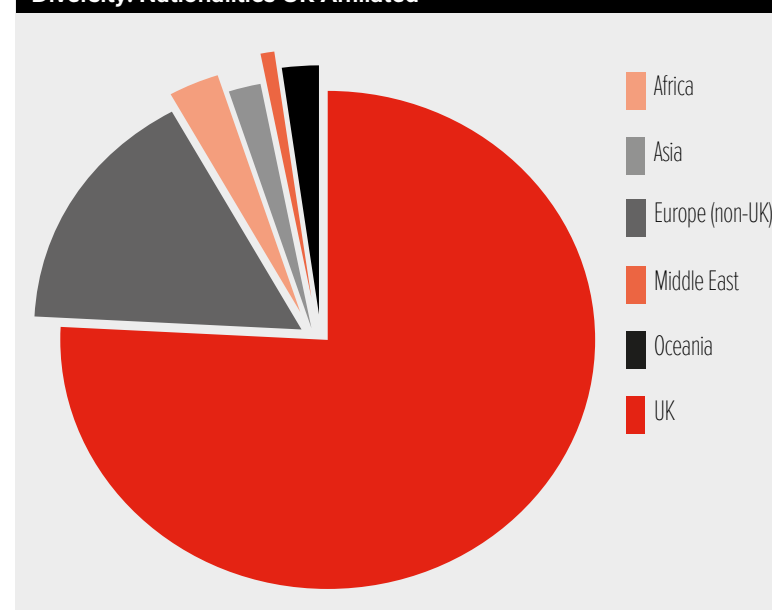
In addition to the safeguarding cases highlighted on Page 46, our UK based HR team also supported a number of other employee relations issues. Providing support to investigations and disciplinary proceedings, where necessary, for both safeguarding and other general employee relations cases is a core part of the responsibilities of the UK HR team.

Given 95.2% of our staff are locally contracted programme national staff, the majority of cases are related to this contract type, and therefore are dealt with under the employment law of the country of work, increasing the complexity. In 2022, for our UK Affiliated staff (118), and Programme International staff (168), three employees exited the organisation due to failed probation, one was dismissed following disciplinary hearing, and one left due to performance concerns.

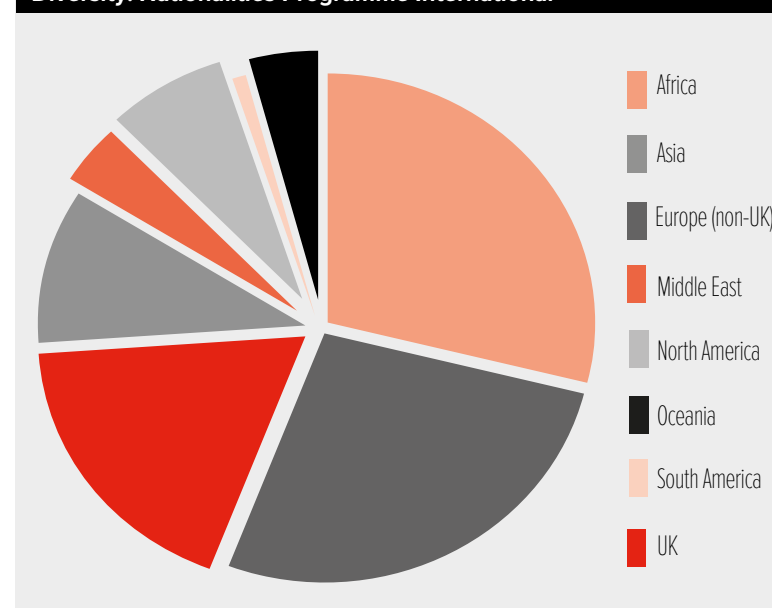
The UK HR team supports managers with regard to

Continued on Page 36

Diversity: Nationalities UK Affiliated



Diversity: Nationalities Programme International



Diversity: Nationalities

UK Contracted — Nationalities	Nationalities (All)	Nationalities UK Affiliated	Nationalities Prog. Intl
Europe (non-UK)	50	4	46
UK	63	20	43
Asia	126	97	29
Middle East	8	1	7
North America	11	0	11
South & Central America	2	0	2
Oceania	9	3	6

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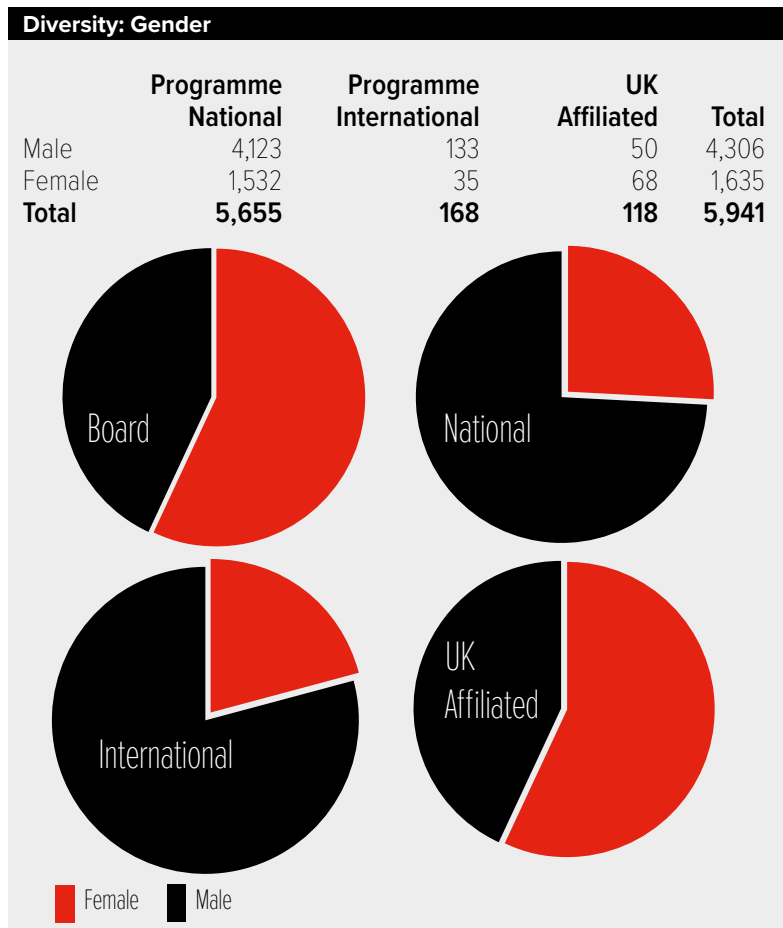
performance management. Performance management issues are dealt with informally wherever possible, aiming to provide support to an individual who is underperforming. However, where necessary and appropriate, formal performance management processes are instigated. In 2022, MAG implemented a new Performance and Capability Policy and Framework, which guides our performance management processes.

MAG is a diverse organisation. On 31 December 2022 our UK Affiliated and Programme International workforce originated from 50 different countries. In addition to this, MAG employed individuals as programme national employees from about 30 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 based on 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 UK Affiliated staff are 58% female, our programme international and programme national staff do not demonstrate such gender balance. This is in part due to a preponderance of our technical teams 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, throughout 2022, MAG's gender pay gap for staff contracted through the UK was reported to the Board of Trustees on a quarterly basis, focusing on median basic salary.

For UK Affiliated non-technical staff, we note a gap currently at 18.35% as at 31 December 2022, a drop from 24.7% on 31 December 2021. We are unable to report on UK Affiliated technical staff, as all five staff in this category were male.

For Programme International technical staff, the gap is 10.73%. For Programme International non-technical staff, women are paid slightly higher than men, with a gap of negative 0.13%.

MAG maintains a robust job evaluation methodology which evaluates the role and not the person doing it, based on factors such as knowledge, accountability

and problem solving. Salary bands are 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. This therefore limits the possibility of bias, whether conscious or unconscious in salary decisions. Individuals doing the same job are paid at the same grade, with differentials only appearing due to length of service, based on MAG's incremental 'time-served' annual increment system. Where MAG is recruiting to a new role, the salary grade is set prior to recruitment taking place, and therefore prior to knowing the gender of the individual being appointed to the role.

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.

We are proud to be a Real Living Wage employer in the UK. On 22 September 2022, the new Real Living Wage of £10.90 was announced, for employers outside London. In November 2022, as part of a salary review project, which reviewed the remuneration for all UK Contracted employees, we announced that the starting salary for our most junior UK employees would increase to £11.95 per hour.

Our 2022 salary review project used reliable external benchmarking data, as well as a bespoke benchmarking survey focussing on technical and mechanical specialist roles within our sector, and included MAG engaging with independent specialist external consultants to support the project. New salary scales and allowance levels were also set, to be implemented from 1 January 2023.

In addition to this, due to the increases to cost of living, a one-time payment was made to all UK Contracted employees who did not receive any type of other 'cost of living' allowance. This was applied in November 2022 to support individuals in recognition of the increased costs (such as heating) during winter. All eligible employees received the same amount, regardless of seniority of role, or number of working hours.

Senior Non-Technical Grades	
Earnings Bracket	Employees
£110,000-120,000	1
£100,000-110,000	1
£90,000-100,000	11
£80,000-90,000	8
£70,000-80,000	28
£60,000-70,000	41

Senior Non-Technical Grades				
Grade	Example roles	Band width	Female	Male
CEO	Chief Executive	£97,776-110,628	0	1
UK 9	Director of Programmes	£78,528-88,860	0	1
UK 8	All other org. Directors	£71,184-80,544	3	4*
UK 7	Regional Directors	£61,380-69,444	1	3

* One postholder is in an 'acting' capacity, covering the maternity leave of the substantive post-holder/leave

Senior Technical Grades				
Grade	Example roles	Band width	Female	Male
Technical 7	Technical Director	£84,000-95,028	0	1
Technical 6	Senior Technical Advisor	£79,500-89,952	0	2

For our locally contracted Programme National staff, reliable local benchmarking data is used to ensure that salaries are competitive and fair within the relevant local employment market. MAG always exceeds the minimum wage in every location that we

employ Programme National staff. Generally, salary scales in our programmes are reviewed at least every three years.

The cost of living crisis has not been limited to the UK, and in 2022,

Continued on Page 38



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MAG also ensured that regular reviews were taking place in our programmes.

For example, in Sri Lanka, due to high inflation an additional allowance related to cost of living was implemented, prior to completing a planned salary review in early 2023. MAG also completed reviews of salary scales in multiple other locations, including but not limited to Bosnia, Cambodia, Iraq, Lebanon, Syria, Vietnam and Zimbabwe

How we set the remuneration of the charity's key management personnel

All salaries of UK-contracted staff, including 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 reward framework, as well as our reputation, ensures that MAG remains an employer of choice within the sector and that quality

candidates are attracted to work for us. MAG does not have a bonus scheme, or performance related pay.

MAG's Reward Framework was reviewed in Q3 and Q4 of 2022, with a new Reward Policy and Guidelines due to come into effect from 1 January 2023, with updates salary scales and allowance amounts. This review was conducted with reference to our Values, and also led to us updating our Reward Principles, as set out below.

The overall remuneration strategy for MAG is reviewed by the Governance, Nominations and Review Committee (GNRC), which then makes a recommendation to the Board. The GNRC also reviews remuneration for the Chief Executive and Leadership Team, with the overall approach approved by the Board.

For our UK Affiliated staff, including our Leadership Team, information from a professional UK-based and charity-focused benchmarking survey is used. This is supplemented, where appropriate, by the global international NGO-focused data we use for our Programme International

staff. For our specialist technical and mechanical staff, MAG commissions bespoke benchmarking surveys, which gather relevant reward data from other commercial and charitable organisations also operating in our sector.

This bespoke survey is designed and delivered by independent consultants, who also support the wider review of MAG's global reward framework and the analysis of the benchmarking data generated.

MAG aims to conduct data-driven benchmarking and reward reviews in all business areas every three years, although the frequency of this may change based on the overall context of the location.

At 31 December 2022, our new salary scales had not yet been implemented. The tables on Page 37 show the number of employees per grade, split by gender, focussing on our 'leadership' roles and grades at base salary only, and at the end of 2022.

The table on Page 37 shows actual earnings for employees in 2022 based on payroll cost, including salary and all allowances but excluding payments for: employers national insurance or social security, host country tax payments made by MAG, employers pension contributions, medical insurance, annual leave flights and any redundancy payments.

Modern Slavery

Modern Slavery is the term commonly used to refer to illegal exploitation of people for personal or commercial gain. Victims often find themselves trapped, against their will, in situations of domestic servitude, sexual exploitation, forced marriage, forced criminality, and forced labour often as the result of coercion, bribery, deceit or human trafficking.

At MAG, we value not only our own people, but those whom we serve and work with; our beneficiaries and their communities, and so must be vigilant in

MAG Reward Policies	
Fair	Ensure that all staff are equitably and appropriately paid for the work they complete
Competitive	Enable MAG to attract and retain appropriately skilled and experienced staff
Accountable	Ensure that decisions made with regards to remuneration are transparent and justifiable
Responsible	MAG will adhere to any statutory requirements or other binding rules in place relating to salaries and benefits
Affordable	Ensure that MAG's financial resources are used in the most responsible way to ensure that MAG represents value for money to our donors
Flexible	Ensure that flexibility exists to meet the dynamic contexts in which MAG works
Simple	Salary scales, tools and methodologies to be as simple as possible to ensure ease of interpretation and implementation
Supportive	Salary scales allow for progression and encourage staff to develop their careers with MAG

Planned actions to 31 December 2022	Actions taken:	Planned actions to 31 December 2023:
<ul style="list-style-type: none"> ➤ Develop and deliver training on suppliers' management (ethics/safeguarding, etc.). ➤ By December 2022 the objective is to have top 10 MAG Programmes in terms of procurement volume to adopt new global minimum standards and use new contract templates. 	<ul style="list-style-type: none"> ➤ Training was delivered across some MAG programmes in 2022. 	<ul style="list-style-type: none"> ➤ Plan to complete training schedule in 2023, visiting those programmes which are now ready to receive the training.
<ul style="list-style-type: none"> ➤ Assess Suppliers Management Process in MAG and identify gaps. ➤ By December 2022, the objective is to have top 10 MAG Programmes in procurement volume adopting standard supplier database and contracts follow up tool, increasing visibility on Programme-contracted Suppliers and allowing enhanced verifications and analysis. 	<ul style="list-style-type: none"> ➤ Procurement standards are now rolled out across all programmes. 	<ul style="list-style-type: none"> ➤ New contracts templates will be implemented in 2023. The revised templates include stronger clauses against suppliers' malpractices.
<ul style="list-style-type: none"> ➤ MAG's current safeguarding workplan is in place for 2022 and will continue to embed safeguarding policies and best practice across the organisation to ensure we reach the highest of standards. Our safeguarding work will be alongside our work on Equity, Diversity and Inclusion and embedding our new set of values that will work towards creating safe work environment. 	<ul style="list-style-type: none"> ➤ MAG's current safeguarding workplan was delivered in 2022 and will continue to embed safeguarding policies and best practice across the organisation to ensure we reach the highest of standards during 2023. 	<ul style="list-style-type: none"> ➤ In Q2, 2023 we will have our 3rd external review on safeguarding, and this will form the basis of our future planning. ➤ Our safeguarding work will continue alongside our work on Equity, Diversity and Inclusion and embedding our new set of values that will work towards creating safe work environment. ➤ In 2023, we will also review our recruitment procedure and practice, alongside our induction process.
<ul style="list-style-type: none"> ➤ Continue to ensure that MAG remains up to date on safeguarding best practice, through attendance at training, networking etc. ➤ Review MAG's recruitment procedure and practice, alongside our induction process. ongoing annual training. 	<ul style="list-style-type: none"> ➤ MAG's current safeguarding workplan was delivered in 2022 and we will continue to embed safeguarding policies and best practice across the organisation to ensure we reach the highest of standards during 2023. 	<ul style="list-style-type: none"> ➤ See above. Safeguarding induction and refresher training continued to be conducted in all of our work locations.

our recruitment, partnership arrangements and supply chains.

Our response to modern-day slavery embodies our values. We will:

- Raise awareness and understanding across our programmes and teams to support and encourage the reporting of any concerns about our supply chain activities
- Understand our exposure to modern slavery risk and put in place appropriate controls
- Ensure our employment and remuneration practices are fair and

transparent across all territories; and

➤ Promote and enforce ethical standards with our suppliers and be vigilant that suppliers don't engage in any practice that could undermine any aspect of human dignity.

Some of the key initiatives that MAG has in progress that contribute towards addressing modern slavery are:

- Enhancing supplier due diligence
- Supplier management training
- Embedding safeguarding

practices across the organization

A summary of progress against actions planned for 2022 is described above.

MAG systematically considers our exposure to the risks of modern slavery across the organization within our risk management framework. Working across a wide range of geographical locations and using a mixture of local and international supply chains there is a level of complexity that MAG needs to consider ensuring that we are compliant with the principles of the Modern Slavery Act 2015.

Equal is better: an update on MAG's work on Equity, Diversity and Inclusion

In 2020, we embarked on a long-term project to shape a new, sustainable, and effective strategy on equity, diversity and inclusion (EDI).

As part of this strategy, MAG committed to integrating the promotion of EDI into all aspects of our work and continues to pursue and support efforts towards achieving this goal. The foundations of our work from 2020 have continued throughout 2022 and included a range of initiatives.

As a statement of MAG's dedication to reflection and action, we continued our commitment to the diversity charter established by the Association of Chief Executives of Voluntary Organisations (ACEVO). Throughout 2022 our CEO engaged regularly in this forum, enabling us to bring thought leadership and experiences from other organisations to our EDI work.

Throughout 2022, MAG's Board of Trustees engaged in discussion and received regular updates on the EDI work. EDI remains a standing item on committee and Board meeting agendas and has benefitted from increased support and guidance from the Trustee EDI Focal Point as well as the support of the Trustee HR Focal Point.

One area of specific focus in 2022 has been to reaffirm MAG's commitment to being a more diverse, inclusive, and equitable organisation, and to engage our staff in this conversation.

A video was shared across MAG where the CEO, EDI Manager and the Trustee EDI Focal Point presented how EDI is at the core of MAG's strategy. They discussed that diversity and inclusion is about the moral case for building a fairer

and more inclusive workplace and emphasised that we all deserve the opportunity to develop to our full potential, work in a safe, supportive and inclusive environment, be fairly rewarded, recognised for our work and have a meaningful voice on matters that affect us.

In August 2020 we established a Gender, Equity, Diversity, and Inclusion Steering Group to guide our work around Equity, Diversity, and Inclusion (EDI). In 2022 we recognised that the group needed to change in order to become more inclusive and ensures that the stories of our staff, and the communities we work with, are heard and can inform our decisions and actions around EDI.

Building on these learnings, it is appropriate that we review, and relaunch the steering committee in 2023.

Other initiatives across MAG this year have included providing support to MAG's programmes to ensure they feel equipped to translate our EDI ambitions at a programme level.

Examples of this include a webinar for our community liaison teams, focusing on engaging and mainstreaming Gender Equity, Diversity and Inclusion (GEDI) in community liaison operations. The discussions included challenging negative gender norms and the barriers to effective gender mainstreaming. The Lebanon GEDI committee also conducted a GEDI mainstreaming workshop for managers.

A support visit to the Cambodia programme was conducted to increase understanding of MAG's global commitments to gender, equity, diversity and



Inclusion, and begin conversations about how these commitments can be translated and embedded. This resulted in the development of GEDI action plan as well as the establishment of a programme GEDI committee.

In addition to our internal work, MAG recognises that it continues to have an important role to play across the wider sector by acknowledging stark inequalities and the pressing need to eliminate discrimination. MAG was a proud and active participant in the 2022 Manchester Pride Parade. This was a great platform for MAG to

demonstrate its commitment to being an inclusive and equitable organisation that stands in solidarity and allyship with the LGBTQ+ community.

Our Gender and Inclusion Adviser and Equity, Diversity and Inclusion Manager along with other MAG staff continue to take part in a BOND forum for People of Colour (POC) working in International Development.

In addition, our EDI Manager continues to be involved in the BOND forum centred on building inclusive cultures. The forum has not only created and

expanded our external network but offers a unique opportunity to learn from like-minded organisations. MAG will continue to participate in and promote this forum, which intends to spotlight and share best practice in the sector, particularly on tackling racism.

We also attended a BOND Conference focusing on Power in Development and Building an Equitable System. The conference looked at the changing face of leadership in the NGO sector, the benefit and impact of harnessing our collective power to advance racial equity in the workplace and

what authentic leadership means for driving change and moving beyond anti racism.

As part of scaling up MAG's pool of networks, MAG is part of the Inclusion Connection a platform for EDI professionals to connect with the aim of building diverse and equitable workplaces.

Three MAG employees were accepted into the Inclusion Makers Programme, run by the Utopia Group. Utopia helped the participants to accelerate diversity and inclusion within their organisation. The fellowship ran throughout the course of 2022.

Our Culture

Our Values

MAG continues to work on initiatives that support and embed our values, which were adopted at the end of 2021. During 2022 we fully embedded our values into our annual performance review, placing emphasis on time for employees to reflect on how they had lived our values, while also achieving their objectives.

We also continue to progressively embed values within our policies, and have commenced a practice of asking staff to share on the spot feedback as to how they feel the values have been applied in a certain situation (for example at the end of a meeting/workshop).

Workshops were held across MAG, led both from Manchester and by programmes, to continue to build a common understanding on each staff member can live the values each day, in their specific context. Programmes continue to find innovative ways to communicate the values which are appropriate to their cultural context.

Employee Engagement

During 2022 we further embedded our engagement with staff. We continued to hold monthly All Staff meetings which focus on information sharing from both programme staff and the senior leadership of the organisation.

These sessions also include the opportunity for staff to ask questions. Our Ask The CEO email address remains open and available for staff to engage with or ask questions to the CEO or other members of the leadership team. Our weekly organisational 'sit rep' continues to be published each week and celebrates achievements and successes.

With travel restrictions due to Covid-19 being lifted, members of

the Leadership Team have also recommenced regular travel, giving the opportunity for programme staff (including both office-based and field staff) to meet them in person, and raise any questions directly.

In our programmes, Country Teams continue to run engagement events, including annual all-staff meetings, award ceremonies linked to length of service, and other events to celebrate country programme milestones and promote teambuilding.

Our weekly SitRep organisational newsletter is cascaded across the organisation and we have extended our efforts to ensure important organisational information is translated so that it is accessible to as many staff as possible.

The CEO has also conducted a regular series of filmed and shared one-to-one meetings with staff from all levels of the organisation during which people can ask questions about any issues of relevance.

Wellbeing

MAG has continued to develop the work that supports the wellbeing of our staff. Our wellbeing strategy sets out MAG's commitment to supporting the physical and mental health and wellbeing of all our staff. It focuses on five key areas, which we have called the Wellbeing Pillars – Positive Environment, Prevent, Identify, Support and Learn. It is accompanied by a workplan that sets out activities, initiatives and the support that will be in place across the organisation.

Our Health and Welfare Handbook includes travel health and stress management guides, availability of counselling services

and comprehensive medical and life insurance. We also run quarterly induction sessions on supporting health and wellbeing at MAG, and training focused on understanding mental health, managing and supporting your own mental health and how to manage the mental health and well-being of your staff. Managers are also encouraged to hold wellbeing conversations with staff in one-to-one meetings and during the annual performance review process. Our programmes have developed wellbeing initiatives for locally recruited staff ranging from establishing wellbeing committees, delivering training sessions on Stress Prevention

and Awareness and understanding Mental Health issues to Team Building and a Buddy system for women breast cancer check.

MAG provides an 'employee assistance programme' for UK

contracted staff, giving them access to resources, including a confidential telephone number, in support of their wellbeing. Our programmes have also been working to develop directories of in-country support providers, for post-incident psychosocial support.

MAG also uses psychological pre-deployment assessments for all programme-based staff deploying to a MAG programme. The assessment identifies any additional support that might be required whilst working in a stressful environment. Post-deployment debriefings are also being offered.

In the UK, MAG has a cadre of Metal Health First Aiders. In 2023, we intend to expand this provision to ensure that Mental Health First Aiders are also present in all of our regions of work.

We work to support the wellbeing of our staff



Our Commitment to Safeguarding

MAG considers the duty of care, to our staff and those people living in the communities where we operate, as a key priority. Throughout 2022, we have continued to invest considerable time, energy, and care towards improving and strengthening our commitment to safeguarding.

We continued work on our organisation-wide work plan to address the recommendations from the external safeguarding review in 2020.

This has included building safeguarding support in our programmes and at a global/organisational level. As well as having established programme safeguarding units, in the Iraq Programme and Sri Lanka Programme, and in 2022 we recruited a team in the Laos Programme.

Our programmes continue to be supported by a Safeguarding Lead, Safeguarding Manager and Safeguarding Co-ordinator attached to the Manchester office and we continue to have identified roles or safeguarding focal points who work alongside the Country Director in each programme.

Our Safeguarding Trustee Focal Point is the point of immediate contact for the Board in relation to safeguarding issues, who ensures that the Board is sufficiently aware of any incidents which take place and of the management response being taken.

We continue to strengthen our reporting mechanisms and have provided both remote support and direct training on how to handle safeguarding reports/concerns. This



has also included extensive training on how to conduct investigations. During 2022, our core policies were reviewed, updated, and re-issued. The changes reflected elements of learning. We continue our practice of requiring all staff to read and sign to confirm that they have understood our Policy on Personal Conduct. This exercise is completed on an annual basis. We continue to integrate safeguarding into our day-to-day procedures and activities e.g., asking about safeguarding in our induction survey and in our exit interviews.

Safeguarding refresher training continues annually for all staff in

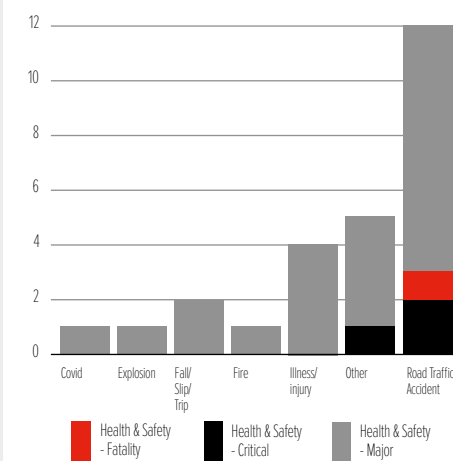
our programmes. In addition, we have conducted webinars which are also offered to all staff during 2022 on a range of topics including Safer Recruitment, Safeguarding and social media, Safeguarding Investigations, Sharing of Best Practice across our programmes and we run a regular Introduction to Safeguarding webinars for new starters. We now have an active Safeguarding Forum where ideas and best practise are shared.

We also worked on refreshing our safeguarding standards and supporting resources to align with

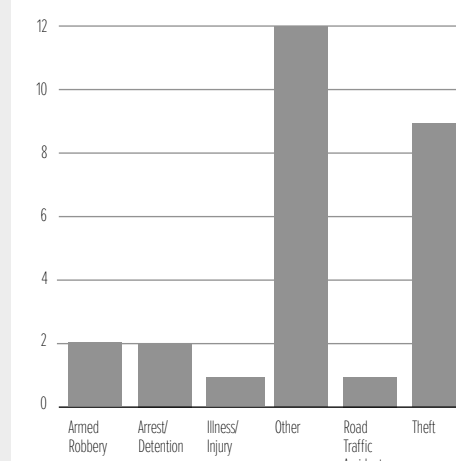
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Safety and Security

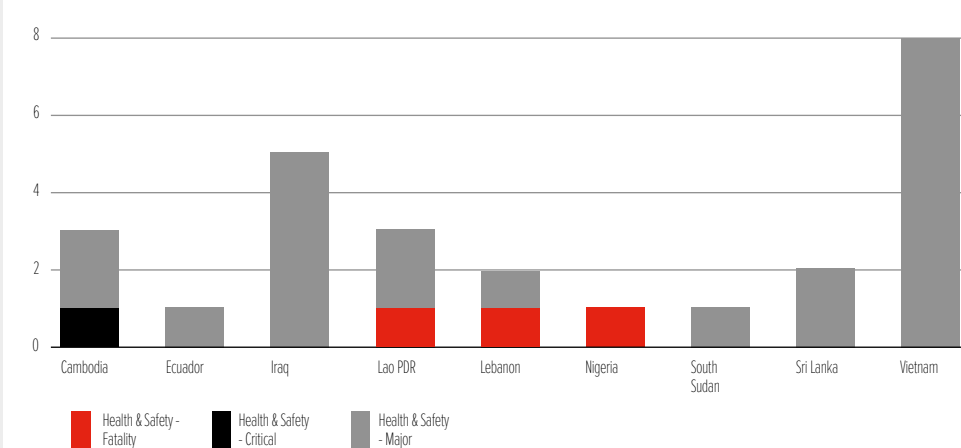
Health & Safety Incidents



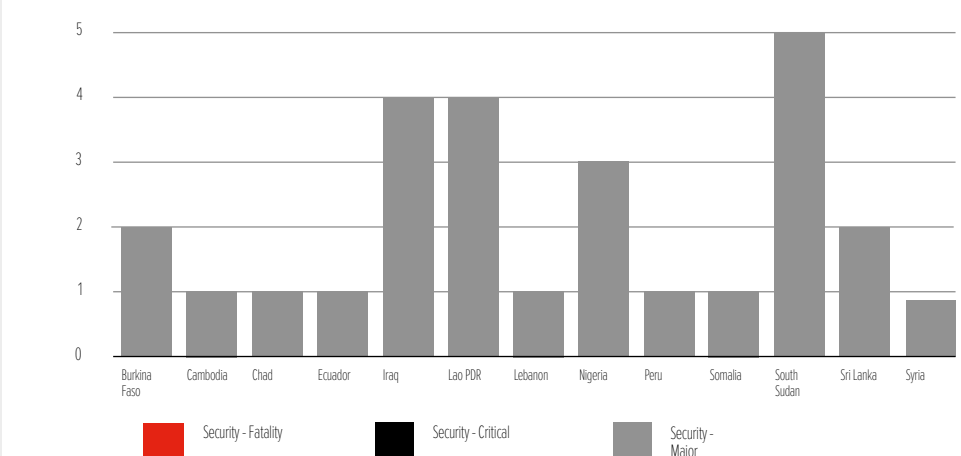
Security Incidents



Health & Safety Incident Locations



Security Incident Locations



Health and Safety Reporting

Our thoughts remain with the families and friends of our colleagues who died in 2022 following illness and as a result of accidents.

In 2022 we dealt with 26 major, critical, or fatal MAG-related health and safety incidents and no MAG-related health and welfare incidents across nine programmes. There were four fatal MAG-related incidents during the reporting period. One staff member died from injuries sustained following an unplanned detonation, one contractor died following the collapse of a wall and two people died following Road Traffic Accidents (RTAs). In relation to the unplanned detonation which resulted in the death of one member of MAG staff, a Board of Investigation (BOI) was conducted by the Iraqi Kurdistan Mine Action Agency (IKMAA) and MAG conducted a full and detailed internal investigation into the accident. Both investigations were concluded and the main findings and conclusions, along with a series of recommendations, were shared with the Board of Trustees, relevant donors, and the UK Charity Commission. The Health, Safety, Security and Safeguarding Board Committee (HSC) oversaw the implementation of recommendations which MAG has acted on.

We continue to work to increase staff awareness as to the causes of RTAs and mechanisms to assist with

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sector standards and with MAG's risk framework. MAG continues to be a member of the sector's Disclosure of Misconduct Scheme and participates in sector wide safeguarding networks and fora.

Safeguarding reporting

MAG, like other international NGOs, continues to come under scrutiny for the conduct of its staff and we welcome this transparency and accountability.

Where a safeguarding incident occurs, MAG has clear procedures on investigations and our Manchester 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), Manchester Office HR 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

Safeguarding reports received					
	2022	2021	2019/2020 (18mth period)	2018/2019	2017/2018
No. of reports received relating to safeguarding	31*	33	41	34	12
No. of serious incidents reported to Charity Commission that related to Safeguarding	22	25	30	10	8
Reports not investigated and now considered closed	10	9	9	18	2
Reports investigated and now considered closed	20	24	32	16	10
Out of the reports substantiated, no. of dismissals	8	3	9	3	3
Out of the reports substantiated, no. of instances of disciplinary action	14	6	18	15	1
Other remedial action – briefings, discussions or training	8	10	15	19	2
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 had already left or was in the process of leaving the organisation	1	5	9	4	1

* One case reported in 2022 remains open in 2023 as we continue to engage with the anonymous complainant to gain information

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 licenced by the relevant national authorities in all operational areas and is obliged to adhere to national and International Mine Action Standards (IMAS).

We are confident that we have the necessary policies, standards, and operating procedures and compliance checks in place.

We responded to a total of 31 safeguarding concerns in the business year 2022. Our safeguarding register monitors how the concerns were raised, and the key decisions taken when handling a complaint.

Reports received are always responded to. We may not always carry out a full investigation straight away and might start with a preliminary enquiry or mediation,

further training or monitoring of performance may be more appropriate.

When we do investigate, we follow up with a lesson learnt exercise which may make recommendations for further or new training or a change in policy. We continued to see more anonymous complaints in 2022 and where on occasion further information is not provided and it may become difficult to start an investigation and may have to log the concern and monitor. We continue to see a rise in requests for mediation to resolve an issue between two individuals.

Safeguarding-related concerns are reported to the Charity Commission and shared with the Chair, Board Safeguarding trustee/ Chair of the GNRC, and the Chair of the HSC. Remaining trustees are kept informed, which gives them oversight of MAG's handling of concerns. A serious incident which

Safety and Security

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improving safety behaviour across MAG as RTAs continues to be the cause of most injuries. In late 2022 we recruited a Global Fleet Manager and engaged a new Health & Safety Consultant who will be undertaking a trend analysis review of all RTAs to identify further improvements to be implemented across our programmes to reduce this risk. Other incidents in 2022 related to COVID, ill health, fire, snake bite and trips and falls.

In early 2022 we updated and improved our internal online incident reporting platform which was implemented in all MAG programmes and departments in Q3 alongside updated serious incident reporting guidelines to all Senior Managers. This provides a consistent approach on how MAG will determine what constitutes a serious incident as described in the consequence criteria table which is part of the risk management framework. Using this approach, we have established clear thresholds of what incidents are reportable to the Charity Commission.

An incident reporting team meet weekly to review all incident reports, agree incident severity and category and provide updates for internal and external reporting as applicable.

In the 2022 business year MAG reported 79 incidents to the Charity Commission under their serious incident reporting requirements. At the time of writing, 74 of these incidents have been closed by the Commission.



is also considered to be a critical incident is communicated to the full Board immediately. A similar process is in place for reporting to our donors.

Our Policy on Personal Conduct (PPC) is supported by MAG's Dignity at Work, Equal Opportunities, Safeguarding and Protection of Children and Vulnerable Adults Policies. Reporting mechanisms are established and are supported by our Reporting Malpractice & Raising Concerns ('Whistleblowing') Policy and Procedure, Complaints Policy and Procedure and Grievance Policy and Procedure.

The PPC is reviewed on a regular basis to reflect learning and best practice. The aim of this policy is to encourage employees and

others who come into contact with our work to come forward and voice their concerns. Any form of malpractice or improper conduct will be taken extremely seriously. Genuinely held concerns will be thoroughly investigated and anyone who raises a concern will be protected against victimisation and discrimination.

We aim to provide:

- a safe environment so that concerns are raised at the earliest opportunity;
- a variety of avenues for concerns to be raised;
- assurance that those who raise concerns will be listened to; and
- assurance of protection from reprisals or victimisation in the workplace.



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 review our significant environmental aspects annually to agree our environmental targets and objectives; 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 monthly (electricity and paper/printed materials). We ensure that where wastes need to be disposed of, that the least environmentally damaging options are utilised.

We monitor and collect data on electricity usage, waste disposal and paper usage for our Manchester office as well as air and train travel for our Manchester affiliated staff, to measure our environmental impact. Where practicable, we consider the 'sustainability' of resources and materials procured, meaning 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. Energy data 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.

Indirect emissions data generated from air and rail business travel by Manchester-affiliated staff are received from our Travel Management Company. Data is calculated using DEFRA (The Department for Environment, Food and Rural Affairs) standards and DEFRA greenhouse gas (GHG) conversion factors, and uses actual distances, class (economy as per MAG's 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.

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



the results to allow us to identify key areas for improvement and encourage our staff to be part of our efforts to minimise our environmental impact. To map our carbon footprint, we monitor and collect data on our electricity usage, waste disposal, paper usage and travel (to, from and within the UK) for our Manchester office. Our Environmental Policy is made available to all staff.

MAG is reporting our UK energy use for the 2022 business year which covers the accounting reporting period from 1 January 2022 to 31 December 2022. We have shown the 2020 and 2021 data to provide annual comparisons. During 2020 and 2021 we had reduced activity compared to 2022 (travel, and energy use) due to the coronavirus global pandemic which led to changes in our working practice with most Manchester staff

working from home and significantly reduced global travel of Manchester office based staff.

Methodology

➤ Emissions stated above are based on our Manchester office for periods 1 January 2022 – 31 December 2022. We collate actual electricity data from billing information. We have included business transport data for international and domestic flights and rail travel made by HQ staff to, from and within the UK - this data is collected from reports from our travel agents. UK Government GHG conversion factors are used to derive carbon emissions.

Intensity Ratio

➤ We have chosen to display tonnes of CO₂e per Manchester staff member to enable us to compare year on year emissions as

the majority of our emissions are air and rail travel from staff business travel to our overseas programmes, as well as heating and lighting our Manchester office.

Energy efficiency actions

➤ During the final quarter of 2022, MAG had a successful external auditor surveillance visit for our ISO 14001:2015 (Environmental Management System) and ISO 9001:2015 (Quality Management System) certification. The scope of our certification is UK only for our 'Central management of conflict prevention and recovery programmes'.

➤ As part of our risk management framework, all risks are analysed and reviewed, with plans developed for risks above an acceptable level. The outputs of those risk analysis and treatment plans are reviewed by our Board

Committees, with a summary and recommendations presented to our Board of Trustees quarterly.

➤ We have a specific risk of 'items of environment / cultural / indigenous significance impacted/ destroyed during, or as a result of operations' under our Parent Risk of 'Loss or Damage'. During the latest review of that risk, it was deemed to be a low risk level.

➤ In addition to the work done at our Manchester office on the environment, MAG also participates in the Environmental Issues and Mine Action (EIMA) Working Group. ➤ MAG participates in the Environmental Issues and Mine Action (EIMA) Working Group. During the last quarter of 2021, MAG provided examples, photos and input to a report by Mine Action Review on Mitigating the Environmental Impacts of Explosive Ordnance and Land Release.

MAG's Carbon Footprint			
	2020	2021	2022
Energy consumption used to calculate emissions (kWh)	383,238.01	268,226.18	964,872.45
Scope 1	-	-	-
Scope 2 emissions in metric tonnes CO ₂ e	41,542.64 kWh x 0.23314	46,381.90 x 0.21233	99,786.40 x 0.19338
Purchased electricity	= 9.178 tCO ₂ e	= 9.484269 tCO ₂ e	= 19.29669403 tCO ₂ e
Scope 3 emissions in metric tonnes CO ₂ e Business travel in employee-owned and hired vehicles	613.8 miles 184.318 kgCO ₂ e = 0.1843 tCO ₂ e	516 miles 135,4242 kgCO ₂ e = 0.1354242 tCO ₂ e	1,085 miles 215.8629 kgCO ₂ e = 0.2158620 tCO ₂ e
Scope 3 emissions in metric tonnes CO ₂ e Business travel: Flights (optional reporting)	78,163.08 kgCO ₂ e = 78.163 tCO ₂ e	51,469.89 kgCO ₂ e = 51.46989 tCO ₂ e	203,240.5 kgCO ₂ e = 203.2405 tCO ₂ e
Scope 3 emissions in metric tonnes CO ₂ e Business travel: Rail (optional reporting)	1,315.46 kgCO ₂ e = 1.315 tCO ₂ e	1,407.14 kgCO ₂ e = 1.40714 tCO ₂ e	2,197.31 kgCO ₂ e = 2.197.31 kgCO ₂ e
Total gross emissions in metric tonnes CO ₂ e	88.8403 tCO ₂ e	62.4967 tCO ₂ e	224.95 kgCO ₂ e
Intensity ratio tonnes CO ₂ e per HQ staff member	1.185	0.7022	2.367895

Principal Risks and Uncertainties

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 life-saving work in countries and communities most in need.

In 2022 the Board of Trustees approved the annual review of the

Risk Management Framework to ensure that we are identifying, monitoring, assessing, and understanding risk in a consistent manner across the organisation. The risk management

framework is aligned to the principles of ISO 31000: – Risk Management Guidelines, which enables us to adopt internationally-recognised best practice.

Governance of Risk

The Board of Trustees and the Leadership Team are responsible for setting, communicating and monitoring the 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 acceptable levels that are aligned to our capacity to manage and absorb risk.

The Audit, Finance & Risk Committee (AFRC) 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 (AFRC, GNRC, or HSC). Committees are provided with quarterly reports and analysis of any changes to the risks within their oversight responsibility for review, consideration and challenge. Where risks are assessed as exceeding acceptable levels, exception reports are produced for more detailed analysis and a description of the treatment plans that have been put in place to mitigate those risks. The Board of Trustees receives updated quarterly risk reports, as endorsed by the overseeing committees.

Risk, Compliance and Assurance

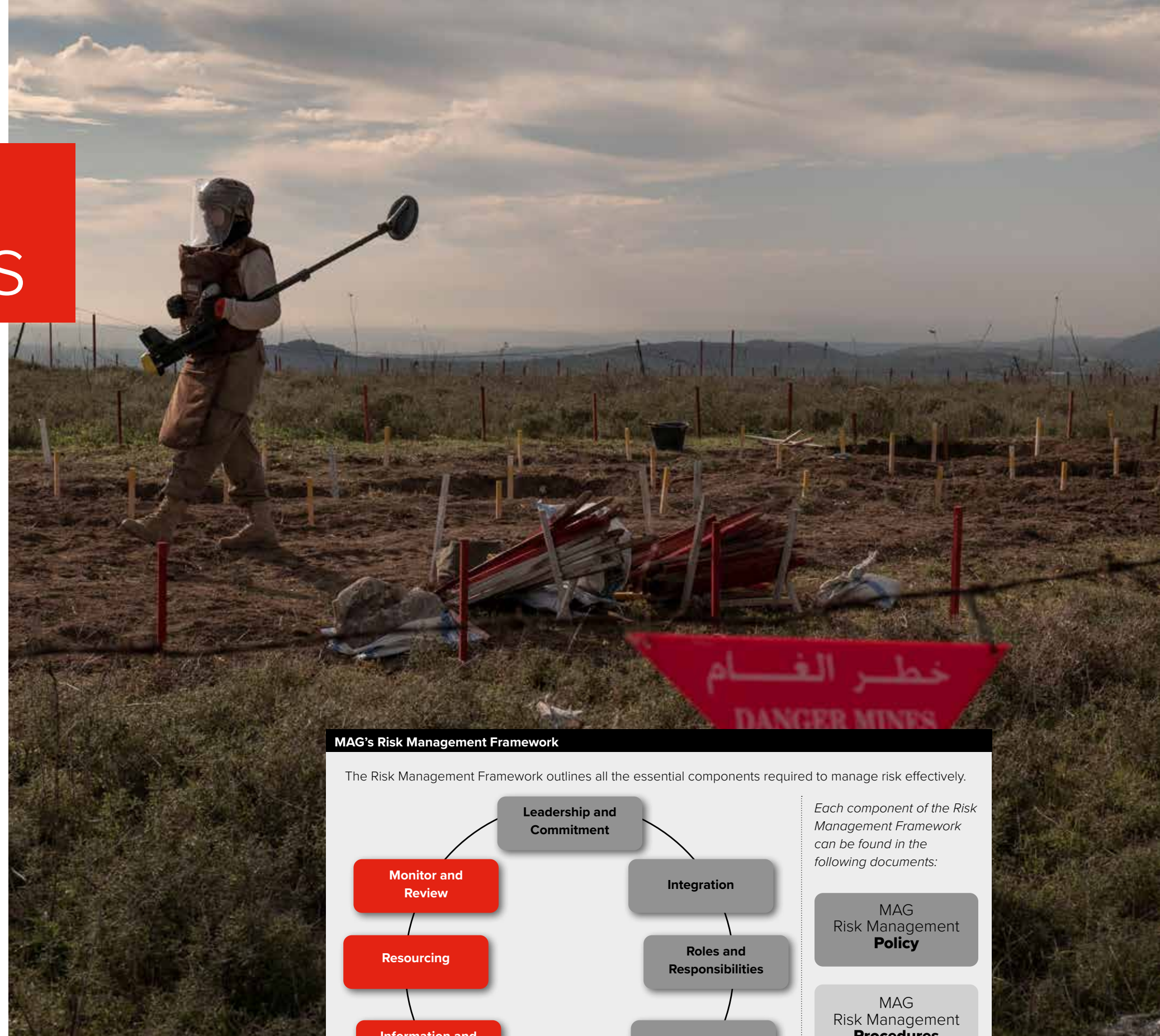
MAG's Risk Management Framework adopts the Three Lines operating model and we continue to further enhance first line management by strengthening internal controls, development of standards and programme self-assessments.

With the normalisation of travel post Covid, the ability for internal compliance visits has also improved in 2022. For assurance, MAG uses both Internal Audit and External audits. Internal Audit plans are developed and informed by our risk framework and are approved by the AFRC.

In 2022, MAG's Internal Audit providers conducted one IA assessment and one piece of advisory work. MAG also completed the recommendations identified

during 2021 IA assessments. From an external assurance perspective, MAG had an undertook an independent security review to

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MAG's Risk Management Framework

The Risk Management Framework outlines all the essential components required to manage risk effectively.



Each component of the Risk Management Framework can be found in the following documents:

MAG Risk Management Policy

MAG Risk Management Procedures

MAG Risk Management Plan

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assess the effectiveness of our security management. This was the third such independent review of

MAG’s security and has provided assurance of the continued improvement we have achieved over the past several years in this area.

Principal risks to be managed in the year ahead

Below are some of the key areas of risk that MAG continues to respond to.

Key Areas of Risk	Response and Mitigation
<p>Geo-Political Environment</p> <p>2022 saw the outbreak of significant conflict in Eastern Europe that has had knock-on effects across multiple areas. Instability has also increased across West and Eastern Africa.</p>	<ul style="list-style-type: none">➤ We constantly monitor the context within the countries where we work and adapt and respond to changing circumstances.➤ We subscribe to external risk intelligence services to receive expert advice for informed decision making.➤ We keep in constant contact with our key stakeholders to inform them of how instability is affecting programme performance.
<p>Digital and Data Protection</p> <p>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.</p>	<ul style="list-style-type: none">➤ We continue to strengthen our internal control environment by updating policies and procedures on data protection and data classification.➤ We are developing a range of information and ICT security standards to ensure we are consistent and compliant in applying our controls➤ We are developing our data culture through training and appointing data protection officers.➤ We have implemented a range of recommendations following a Cyber Security internal audit.
<p>Safeguarding</p> <p>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.</p>	<ul style="list-style-type: none">➤ 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 Procedures.➤ We have developed a range of safeguarding minimum standards to ensure we are consistent and compliant in applying our controls.➤ 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.
<p>Health, Safety, Security, Wellbeing</p> <p>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.</p>	<ul style="list-style-type: none">➤ 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
<p>Legal and Regulatory Compliance</p> <p>Having a working presence in more than 30 countries, we are obliged to ensure that we are operating in accordance with local, regional, national and international legislation and regulations.</p>	<ul style="list-style-type: none">➤ 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.
<p>Financial Crime</p> <p>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.</p>	<ul style="list-style-type: none">➤ We have updated our comprehensive Financial Crime policies and procedures in 2021➤ We are rolling out new policies and procedures for procurement and inventory management➤ We have increased our global logistics and procurement capacity for strengthened oversight and improving our systems and practices.➤ We undertake screening activities of our staff, partners and suppliers in regard to counter-terrorist measures.➤ We undertake external audits on export controls and have a sanctions working group to actively monitor and comply with sanctions.
<p>Funding Environment</p> <p>Funding for our activities is still concentrated amongst a few key donors and we maintain these strategic relationships and develop new ones to diversify funding streams.</p>	<ul style="list-style-type: none">➤ 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 2023

Our plans for 2023, as they were for 2022, are ambitious but deliverable. They strengthen us as an organisation, help us to prepare for the future and, critically, mean we can respond to new and emerging humanitarian needs in an ever-changing world.

Areas of strategic organisational importance

As in recent years, our plans for 2023 included three broad areas of strategic organisational importance. These are areas where we believe additional attention will significantly strengthen MAG.

- Embedding a values-driven culture
- Developing our new strategic direction
- Delivering quality while ensuring a sustainable future

Largely, such focus will represent the continuation of work already commenced. That they are in this plan reflects our belief that they are critical to organisational success: giving us resilience, preparing us for the future and strengthening our culture.

Organisational deliverables for 2023

We have agreed on several key deliverables which we would like to continue, commence or complete during 2022. These are categorised according to our current Strategic Aims and have been chosen either because they support programme delivery or support our three areas of strategic organisational importance – **embedding a values-driven culture, developing our new strategic direction** and



delivering quality while ensuring a sustainable future – so will strategically strengthen MAG in 2023. Examples of deliverables per Strategic Aim are listed below.

AIM
1

MAG will deliver a global programme of action to reduce the impacts of Explosive Ordnance and

SALW-A

We will:

- Respond to emerging needs in key locations
- Develop regional development and engagement strategies for SALW/AVR work in AP, ESA and LAC
- Embed our AVR Theory of Change as an organisational tool

AIM
2

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

We will:

- Continue to develop a conflict sensitivity framework
- Continue to roll out gender sensitivity programming baseline

AIM
3

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

We will:

- Develop a new global fundraising strategy with MAG America
- Engage with the German presidency on improvised landmines
- Develop a new communications strategy to support the emerging organisational strategy with particular focus on fundraising, donor relations and advocacy

AIM
4

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

We will:

- Embed our values; develop and implement a competency/behavioural framework
- Complete the development of a joint MAG-MAG America

assessment

- Develop and implement a EDI strategy and implementation plan

2024-28 Strategy

- Implement the long-term sustainability review recommendations

Programme plans for 2022 Eastern Europe, Latin America & Caribbean

In **Bosnia-Herzegovina**, the programme is planning to maintain its manual clearance capacity to eight teams. MAG will continue to play an active role in the country coalition efforts led by Germany, including in the revision of the national mine action strategy. The programme, with US- WRA will undertake a WAM assessment at Glamoč with a view to taking on an ammunition destruction project.

MAG's work in **Azerbaijan** will expand in 2023 towards operational delivery via a national NGO partner, including the first female deminers in the country.

This project will be funded via continuation funding from the US and with European Union funds via the United Nations Development Programme (UNDP) who continue to provide technical advice to ANAMA. MAG hopes to complete

its registration in Azerbaijan by mid-2023.

In **Ukraine**, MAG will utilise 2023 to build and consolidate the work started in 2022, including obtaining certification to train and deploy MAG's own EORE teams and non-technical survey teams. MAG will continue to build relationships with authorities at oblast level and plans to establish an operating base at Kropyvnytsky with further plans for operating in Mykoliav once able to train clearance teams.

MAG expects a significant increase in funds and opportunity in 2023 but much will depend on an ability to navigate the necessary processes for importation and ability to meet procurement needs. MAG expects significant increase in international and national staffing levels throughout 2023 and into 2024. MAG plans to develop a significant mechanical demining fleet by the end of 2023.

In 2023, MAG in **Ecuador** expects to further expand the number of security and defence agencies it will engage with and to increase the number of training courses and range of activities

through increased and extended funding from US PM/WRA grants.

In **Peru**, MAG will focus on extending its activities in support of the government to reduce the risk from obsolete and insecure ammunition across the country. MAG expects to secure additional long-term funding for WAM work in Peru. MAG will also assess the possibility of demining on the Peru-Ecuador border in 2023.

In 2023, MAG will continue to build its relationship with the **Caribbean** region via CARICOM and anticipates undertaking additional assessments. We also expect to secure funding for the region to allow the recruitment of dedicated management and technical staff in order to conduct WAM activities. Engagement with multiple donor sources and stakeholders will continue throughout the region as MAG builds this relationship.

East & Southern Africa

Consolidation and, where feasible, programme expansion remain a top priority across the portfolio. MAG aims to further build on core funding to ensure the sustainability of existing HMA and WAM programming, in a context where inflation and other budgetary pressures continue to drive up operating costs.

For 2023 the goal is to contribute to the Article 5 plans (under the Anti-Personnel Mine Ban Convention) for a landmine free **Zimbabwe, South Sudan** and **Angola**. We will continue to position programmes to develop new partnership approaches to expand programming and funding opportunities. We will place greater emphasis on articulating the impact of climate change on programmes and the contribution clearance and SALW interventions make to agricultural, economic recovery, and livelihoods as well as supporting emergency responses.

New programmes will start cross

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border where significant gaps in SALW RE, HMA/EORE have been identified for displaced populations impacted by conflict, drought, unseasonal rains, flooding and famine. Registration in **Ethiopia** is ongoing and planned during 2023 in **Sudan**. **Mozambique/Tanzania** remain on the watching brief for MAG.

Asia Pacific

Maintaining and developing the existing five programmes in the region will remain the priority for the region over the coming year, coupled with enhancing regional engagement and collaboration. MAG will also look to further explore WAM opportunities, both in existing programmes but also in the wider Asia Pacific region. Specifically for the existing programme countries, the plans in summary are as follows:

In **Sri Lanka**, MAG plans to scale up its geographical coverage and will extend mine action teams further into the eastern province in 2023, while maintaining operational presence across the northern province. MAG will continue supporting security forces with WAM interventions, including the addition of a weapon cutting facility to destroy unstable and obsolete weapons. MAG will also provide support to the National Mine Action Centre to implement action plans related to the new national mine action strategy, in order to achieve its objectives.

In **Vietnam**, priorities for 2023 include maintaining authoritative leadership in mine action expertise – providing technical support to national authorities, continuing to co-chair the Mine Action Working Group and exploring additional funding opportunities to expand operations as well as maintaining the high quality of operations and safety of the staff. MAG Vietnam will continue to strength its knowledge and lessons sharing across the sector through support to the NMAC



on quality management and digital EORE and on cross-cutting issues including the environment and equity, diversity and inclusion.

In 2023 in **Lao PDR**, MAG will continue to implement survey and clearance activities in both Xiang Khouang and Khammouane provinces, with a reduction in the number of teams in Khammouane due to funding. These activities will be agreed with the NRA in annual workplans and will support the implementation of the Government's 5 year National Socio-Economic Development Plan (NSED). In

addition the programme will also explore WAM opportunities under a project with UNSCAR that will likely commence in second half of the year.

In **Cambodia**, MAG will continue to work on high-impact minefields in Battambang and Ratak Nakiri province and cluster munition contamination in Ratak Nakiri province, where explosive remnants of war continue to impede access to safe land for agriculture, natural resources and infrastructure. MAG Cambodia will also continue its expanding activities in relation to

research and development of more effective and efficient technologies/ applications through ongoing and expanding partnerships with donors and other mine action operators in particular; of advanced detector technology, drone technology and animal detection systems such as Mine Detection Rats (MDR), Mine Detection Dogs (MDD) and the newly started Technical Survey Dogs (TSD – conducting cluster munition technical survey in Ratak Nakiri).

Over 2023, MAG **Myanmar** plans to continue broadening

EORE to provide holistic life-saving information to conflict-affected communities using a variety of methods contextualised to Myanmar's diverse regions. We also plan to build the capacity of international and local organisations to deliver EORE through training of trainers sessions and ongoing technical support/monitoring of implementation. Protecting legacy contamination survey data and collecting and collating new contamination data will also be priorities, along with strengthening coordination and advocacy initiatives.

Middle East

In **Lebanon**, maintaining good progress towards Lebanon's 2026 completion deadline under the Convention on Cluster Munitions remains critical, and MAG will continue to advocate for increased support to ensure Lebanon remains on track in achieving this goal.

MAG will maintain deployments across southern Lebanon, and whilst operations in the Raas Baalbek region in the north will be completed after five years of committed work, new activities will commence in the governorate of Mount Lebanon, with a clear plan already defined for completion of the Chouf area specifically.

Delivering a study looking at the links between mine action and food security and continuing to build on sustained partnership and capacity building work with the Lebanon Mine Action Centre will be core priorities for 2023.

Partnership with the Lebanese Armed Forces (LAF) will also be strengthened with the continuation of interventions at ammunition storage facilities, and associated trainings for LAF personnel.

MAG **Syria** will look to consolidate its programming across Hasakeh and Raqqqa governorates,

as well as exploring opportunities to work in northern areas of Deir-Ez-Zor as security and access allows. In a challenging funding landscape, it is vital to continue to make the case for mine action in Syria. Having previously adopted a limited approach to external communications and visibility, the programme will continue to explore more opportunities to publicise MAG's work in Syria, and demonstrate the impact of mine action for both returning and displaced communities.

Capacity building of MAG's own staff remains a core priority, across both support and operational functions, as well as support to national authorities, including the North East Syria Mine Action Office, as well as building on the curriculum established with the Education Council, by providing training for teachers to deliver EORE.

MAG **Iraq** will continue to address

the presence of explosive ordnance across the Kurdistan Region of Iraq and Ninewa Governorate of Federal Iraq, which continues to hinder the productive utilization of land and livelihoods and obstruct the secure return and resettlement of IDPs. As Iraq transitions from large-scale humanitarian response, with focus shifting to stabilisation and development initiatives, continuing to make the case for the role mine action plays in enabling this response will be vital.

With a large and experienced mine action capacity, providing further opportunities for its staff to assume more senior positions, particularly in technical operations, is a core priority for 2023, with a training and mentoring programme established.

MAG will also continue engagement with the Government of Iraq to explore needs in the

Providing staff promotions is a core priority for 2023

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area of weapons and ammunition management, which would represent new programming for MAG in Iraq.

Sahel & West Africa

In 2023, the Sahel and West Africa region will continue to strengthen its regional approach and programme delivery modality. The region will continue to seek opportunities to advance Armed Violence Reduction initiatives based on MAG's Theory of Change and through partnership opportunities.

Programmes will continue to develop and expand their HMA activities focusing on national capacities development, risk education activities and advocacy to support States in meeting their treaty obligations with a particular focus on the growing issue related to improvised landmines. Engagement through partnerships – CAVR, SAS and International Alert – will continue to be vital throughout the region as will MAG's ongoing relationship with ECOWAS.

The political instability, insecurity and increasing counter-insurgency efforts from governments in their push against non-state armed groups will inevitably require MAG to adapt to a fast-evolving context. The region will seek to better identify risks, opportunities and challenges of conducting WAM activities in fluid contexts like in **Burkina Faso** and the region will continue its efforts to develop conflict-sensitivity programming in partnership with International Alert and other partner organizations.

As a result of the changing and challenging security context spilling over from the Sahel towards the Gulf of Guinea states, more emphasis will be put on these countries and preventative activities. In 2022, countries in Central Sahel (**Mali**, Burkina Faso, **Niger**) and Gulf of Guinea (**Benin**, **Togo**, **Ghana**, **Côte d'Ivoire**) have continued to suffer from a significant



increase in the use of improvised explosive devices, with an expected intensification in 2023.

In 2023, MAG will strengthen its efforts to support States and populations affected by IEDs. The region will continue to deliver life-saving risk education activities towards affected communities (**Mali**, Burkina Faso, Niger, **Nigeria**, **Chad**) and start-up context analysis in Benin, Togo, Ghana, Côte d'Ivoire.

MAG will also seek to work with other stakeholders to reduce risks related to the proliferation, the trafficking and the management of IED components. Finally, MAG will intensify advocacy efforts and support towards States Parties to the APMBC affected by improvised landmines in region to address the problem posed by this type of victim-operated IED under the scope of the Convention as an instrument of international humanitarian disarmament law.

MAG will continue to conduct WAM activities in **Mauritania**, **Senegal**, **Guinea-Bissau**, Burkina Faso, Niger, Chad, Nigeria, Benin, Togo, Ghana, Côte d'Ivoire and **Liberia** to contribute to safer environment for the men, women and children. A particular focus on building sustainable national capacity will be promoted. Assessments of armouries and depots will continue to ensure priority planning and delivery of physical interventions are conducted. Alongside those, MAG will continue to advocate and increase destructions activities for

obsolete, surplus, and otherwise at risks ammunition and weapons, alongside relevant training of national stakeholders.

Capitalizing on 2022 achievements, MAG will continue to foster HMA activities in Senegal, Guinea-Bissau and Mauritania with a national capacity development approach to support States affected by legacy contaminations and new contamination (Nigeria, Lake Chad Basin).

Programmes will focus on supporting information management capacities of states and non-technical surveys to improve the understanding of the extent and distribution of contamination. In Guinea Bissau, MAG will enable the conduct of technical-surveys and EOD spot tasks in partnership with a local organization, to release land for productive use for local communities.

Finally, MAG teams will support affected states with other treaty obligations such as transparency reports, extensions requests and others through capacity development activities and mentoring.

MAG will seek to maintain engagement in Liberia and Cote d'Ivoire where new initiatives started in 2022 but where funding continuity for 2023 is not yet confirmed. Given a fragile funding situation for **Guinea**, **Sierra Leone**, **The Gambia** and Nigeria, we will also strengthen our fundraising and donor engagement efforts for these countries with a focus on Nigeria.

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

MAG is governed by its Trustees, collectively known as the "Board", who are also its directors under company law.

The Board is accountable to people affected by violence, conflict, and insecurity, and to our donors and supporters in the UK and around the world, to ensure they have confidence in how MAG uses its resources.

The Board have the powers to conduct the affairs of the charity, and many of these powers are delegated to the Leadership Team. The Board Reserved Powers details those powers it retains and reserves for itself, especially the most



and assurance, rather than on operational matters, and this is reflected in the Delegation of Authority from the Board to the Leadership Team. 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.

Leadership's primary focus is

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getting the organisation to perform, and dealing with the practicalities of running MAG. Its focus is on putting into place the decisions of the 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.

Our programmes are managed by a Country Director (CD) or Regional Programmes Manager (RPM), depending on the scope of operations, and are supported by a Finance Manager (FM) and Technical Operations Manager (TOM). The CD/RPM is responsible for the delivery of all MAG's statutory, regulatory, and contractual commitments in the country/ countries they operate in.

Furthermore, the CD/RPM 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.

CDs/RPMs 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.

UK Charity Governance Code

The Board resolved to adopt the Charity Governance Code for larger charities, and we have used the Code to hold up a mirror for our governance. The Code encourages charities to publish a brief narrative in their annual reports explaining how they apply it. It was refreshed at the end of 2020 to enhance provisions related to integrity, equality, diversity and inclusion.

In early 2021, the Board commissioned an external governance and board effectiveness review in accordance with the Code's recommendation that large charities carry out such a review every three years.

The review was undertaken in early 2021 and was structured around specific elements of the Charity Governance Code. The review found that MAG benefits from a Board that brings great expertise as well as time, with a strong commitment to the organisation and its governance. A report was produced summarising the conclusions that emerged from the review. It identifies positive aspects of MAG's governance as well as matters for consideration or action. The Board agreed a plan to implement the recommendations and the Governance, Nominations and Review Committee has oversight of progress against activities.

The next external governance review is planned for Q1, 2024., and will once again be structured around specific elements of the UK Charity Governance Code.

Trustees

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 can make informed decisions.

Trustees are selected and

appointed in accordance with the regulations laid down by MAG's Articles of Association. Trustees serve an initial term of three years that can be extended for a further three years (although the Board can approve discretionary extensions provided 75% of the Board agree).

In 2022, the Board held three scheduled virtual meetings and two scheduled hybrid meetings, each including participation from colleagues from MAG programmes worldwide. A Board Away Day was also held in October 2022 to establish a shared indication of MAG's strategic intent to inform the development of our 2024-28 Strategic Direction.

In addition to the Board's typical business, the trustees in 2022 gave considerable focus to MAG's response to the Ukraine conflict. The Board also approved the establishment of two new Board level committees for implementation in 2023: a People, Culture and Remuneration Committee, and a Fundraising Committee.

As part of the Board's accountability to staff, wider participation from staff across MAG programmes and the Manchester office is encouraged at every Board meeting to discuss current topics of interest or concern.

As of December 2021, there were eight women and six men on the Board. Trustee recruitment in 2021 has, as in every year, taken due account of the Board's commitment to finding individuals with the required skill set and creating a more representative and diverse organisation at all levels, with our Board leading by example.

Our approach to recruitment is consistent with our commitment to the diversity charter established by the Association of Chief Executives of Voluntary Organisations (ACEVO).

On appointment, all new trustees receive an induction programme, and it is normal practice for new trustees to meet with The Chair, Chief Executive and Leadership

Leadership Team

Led by the Chief Executive, the Leadership Team is made up of the Director of Governance and Business Transformation, Director of Programmes, Director of Finance, Director of Global Fundraising, Director of People and Culture, Director of Engagement, and Director of Policy and Strategic Partnerships. The Executive Director of MAG America is also a member of the UK Leadership Team.

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 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

Team alongside the Company Secretary.

The objectives of the induction are 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



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 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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arrangements in line with MAG's Travel Policy. Details of Trustee expenses are disclosed in Note 22 to the accounts.

There are regular governance reviews, including in 2022 an external Board effectiveness review.

Board meetings

The Board holds formal scheduled meetings at least five times a year, two hybrid meetings and three remote meetings via Microsoft Teams, in addition to a biannual Board Away Day. The Company Secretary submits a full agenda and background papers in advance via Diligent Board software.

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

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 role of the MAG Officers is primarily to help prepare board/committee meetings, and to keep abreast of developments in order to fulfil their chairing responsibilities. Where requested, MAG Officers will act as a sounding board for the Chief Executive or Chair.

MAG Officers will carry out other specific aspects of the charity's business only as authorised by the Board

The Board has delegated specific responsibilities to three Board Committees, whose membership is appointed by the Board. The Chair of each committee reports back to the Board at its next formal meeting.

Following the 2022 governance review, the Board agreed to conduct a review of its committee structure, membership, and operation to consider if the

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 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.

structure: remains appropriate; provides sufficient clarity; avoids duplication and strikes a balance between inward and external focus.

As a result, in 2022, the Board approved the establishment of two new Board level committees for implementation in 2023: a) People, Culture and Remuneration Committee; and b) Fundraising Committee.

The two new committees will complement the existing committees' structure (Audit, Finance and Risk Committee; Governance, Nominations and Review Committee; and Health, Safety, Security and Safeguarding Committee).

Audit, Finance & Risk Committee (AFRC)

The Audit, Finance & Risk Committee (AFRC) takes delegated responsibility on behalf of the Board to ensure that MAG's financial resource management is in line with its charitable purposes by providing oversight on the effectiveness and robustness of financial controls to prevent fraud and financial crime.

The committee ensures that MAG operates as a Going Concern through the monitoring of the

current and projected financial positions and ensuring that appropriate accounting practices are in place.

In addition, the committee implements appropriate assurance mechanisms through internal and external audit, review of reports and monitoring of corrective action plans. The committee also have oversight of MAG's Risk Management Framework to ensure that it is effective and fit for purpose.

The AFRC also ensures that MAG's public fundraising activities are meeting financial targets and are conducted in an ethical and responsible manner.

Governance, Nomination and Review Committee (GNRC)

The Governance, Nominations and Review Committee (GNRC) takes delegated responsibility on behalf of the Board to exercise general oversight with respect to the governance of the Board.

The committee reviews the qualifications of and recommends to the Board proposed nominees for election to the Board and its committees. Linking Board recruitment decisions to MAG's long-term strategy. In addition, the

GNRC evaluates and recommends to the Board charity governance practices.

The committee also oversees the framework for assessment of Board performance and the Board self-evaluation. The GNRC oversees risks within its scope of responsibility as delegated by the Board and oversees the charity's complaints management system and its effectiveness.

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 takes delegated responsibility on behalf of the Board to ensure MAG maintains effective Health, Safety, Security and Safeguarding policies, procedures, and practices.

The committee reviews control methods, including risk analysis and mitigation strategies in place. In addition, the HSC supports the Board in fulfilling its legal duty to ensure the Health, Safety, Security and Safeguarding of MAG staff and assets worldwide.

The HSC oversees risks within its scope of responsibility as delegated by the Board.

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 and Communications Focal Point

The Fundraising and Communications Focal Point provides additional advice and assurance to the Board on its fundraising and communications initiatives and responsibilities under any relevant legislation, regulation and internal ethical and professional standards.

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 always the safety and security of staff.

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 Health, Safety, Security and Safeguarding Committee and provides subject matter expertise to the committee on matters relating to security.

The Board Security Focal Point provides support to the Crisis Management Team (CMT) when it is activated and acts as the Board point of immediate contact regarding issues arising from security matters, ensuring that the Board is sufficiently aware of any incidents, which take place and the management response being taken.

The Board Security Focal Point reports to the Board, and any of its committees as directed, on matters relating to security.

Safeguarding Trustee Focal Point

The Board has appointed a Safeguarding Trustee Focal Point whose role it is to provide subject matter expertise to the Health Safety, Security and Safeguarding Committee on matters relating to safeguarding.

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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 improvement of its environmental performance through compliance with ISO 14001:2015 and all relevant environmental legislation.

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The Safeguarding Trustee Focal Point will act as the Board point of immediate contact regarding issues arising from safeguarding matters, ensuring that the Board is sufficiently aware of any incidents, which take place and the management response being taken.

The Safeguarding Trustee Focal Point reports to the Board, and any of its committees as directed, on matters relating to safeguarding.

Board Diversity Champion

The Board has appointed a Diversity Champion to provide subject matter expertise to the Board and any of its committees on matters relating to Diversity.

The Board Diversity Champion promotes the charity's endeavours to ensure a strong culture, strategy and action plan together with compliance and good practice in relation to diversity.

Trustee Risk Management Focal Point

The role provides subject matter expertise to the Board, AFRC and the Leadership Team on matters relating to risk management, compliance, and assurance.

The Risk Management Focal Point assists the Board in its oversight of MAG's Risk Management Framework and its effectiveness.

In addition, the role supports the Board and AFRC in fulfilling its reporting responsibilities in the Annual Report, including the review and approval of statements concerning internal controls and risk management.

The Risk Management Focal Point provides input and oversight of Risk Governance structures of the Board and Committees, their suitability and effectiveness. In addition, the role supports the Board and Leadership team in developing and championing a strong risk management culture in MAG.

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 Annual Board 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 Governance Committee 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. An external evaluation was conducted in 2021, the next external governance review is planned for 2024.

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; 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

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.

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

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Handling of Complaints

MAG is committed to implementing procedures, which provide safe, accessible and effective channels for individuals to exercise their right to raise complaints. MAG will ensure all complaints are investigated appropriately, lessons are learned, and actions are taken to prevent a recurrence. Complainants will always receive a prompt acknowledgement of their complaint, be kept informed about how their complaint is being handled throughout the process and provided with feedback on the outcome.

MAG is committed to the Core Humanitarian Standard (CHS) on Quality & Accountability. The CHS is a set of Nine Commitments to communities and people affected by crisis stating what they can expect from organisations and individuals delivering humanitarian assistance.

Commitment 5 states: Communities and people affected by crisis have access to safe and responsive mechanisms to handle complaints.

Quality Criterion: Complaints are welcomed and addressed.

In addition, we adhere to the Fundraising Regulator Promise, which outlines the commitment made to donors and the public by fundraising organisations registered with the Fundraising

Regulator. Those who register with the regulator agree to ensure their fundraising is legal, open, honest and respectful. The standards for fundraising are set out in the Code of Fundraising Practice.

Our Complaints Policy and management guidelines were updated at the end of 2022 and a series of training sessions will take place in the first half of BY2023 with all senior managers from across the UK and all MAG programmes.

For all general complaints, concerns or reports that relate to whistleblowing, safeguarding or fraud, the Reporting Coordinator should be contacted either:

By email: **reporting@maginternational.org** or for fundraising complaints on **fundraising@maginternational.org**

By phone: please ring **+44 (0)161 236 4311** and ask to speak to the Reporting Coordinator.

By post: if you are writing to us with a complaint, please mark your letter for the attention of the Reporting Coordinator.

Our postal address is: **MAG, Suite 3A, South Central, 11 Peter Street, Manchester, M2 5QR, UK.**

Please note: alternative reporting mechanisms are advertised across each of our

country programmes – please get in touch for details.

Please mark your email as confidential. It will be treated with discretion, logged and forwarded to the relevant and most appropriate person.

You may write your email in any language, and we will arrange translation.

You can submit an anonymous email, but we may find it difficult to look into your concern without further details. If you would prefer to speak to a member of staff, rather than sending sensitive details in an email, then please request this by highlighting which area of concern it relates to e.g. safeguarding or fraud etc. One of us can call you back.

All complaints will be acknowledged within three working days, other than in exceptional circumstances. We will also indicate when you can expect to be informed about the outcome of your concern or, what type of process we will follow to look into the issue further. In some sensitive cases, MAG may need to reserve the right to keep any action taken as confidential.

If the complaint is about an issue that falls outside of MAG's control, where possible, you will be assisted to re-direct your complaint appropriately.

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.

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conflicts of interests from affecting the decision i.e. withdraw from that part of the meeting; and **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

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

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

1 The likely consequences of any decision in the long term: In 2021 MAG trustees approved the extension of our current strategy to the end of 2023. In the second half of 2022, we started the process to develop our new strategy for 2024-28 – which will be a joint strategy with MAG America.

2 The interests of the company's employees: Please see Employee Engagement on Page 42. MAG undertook extensive consultation with staff as part of its mid-term strategy review. This included workshops with diverse staff from all levels of the organisation, with a focus on reflecting 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 30-31 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 44 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, the results of which formed 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

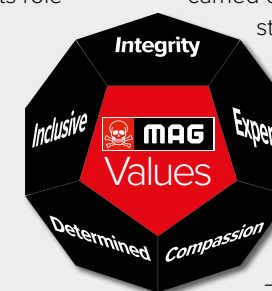
all activities that we undertake. Where practicable, we consider the 'sustainability' of resources and materials procured, the social and environmental effects of procuring resources and materials is given equal weighting alongside the economic ones where practical. Genuine attempts to minimise the social 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.

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. During 2021, a review of our values was carried out, taking views from staff across the globe and consulting with them on the values which best reflect MAG. The five core values identified – determined, inclusive, compassion, integrity and expert – were launched in

December 2021 with work underway in 2022 to incorporate them into our existing decision making and process structures and frameworks.

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

The financial statements presented in this Annual Report represent the year ended 31 December 2022 and comparative figures are in relation to the year ended 31 December 2021. The financial statements of the charity company can be found on Pages 78 to 91.

Overview

During 2022, MAG operated in a challenging macroeconomic context, with high global inflation levels, volatile foreign exchange rates, overall reductions in some European aid budgets, and institutional donors realigning aid spending in response to the conflict in Ukraine.

Total income for the year was **£87.4m** which represents a 15% increase in income compared to the previous year (2021: £76.3m). This increase was largely driven by the appreciation of the USD against GBP (average of 1.24 vs 1.37 in 2021). External factors such as security and access issues continued to affect our ability to deliver programme activity in certain regions.

Total net income for the year was **£1.2m** (2021: net income of £0.8m), largely attributable to a foreign exchange gain of £1.4m during the year. Income from donations, legacies and other trading activities has continued to perform well at £1.2m (2021: £0.9m).

Unrestricted operating funds stand at **£6.4m** (2021: £5.2m). 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.

The Designated Global Interagency Security Forum (GISF) fund stands at **£0.5m**.

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 2022 stands at **£6.1m** (2021: £5.2m).

Cash balances stand at **£25.8m** (2021: £27.6m) 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-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.

The Board considers the year-end balance of £6.1m 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 £4.0m 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

Over 98% 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 and factoring in global inflation. 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 financial risks to be managed in the year ahead

Global Macroeconomic Volatility

The conflict in Ukraine has driven an increase in global inflation,

which has created cost-of-living crises in the UK and in many of the countries in which we operate. MAG completed an externally benchmarked salary review process for Manchester-contracted staff during 2022 that increased our unrestricted cost base by £1m. To ensure this is affordable in the medium-term, MAG completed a long-term financial sustainability review and has committed to a

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number of actions designed to increase & diversify our income and optimise our cost base.

Diversion of Overseas Development Assistance (ODA) Funding

Throughout 2022, and in response to the Ukraine conflict and other factors, European governments have been diverting, and in some cases reducing, their foreign aid budgets.

The UK government reduced their ODA budget from 0.7% of gross national income (GNI) to 0.5%, with a view to returning to 0.7% when the fiscal context allows.

The Swedish government removed a long-standing foreign aid target of 1% of national income, which is expected to reduce to 0.7%. Aid funding is also being diverted to new conflicts (e.g., Ukraine) or geopolitically important areas such as Afghanistan.

To mitigate these risks, MAG has created a new role of Director of Policy and Strategic Partnerships to restore representation of areas of responsibility that are critically important to MAG's strategic direction to a Leadership Team level, enabling systematic input into organisational decision making and strategy, and helping to improve coordination between directorates.

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").

The cross-department Sanctions working group advise on the internal Sanctions policy and associated procedures, monitor and assess sanctions risks and 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. The development of a long-term foreign exchange strategy and potential use of foreign currency hedging

products to lower transaction risk is being explored with our financial services partners. If a 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 gives resilience in organisational liquidity.

MAG has a UK Export Finance credit facility supported by Barclays to manage the risk of unrestricted cash deficits arising where donors are contracted to pay in arrears. Current and forecasted use of the facility is monitored and reported to AFRC on a quarterly basis.

International Tax

Recent developments in a number of countries in which MAG operates mean 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 works with external providers on an ongoing basis to address risks related to MAG's current international tax obligations. Provision has been made for potential backdated liabilities relating to FY22 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.

Julia Palca

Julia Palca
Chair of the Board of Trustees
28 September 2023



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

- **Ms Julia Palca**, Chair
- **Mr John Malik**, Vice Chair, Trustee Risk Management Focal Point and Member of the Audit, Finance & Risk Committee (AFRC)
- **Mr Anthony Collier**, Treasurer and Chair of the AFRC
- **Mr Chris Kemp**, Chair of the Health, Safety, Security and Safeguarding Committee (HSC) and Board Security Focal Point
- **Ms Jane Marriott OBE**, Member of the HSC
- **Prof. Bertrand Taithe**, Member of the GNRC
- **Ms Judith Greenwood**, Chair of the GNRC, Safeguarding Trustee Focal Point and Member of the HSC
- **Mr Khaleel Desai**, Board Diversity Champion and Member of the GNRC
- **Ms Sonia Bate**, Member of the GNRC
- **Ms Frances Milner**, Board Fundraising and Communications Focal Point and member of the AFRC
- **Ms Renata Dwan**, Member of the HSC

- **Mr Peter Jones**, Member of the AFRC
- **Ms Harbinder Kaur**, Member of the GNRC
- **Ms Nesta Hatendi**, Member of AFRC and HSC

Leadership Team:

- **Mr Darren Cormack**, Chief Executive
- **Mr Dean Anderson**, Director of Global Fundraising (appointed 09/01/2023)
- **Mr Mikael Bold**, Technical Director (resigned 31/12/2022)
- **Mr Jon Brown**, Director of Engagement
- **Mr Greg Crowther**, Director of Programmes
- **Ms Josephine Dresner**, Director of Policy and Strategic Partnerships (appointed 01/01/2023)
- **Mr Jamie Franklin**, Executive Director — MAG America
- **Ms Louise McDonald**, Director of People and Culture (appointed 15/08/2022)
- **Mr Jules Mason**, Director of Governance and Business Transformation
- **Mr Ricky Munday**, Interim

Director of Finance (appointed 12/09/2022)

- **Ms Ria Ntabejane**, Director of Finance

Company Secretary:

- **Ms Sarah Howell**

Independent Auditor:

- **Deloitte LLP**, Hanover Building, Corporation Street, Manchester, M3 3HF

Bankers:

- **Barclays Bank UK plc**, 1 Churchill Place, Canary Wharf, London, E14 5HP

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 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 2022 and its incoming resources and application of resources, including its income and expenditure, for the year 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;
- the balance sheet;
- the cash flow statement;
- 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual

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

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 this regard.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, 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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

We considered the nature of the charitable company's industry and its control environment, and reviewed the charitable company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management and the trustees

about their own identification and assessment of the risks of irregularities, including those that are specific to the charitable company's business sector.

We obtained an understanding of the legal and regulatory framework that the charitable company operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included UK Charities Act, UK Companies Act; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the charitable company's ability to operate or to avoid a material penalty. These included the charitable company's overseas operating licences and the Charity Commission for England and Wales (Charity Commission) regulations.

We discussed among the audit engagement team regarding the opportunities and incentives that may exist within the organisation

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for fraud and how and where fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for fraud or non-compliance with laws and regulations in the following areas, and our procedures performed to address it are described below:

- income entitlement is dependent on compliance with grant agreement terms and conditions. We consider the risk to be related to the recognition of income in line with those agreements and the Charity SORP requirements. To address this risk, we have reviewed the control environment governing the recognition of income, and further, we have tested a sample of grant income to contract documents, invoices, and cash receipts, as well as reviewing board and committee minutes, to test whether income has been accurately recognised in the financial statements; and
- expenditure validity is likewise linked to grant agreement terms and conditions, and we consider the risk to be related to appropriate recording of expenses within the correct grant project. To address this risk, we have reviewed the control environment governing the recognition of expenditure, and further, we have tested a sample of expense items to contract documents, invoices, appropriate authorisation and cash payments.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that

are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance and reviewing any correspondence with Charity Commission. Report on other legal and regulatory requirements.

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 year 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 charitable company 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 by the charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company 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.

Nicola Wright

Nicola Wright
(Senior statutory auditor)

For and on behalf of Deloitte LLP
Statutory Auditor
Manchester, UK
28 September 2023

Financial Statements

The Mines Advisory Group - Company Limited by Guarantee
Statement of Financial Activities (including income and expenditure account)
for the year ended 31 December 2022

FUNDS:	Note	Year ended 31 Dec 2022			Year ended 31 Dec 2021		
		Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
INCOME FROM:							
Charitable activities	5	-	85,811	85,811	-	74,772	74,772
Donations and legacies	6	970	178	1,148	635	201	836
Other trading activities	7	1	3	4	38	1	39
Investments	8	1	5	6	3	3	6
Other income	9	328	102	430	546	59	605
TOTAL INCOME		1,300	86,099	87,399	1,222	75,036	76,258
EXPENDITURE ON:							
Raising funds	10	444	0	444	368	-	368
Charitable activities	10	8,089	77,651	85,740	7,389	67,658	75,047
TOTAL EXPENDITURE		8,533	77,651	86,184	7,757	67,658	75,415
NET (EXPENDITURE)/ INCOME:							
Transfer between funds	16	(7,233)	8,448	1,215	(6,535)	7,378	843
NET MOVEMENT IN FUNDS		1,192	23	1,215	869	(26)	843
RECONCILIATION OF FUNDS:							
Total funds brought forward	16	5,678	(29)	5,649	4,809	(3)	4,806
Net movement in funds for the period		1,192	23	1,215	869	(26)	843
Total funds carried forward	16	6,870	(6)	6,864	5,678	(29)	5,649

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 81 to 91 form part of these financial statements.

The Mines Advisory Group - Company Limited by Guarantee
Balance Sheet
as at 31 December 2022

	Note	31 Dec 2022 £'000	31 Dec 2021 £'000
FIXED ASSETS			
Tangible assets	13	343	-
CURRENT ASSETS			
Debtors due within one year	14	7,408	8,043
Cash at bank and in hand		25,830	27,623
		33,238	35,666
CURRENT LIABILITIES			
Amounts falling due within one year	15	(26,717)	(30,017)
NET CURRENT ASSETS		6,521	5,649
NET ASSETS		6,864	5,649
FUNDS			
Unrestricted funds - General	16	6,358	5,227
Unrestricted funds - Designated	16	512	451
Restricted funds	16	(6)	(29)
TOTAL FUNDS	17	6,864	5,649

The notes on Pages 81 to 91 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 28 September 2023.

Signed on behalf of the Board of Trustees

Julian Pater

Chair

The Mines Advisory Group - Company Limited by Guarantee
Statement of Cash Flows
for the year ended 31 December 2022

	Year ended 31 Dec 2022 £'000	Year ended 31 Dec 2021 £'000
Net cash flows from operating activities	(593)	12,414
Cash flows from investing activities		
Interest received	6	6
Purchase of plant and equipment	(2,715)	(1,702)
Net cash flows from investing activities	(2,709)	(1,696)
Net increase/(decrease) in cash and cash equivalents	(3,302)	10,718
Cash and cash equivalents at beginning of period	27,623	17,218
Change in cash and cash equivalents due to exchange rate movements	1,509	(313)
Cash and cash equivalents at end of period	25,830	27,623
Analysis of cash and cash equivalents		
Cash in hand	448	374
Bank accounts and Notice deposits (less than 3 months)	25,382	27,249
Total cash and cash equivalents	25,830	27,623
Reconciliation of net income/(expenditure) to cash generated by operations:		
Net income/(expenditure) for the period	1,215	843
<i>Adjustments for:</i>		
Interest receivable	(6)	(6)
(Decrease)/Increase in cash and cash equivalents due to exchange rate movements	(1,509)	313
Depreciation charges	2,372	1,751
Operating cash flows before movement in working capital	2,072	2,901
Decrease/(Increase) in stock	-	148
Decrease in debtors	635	1,312
(Decrease)/Increase in creditors	(3,300)	8,053
Net cash flows generated by operations	(593)	12,414

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 14 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 73.

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.

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 October 2024 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.

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 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

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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 that have been received towards the general objectives of the charity as a whole to be 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.

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 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.

3.12 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 crystallise.

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	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.
Income, all of which is restricted, was received and		

* Presented in Other Miscellaneous Donors in FY21

Note
Of the £41.72m from MAG America, (2021: £36.97m), £39.90m (2021: £34.26m) had the U.S. Department of State's Office of Weapons Removal and Abatement and £1.26m (2021: £1.84m) had the Office of US Foreign Disaster Assistance as the back donors.

6 ANALYSIS OF INCOME FROM DONATIONS & LEGACIES

	Year Ended 31 Dec 2022			Year Ended 31 Dec 2021		
	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
Public Donations, Appeals & Fundraising Events	536	39	575	229	124	353
Regular Giving (including gift aid)	276	14	290	203	2	205
Donations from Trusts, Foundations and Partnerships	(68)	94	26	21	71	92
Legacies	226	31	257	182	-	182
Coronavirus Job Retention Scheme	-	-	-	-	4	4
Total	970	178	1,148	635	201	836

Note

Negative balance relates to income that was recognised within unrestricted income in FY20, and reclassified to Restricted Fund in FY22.

7 ANALYSIS OF INCOME FROM OTHER TRADING ACTIVITIES

	Year Ended 31 Dec 2022			Year Ended 31 Dec 2021		
	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
Fundraising activities	1	-	1	38	-	38
Merchandise	-	3	3	-	1	1
Total	1	3	4	38	1	39

8 ANALYSIS OF INCOME FROM INVESTMENTS

	Year Ended 31 Dec 2022			Year Ended 31 Dec 2021		
	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
Bank interest received	1	5	6	3	3	6

9 ANALYSIS OF OTHER INCOME

	Year Ended 31 Dec 2022			Year Ended 31 Dec 2021		
	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
Insurance claims	-	-	-	-	20	20
Other income	328	102	430	546	39	585
Total	328	102	430	546	59	605

**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 £104k (2021: £115k), being management salaries attributable to the governance of the charity, trustee expenses, audit fees and other professional fees.

	Year Ended 31 Dec 2022			Year Ended 31 Dec 2021		
	Raising Funds £'000	Charitable Activities £'000	Total £'000	Raising Funds £'000	Charitable Activities £'000	Total £'000
Activities undertaken directly						
Overseas programmes - restricted	-	77,651	77,651	-	67,658	67,658
Overseas programmes - unrestricted	-	(15)	(15)	-	(54)	(54)
Total direct activity expenditure	-	77,636	77,636	-	67,604	67,604
Support costs:						
Staff related costs including travel	260	6,501	6,761	242	5,754	5,996
Premises, IT & Communications	111	955	1,066	83	967	1,050
Fundraising Events & Advertising	39	-	39	7	-	7
Professional fees & other costs	34	1,372	1,406	36	1,118	1,154
Exchange loss / (gain)	-	(724)	(724)	-	(396)	(396)
Total support costs - unrestricted	444	8,104	8,548	368	7,443	7,811
Total Expenditure	444	85,740	86,184	368	75,047	75,415

11 NET INCOME/(EXPENDITURE) FOR THE PERIOD

Net income is stated after charging/(crediting):

	Year ended 31 Dec 2022 £'000	Year ended 31 Dec 2021 £'000
Depreciation of tangible fixed assets owned by the charity	2,372	1,751
Foreign exchange loss/(gain)	(1,409)	(396)
Rentals under operating leases	1,872	1,662
Auditor's remuneration:		
- Fees payable to the charity's auditor for the audit of the charity's financial statements	92	82
- Fees payable to the charity's auditor for other services: Grant certification services	26	61

12 ANALYSIS OF STAFF AND TRUSTEE COSTS

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

	Year ended 31 Dec 2022	Year ended 31 Dec 2021
UK employees:		
- Overseas projects	193	51
- Programme support and administration	105	94
- Fund-raising information and education	7	7
Overseas national employees	5,655	5,297
Total	5,960	5,449
Their aggregate remuneration comprised:	£'000	£'000
Salaries and wages - UK employees (including those overseas)	15,532	14,961
Salaries and wages - Overseas national employees	35,462	29,624
Social security costs	605	516
Pension contribution	208	199
Total	51,807	45,300

There are no payments to temporary staff (2021: 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:

	Year ended 31 Dec 2022			Period ended 31 Dec 2021		
	UK	Int'l	Total	UK	Int'l	Total
between £60,000 and £70,000 per annum:	4	31	35	4	33	37
between £70,000 and £80,000 per annum:	3	29	32	3	34	37
between £80,000 and £90,000 per annum:	1	13	14	1	14	15
between £90,000 and £100,000 per annum:	-	12	12	1	7	8
between £100,000 and £110,000 per annum:	1	-	1	-	1	1
between £110,000 and £120,000 per annum:	-	2	2	-	1	1
between £120,000 and £130,000 per annum:	-	1	1	-	-	-
between £130,000 and £140,000 per annum:	-	-	-	-	-	-
between £140,000 and £150,000 per annum:	-	-	-	-	-	-
between £150,000 and £160,000 per annum:	-	-	-	-	-	-
between £170,000 and £180,000 per annum:	-	-	-	-	-	-

Note

The key management personnel of the charity are listed on Page 71. The total remuneration (including pension contributions and employers' national insurance) of the key management personnel for the year totalled £661k (2021: £672k).

13 TANGIBLE FIXED ASSETS

	Field Assets £'000	Equipment Fixtures & Fittings £'000	Total £'000
Cost			
At 1 January 2022	17,479	930	18,409
Additions	2,565	150	2,715
Disposals	-	-	-
At 31 December 2022	20,044	1,080	21,124
Depreciation			
At 1 January 2022	17,479	930	18,409
Charge for the year	2,218	154	2,372
Disposals	-	-	-
At 31 December 2022	19,697	1,084	20,781
Net Book Value			
At 31 December 2022	347	(4)	343
Net Book Value			
At 31 December 2021	-	-	-

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 2022 £'000	31 Dec 2021 £'000
Trade debtors	1,891	1,823
Prepayments and accrued income	4,892	5,929
Other debtors	625	291
Total	7,408	8,043

15 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31 Dec 2022 £'000	31 Dec 2021 £'000
Trade creditors	845	301
Deferred income (see note right)	18,903	23,100
Other taxation and social security	624	252
Derivative financial instruments (see note 20)	-	-
Accruals	649	702
Other creditors	5,696	5,662
	26,717	30,017
Deferred income		
Balance as at start of period	23,100	15,194
Amount released to income	(23,100)	(15,194)
Amount deferred in the period	18,903	23,100
Balance as at end of period	18,903	23,100

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.

16 MOVEMENTS IN FUNDS

	1 Jan 2022 £'000	Income £'000	Expenditure £'000	Transfers £'000	31 Dec 2022 £'000
Restricted funds analysed by Programme					
Middle East					
Iraq	(74)	19,223	(17,424)	(1,723)	2
Lebanon	30	5,690	(5,168)	(526)	26
Syria	(9)	6,654	(6,143)	(516)	(14)
East and Southern Africa					
Angola	(10)	2,909	(2,622)	(287)	(10)
Somalia	(8)	881	(797)	(84)	(8)
South Sudan	6	4,251	(3,827)	(426)	4
Zimbabwe	(2)	1,050	(928)	(118)	2
Sahel and West Africa					
Benin	-	908	(808)	(100)	-
Burkina Faso	6	1,215	(1,112)	(106)	3
Chad	8	990	(894)	(96)	8
Democratic Republic of Congo	7	(73)	75	(2)	7
Gambia	-	337	(317)	(21)	(1)
Guinea	(2)	245	(230)	(15)	(2)
Guinea Bissau	-	232	(213)	(19)	-
Mali	12	1,188	(1,038)	(150)	12
Mauritania	(5)	604	(525)	(80)	(6)
Niger	(16)	329	(294)	(35)	(16)
Nigeria	23	985	(928)	(79)	1
Sierra Leone	1	212	(199)	(13)	1
Senegal	8	903	(798)	(104)	9
West Africa - non-country specific	-	717	(560)	(157)	-
Asia Pacific					
Cambodia	3	4,848	(4,426)	(447)	(22)
Lao PDR	(26)	9,530	(8,641)	(916)	(53)
Myanmar	2	843	(775)	(62)	8
Sri Lanka	36	6,271	(5,735)	(507)	65
Vietnam	(28)	8,777	(8,013)	(745)	(9)
Eastern Europe, Latin America & Caribbean					
Azerbaijan	(1)	411	(349)	(61)	-
Bosnia and Herzegovina	(23)	2,173	(1,969)	(204)	(23)
Ecuador	(2)	952	(879)	(73)	(2)
Peru	(11)	744	(604)	(140)	(11)
Ukraine	-	822	(741)	(79)	2
Rest of the World					
UK	43	853	(390)	(488)	18
Libya	3	-	-	-	3
GISF	-	425	(379)	(46)	-
Restricted funds	(29)	86,099	(77,651)	(8,425)	(6)
Unrestricted fund					
General	5,227	1,040	(8,334)	8,425	6,358
Designated Opportunity Fund	-	-	-	-	-
Designated Foreign Exchange Fund	-	-	-	-	-
Designated GISF fund (see Page 81 panel)	451	260	(199)	-	512
Total Unrestricted funds	5,678	1,300	(8,533)	8,425	6,870
Total funds	5,649	87,399	(86,184)	-	6,864

Restricted funds analysed by Programme

	1 Jan 2021 £'000	Income £'000	Expenditure £'000	Transfers £'000	31 Dec 2021 £'000
Restricted funds analysed by Programme					
Middle East					
Iraq	(78)	15,074	(13,660)	(1,410)	(74)
Lebanon	-	6,249	(5,720)	(499)	30
Syria	(21)	2,907	(2,690)	(205)	(9)
East and Southern Africa					
Angola	-	2,803	(2,562)	(251)	(10)
Somalia	(8)	943	(866)	(77)	(8)
South Sudan	5	4,553	(4,079)	(473)	6
Zimbabwe	(4)	1,139	(1,047)	(90)	(2)
Sahel and West Africa					
Benin	-	455	(404)	(51)	-
Burkina Faso	6	931	(801)	(130)	6
Democratic Republic of Congo	7	560	(499)	(61)	7
Chad	8	2,477	(2,224)	(253)	8
Gambia	1	232	(219)	(14)	-
Guinea	(2)	151	(131)	(20)	(2)
Mali	12	1,512	(1,374)	(138)	12
Mauritania	(5)	818	(746)	(72)	(5)
Niger	(17)	324	(266)	(57)	(16)
Nigeria	(26)	1,485	(1,320)	(116)	23
Sierra Leone	1	239	(224)	(15)	1
Senegal	7	276	(181)	(94)	8
West Africa - non-country specific	-	635	(477)	(158)	-
South and South east Asia					
Cambodia	4	4,448	(4,032)	(417)	3
Lao PDR	81	8,526	(7,789)	(844)	(26)
Myanmar	4	666	(629)	(39)	2
Sri Lanka	42	5,231	(4,809)	(428)	36
Vietnam	(17)	7,798	(7,158)	(651)	(28)
Latin America and Rest of World					
UK	31	772	(333)	(427)	43
Libya	3	-	-	-	3
Bosnia and Herzegovina	(24)	1,983	(1,804)	(178)	(23)
Mexico	-	-	-	-	-
Peru	(11)	560	(468)	(92)	(11)
Ecuador	(2)	726	(645)	(81)	(2)
GISF	-	549	(492)	(57)	-
Azerbaijan	-	14	(9)	(6)	(1)
Restricted funds	(3)	75,036	(67,658)	(7,404)	(29)
Unrestricted fund					
General	4,591	775	(7,743)	7,604	5,227
Designated Opportunity Fund	-	-	-	-	-
Designated Foreign Exchange Fund	200	-	-	(200)	-
Designated GISF fund (see Page 85 panel)	18	447	(14)	-	451
Total Unrestricted funds	4,809	1,222	(7,757)	7,404	5,678
Total funds	4,806	76,258	(75,415)	-	5,649

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 2022 £'000	Restricted Funds 2022 £'000	Total 31 Dec 2022 £'000	Unrestricted Funds 2021 £'000	Restricted Funds 2021 £'000	Total 31 Dec 2021 £'000
Tangible fixed assets	343	-	343	-	-	-
Net current assets	6,527	(6)	6,521	5,678	(29)	5,649
Total	6,870	(6)	6,864	5,678	(29)	5,649

18 OPERATING LEASE COMMITMENTS

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

Leases which expire:	31 Dec 2022			31 Dec 2021		
	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	384	266	-	212	358	-
Other	56	-	-	20	-	-

19 FINANCIAL INSTRUMENTS

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

	31 Dec 2022 £'000	31 Dec 2021 £'000
Financial Assets		
Measured at undiscounted amount receivable		
- Trade and other debtors (see note 14)	7,408	8,043
- Cash at bank and in hand	25,830	27,623
Measured at fair value		
Derivative financial (liabilities)/assets (see note 20)	-	-
Total	33,238	35,666
Financial liabilities		
Measured at undiscounted amount payable		
- Trade and other creditors (see note 15)	(7,814)	(6,917)
Total	(7,814)	(6,917)

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 £208k (2021: £199k)

22 RELATED PARTIES**Trustees:**

Expenses reimbursed or incurred directly by MAG in respect of 14 Trustees during the period amounted to £13k (2021: 13 Trustees - £2k).

Of this, £2k (2021: £0) related to travel and accommodation costs for

Trustees visiting MAG projects.

No remuneration was paid to Trustees during the current or prior financial year in their capacity as Trustees.

Donations totalling £1,369 were received from the Trustees during the year (2021: £694).

In 2022 and 2021, Trustees were covered by the overall company indemnity insurance, the costs relating specifically to the trustees were not separately identified.

Edit Development Limited:

Sonia Bate is a Director of Edit Development Limited. There was no engagement of Edit during the period. (2021: £2.2k).

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 during the prior financial year. 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 (2021: nil).

24 POST BALANCE SHEET EVENTS

There are no post balance sheet events to note.



Glossary

AANES – Autonomous Administration of North and East Syria

ACEVO – Association of Chief Executives of Voluntary Organisations

ANAMA – Mine Action Agency of the Republic of Azerbaijan

APMBC – Anti-Personnel Mine Ban Convention

AVR – Armed Violence Reduction

BHMAC – Bosnia-Herzegovina Mine Action Centre

BiH – Bosnia-Herzegovina

CAVR – Centre for Armed Violence Reduction

CHA – Confirmed Hazardous Area

CLT – Community Liaison Team

CRR – Community Risk Reduction

CWD – Conventional Weapons Destruction

DEFRA – Department for Environment, Food and Rural Affairs

DEORE – Digital Explosive Ordnance Risk Education

ECOWAS – Economic Community of West African States

EDI – Equality, Diversion, and Inclusion

EO – Explosive Ordnance

EORE – Explosive Ordnance Risk Education

ESH – Explosive Store Houses

EU – European Union

EWIPA – Explosive Weapons in Populated Areas

FCDO – Foreign, Commonwealth and Development Office

FoW – Future of Work

GDI – Gender, Diversity and Inclusion

GFFO – German Federal Foreign Office

GHG – greenhouse gas

GICHD – Geneva International Centre for Humanitarian Demining

GISF – Global Interagency Security Forum

GNRC – Governance, Nominations and Remuneration Committee

HAO – Humanitarian Affairs Office

HMA – Humanitarian Mine Action

HSC – Health, Safety, Security and Safeguarding Committee

INGO – International Non-Governmental Organisation

ITI – International Tracing Instrument

KPIs – Key Performance Indicators

KRI – Kurdistan Region of Iraq

LAF – Lebanese Armed Forces

LMAC – Lebanese Mine Action Centre

LWG – Landmine Working Group

MDR – Mine Detection Rats

MTT – Multi-Task Team

NAP – National Action Plan

NATCOM – National Commission

NES – North East Syria

NESMAO – North and East Syria Mine Action Office

NGO – Non-Governmental Organisation

NMAA – National Mine Action Authority

NMAC – National Mine Action Centre

OCWAR-T – Organised Crime: West African Response to Trafficking

RRT – Rapid Response Team

S2S – Shoulder 2 Shoulder

SAEO – Small Arms and Explosive Ordnance

SALW-RE – Small Arms and Light Weapons Risk Education

SAS – Small Arms Survey

SIDA – Swedish International Development Cooperation Agency

SLeNCSA – Sierra Leonean Commission on Small Arms and Light Weapons

SUCAMEC – National Superintendence for the Control of Security Services, Arms, Ammunition and Explosives for Civilian Use, Peru

TSD – Technical Survey Dogs

UNDP – United Nations Development Programme

USAID – United States Agency for International Development

WAM – Weapons and Ammunition Management

WPS – Women, Peace and Security

Thank You ...

Our work is funded by governments, trusts, foundations and other charitable organisations. It 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)
- 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 Cooperation Agency
- Finnish Ministry of Foreign Affairs
- Australian Department of Foreign Affairs and Trade
- Belgian Ministry of Foreign Affairs
- Irish Aid
- Government of Japan
- Swiss Development Cooperation
- French Ministry for Europe and Foreign Affairs – Crisis and Support Centre
- United Nations Office for Project Services/United Nations Mine Action Service
- UN Trust Facility Supporting Cooperation on Arms Regulation
- United Nations Office for the Coordination of Humanitarian Affairs
- United Nations Mine Action Service
- OCWAR-T
- Stichting Vluchteling (Netherlands Refugee Foundation)
- The Marshall Legacy Institute
- Small Arms Survey (SAS)
- Good Gifts
- World Without Mines Foundation (Welt Ohne Minen)
- LuxDev
- Shoulder 2 Shoulder
- Restoration Laos

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