



MAG

saves lives builds futures

Annual Report 2023

Putting people at the
heart of our impact



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Cover Image

Victoria, a deminer near Mykolaiv, Ukraine. Picture: Julia Kotchetova

Meeting the challenge of rising need

Message from the Chair & Chief Executive

Conflict, insecurity and armed violence continue to blight lives across the world.

In 2023 we witnessed the outbreak of civil war in Sudan, continued conflict in Myanmar and entrenched hostilities in Ukraine. The events of October 7 in the Middle East have led to the loss of tens of thousands of lives and destruction on a devastating scale. At the time of writing, the outcome and implications of these crises remain unknown.

Armed violence also continued to impact millions of lives in the Sahel and West Africa, while the proliferation of weapons is having a devastating effect on communities in Latin America and the Caribbean.

And in communities where the guns have long been silent, such as those in Angola, Sri Lanka and the countries of south east Asia, the reverberating effects of conflicts that ended decades ago are still felt by ordinary people every day.

It is against this backdrop of geopolitical uncertainty, persistent and escalating need that MAG delivered its programmes to benefit the estimated 60 million people who still live in fear of landmines and unexploded bombs and the millions more whose lives are afflicted by armed violence and insecurity.

We are proud to report that the commitment of our dedicated staff, operating in 38 countries across the world, benefited the lives of more than 1.9 million people in 2023, a slight increase on the number of people whose lives we impacted in the calendar year of 2022. Our innovative digital risk education programmes reached more than 22 million people.

Our teams made safe more than 88 million square metres of land and found and destroyed almost 60,000 landmines, unexploded bombs and other explosive remnants of war.

Our work to reduce armed violence through technical weapons and ammunition management (WAM) programmes has also



Julia Palca
Chair of Trustees



Darren Cormack
Chief Executive

continued to be important, with MAG constructing or refurbishing 62 armouries and munitions stores (compared to 49 in the previous year), and destroying 4,134 small arms and light weapons and 1.4 million rounds of ammunition.

Important new programmes to limit the causes of armed violence opened in Paraguay and the Caribbean during 2023 and we laid the groundwork for future interventions in new countries in the Asia Pacific and east and southern Africa regions.

We responded to the crisis in Gaza with a comprehensive digital risk education campaign to make people in Gaza itself and in southern Lebanon aware of the risks of unexploded ordnance and, at the time of writing, were planning for potential programming in Gaza.

MAG also continued to engage in campaigning and policy leadership, working with national authorities, donors and others to influence funding, policy and programmatic practice.

None of these achievements would have been possible without the generous support of our institutional, corporate and individual donors. Total income for the 2023 period was £91.9m, which represents a 5% increase in income compared to the previous period.

MAG derives its strength from its staff, who are the lifeblood of our organisation, and the MAG workforce consists of almost 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.

In 2023 we concluded the development of a new five-year strategy that lays out our ambitions and priorities for the period 2024-2028. That new strategy positions impact through programming and impact through influence as core aims while acknowledging that evolving our organisational culture will be critical to successful delivery.

The strategy's formulation was done in consultation with staff, communities and stakeholders – an approach that reflects a renewed commitment to inclusivity, harnessing the strength of our diversity as we strive to create a more equitable organisation. That commitment was reinvigorated in 2023 by the creation of MAG's first Staff

Assembly, a representative staff forum to address equity, diversity and inclusion issues.

We believe that our new Strategic Direction makes us better equipped than ever before to alleviate the suffering that arises from armed violence and conflict in an increasingly fragile and uncertain world.

But we acknowledge and recognize that our impact is only possible as a result of 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. Thank you, all.

Julia Palca
Julia Palca
Chair of Trustees

Darren Cormack
Darren Cormack
Chief Executive

We benefited more than 1.9m people in 2023

Report of the Trustees for the year ended 31 December 2023

Who We Are

The Trustees of The Mines Advisory Group (MAG) present their annual report (incorporating the Strategic Report) and the audited financial statements for the year ended 31 December 2023. This report should also be considered as the Directors' Report for company law purposes.

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

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

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

We have been operating for 34 years, delivering transformational change for some of the most vulnerable people in the world in some of the most fragile places in the world.

We find and destroy landmines, cluster munitions and unexploded bombs in places affected by conflict, and 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 collaborates at an international, regional, national and local levels to reduce the likelihood and impact of armed violence and conflict.

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 22 million people in more than 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 people affected by armed violence and conflict.

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

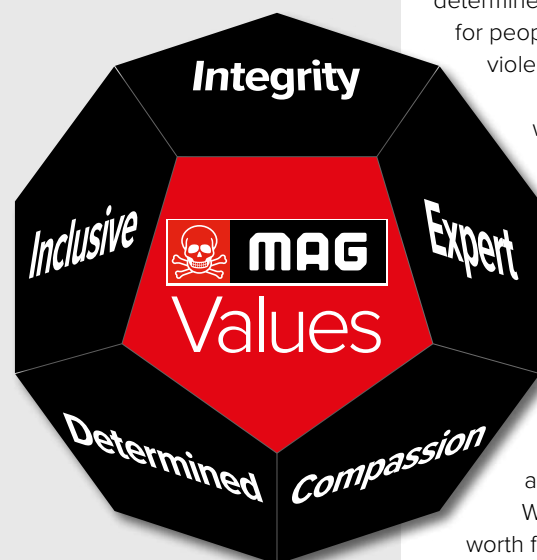
DETERMINED – We work with purpose

EXPERT – Through excellence and expertise we build trust

INTEGRITY – We strive to do the right thing

COMPASSION – People come first in everything we do

INCLUSIVE – We are inclusive and we value diversity



Our Strategic Direction

Our Strategic Framework identifies and describes our focus for the next five years



The year 2023 was the final year of MAG's existing Strategic Direction.

The process for developing our new strategy started in the second half of 2022 and ended in the early summer of 2023 when the Boards of MAG and MAG US jointly agreed our new Strategic Framework for 2024-2028.

That new Strategic Framework was communicated to our key stakeholders and staff at the end of 2023 and in the first quarter of 2024.

It can be found [here](#).

PUBLIC BENEFIT

As a charity, MAG is subject to the public benefit test defined in the Charities Act. We achieve this through our objectives, as set out in our governing document. MAG's objects are:

- 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 landmines, unexploded ordnance, stockpiles of weapons and ordnance, and other residual contamination; and to deliver such relief by (but not limited to):

- the provision of training and assistance in clearance and reconstruction;
- undertaking any preventative measures that improve human security including (but not limited to) safely managing, storing, destroying or reducing the availability of stockpiles of ammunition, arms and weapons;
- the provision of explosive ordnance risk education to communities at risk;
- advocating and campaigning to mitigate the impacts of explosive

ordnance, arms and weapons on communities;

- providing necessary medical support; and
- 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 board annually reviews our aims, objectives and activities to ensure they align with our objects.

This annual report sets out MAG's activities to further the aims of the MAG 2018-2023 Strategic Direction, detailing the programmes funded and the benefits they brought to our beneficiaries.

This report explains how MAG meets our public benefit test by aligning delivery to our charitable purpose and objectives through our strategy, activities and achievements.

Our Impact in 2023

Our global programmes continued to deliver significant life-saving impacts over the reporting period with activities implemented in 38 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

People who benefited from our activities

	2020	2021	2022	2023
Direct	471,949	584,756	720,822	649,671
Women	118,154	154,557	177,627	161,460
Girls	119,781	142,500	186,814	166,221
Boys	128,657	154,006	196,854	175,022
Men	105,357	133,693	159,527	146,968
Indirect	757,248	976,012	1,088,945	836,652
Women	188,112	255,345	281,513	220,580
Girls	184,200	223,089	266,921	195,521
Boys	191,793	223,299	262,623	188,856
Men	193,143	274,279	277,888	231,695

Digital Risk Education reached an audience of 25,781,262 people

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

During 2023, our activities

benefited around 1.5 million people, with millions more reached through innovative digital explosive ordnance risk education programmes.

HMA Key Indicators

	2020	2021	2022	2023
Land Release (m²)	60,742,650	85,232,344	79,390,619	86,828,000
Land Cancelled (through Non-Technical Survey)	2,873,958	8,295,266	2,733,335	3,664,088
Land Reduced (through Technical Survey)	3,919,917	10,159,215	6,080,766	6,413,219
Land Cleared	53,948,775	66,777,863	70,576,498	76,750,693
Items Removed/Destroyed	115,627	67,796	80,777	58,787
Landmines (Anti-Personnel)	24,094	16,241	18,056	11,654
Landmines (Anti-Vehicle)	1,034	118	515	906
Improvised Landmines	344	1,582	4,822	1,679
Cluster Munitions	29,081	27,890	24,466	24,190
Unexploded or Abandoned Ordnance	20,386	21,296	32,751	20,058
All Other Types of Explosive Ordnance	40,688	669	167	300
No. of EORE Sessions	23,722	31,083	32,441	30,517

Humanitarian Mine Action

Some exceptional factors have influenced the data in relation to landmines found and destroyed. These include the suspension of activities in the last quarter of 2023 on the Blue Line, Lebanon, as result of spill-over conflict arising from events in Israel on October 7, and a reduction in the density of contamination being addressed in tasks in Sri Lanka and Cambodia.

Note
EORE
(Explosive
Ordnance
Risk
Education)



WAM Key Indicators

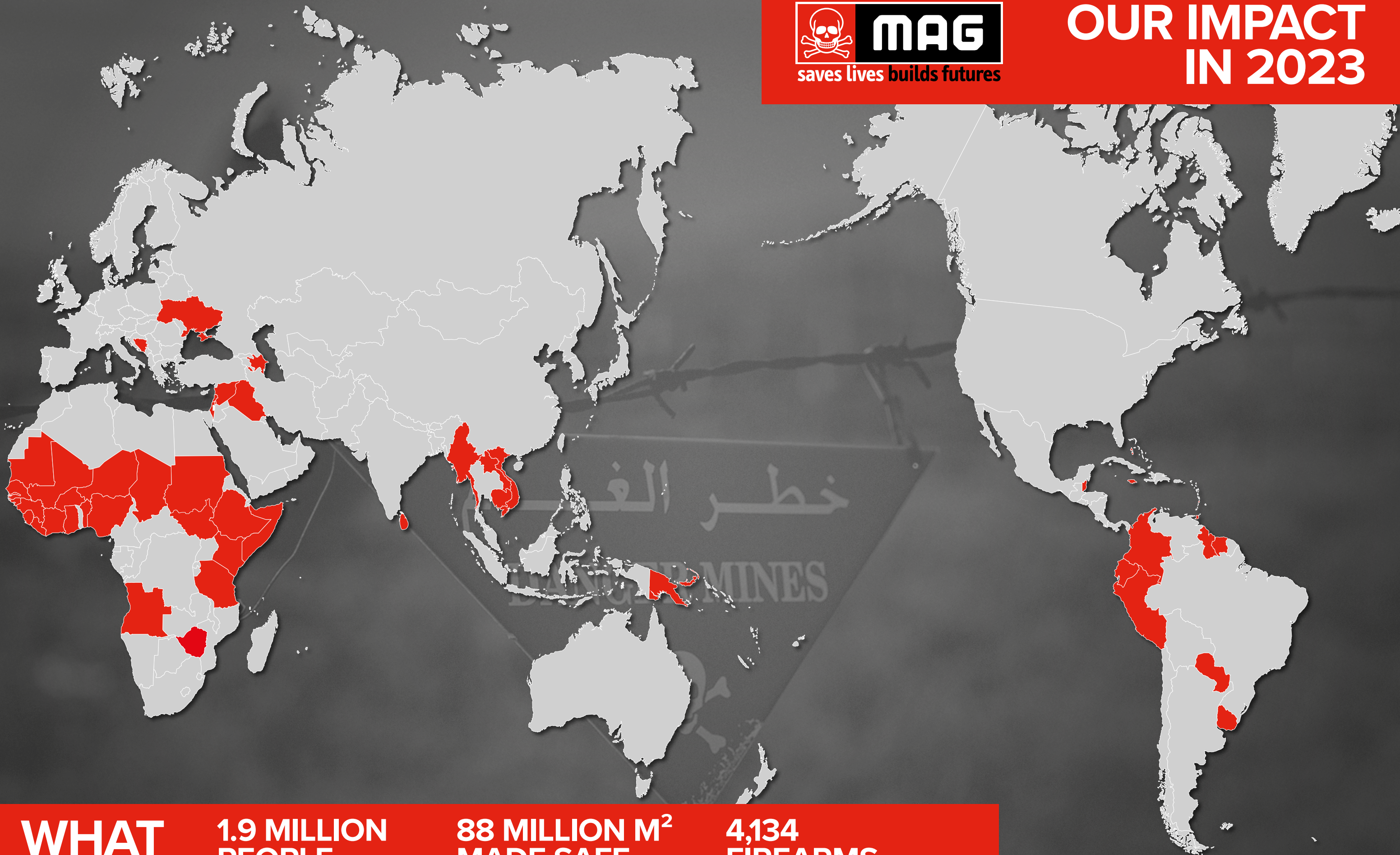
	2020	2021	2022	2023
WAM Activities/Interventions				
Armoury/Munitions Store Risk Assessments	107	103	149	205
Armoury/Munitions Stores Constructed	22	35	37	22
Armoury/Munitions Stores Refurbished	35	11	12	40
Weapons Marked	8,083	4,570	9,589	611
Destruction of Ammunition & Weapons				
Small Arms Ammunition Destroyed	255,602	2,941,558	1,515,586	1,430,089
Small Arms & Light Weapons Destroyed	846	732	11,452	4,134
Ammunition & Weapons Training				
WAM Training courses conducted	45	85	76	92

Weapons and Ammunition Management

In 2023, 205 armoury assessments were undertaken, 62 armouries and munitions stores were constructed or refurbished, and 611 weapons were marked.



OUR IMPACT IN 2023



WHAT WE DID

1.9 MILLION
PEOPLE
BENEFITED

88 MILLION M²
MADE SAFE

4,134
FIREARMS
DESTROYED

Our Impact

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** for approaching a decade.

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. Events in **Israel**, **Gaza** and Lebanon have had a profound effect on MAG's activities across the region, both in terms of its existing programmes and in accelerating planning for responses elsewhere in the region.

These 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 impactful programming, support safe returns, and enhance livelihood opportunities.

Finding innovative ways to expand MAG's reach, building effective partnerships with local authorities and continuously developing the capacity of support and operational staff, have remained priorities.

Lebanon

MAG's Lebanon programme continues to address the ammunition management needs of the Lebanese Armed Forces as well as delivering a range of minefield, battle area clearance and community liaison activities. A notable achievement during the year was the completion of all known contamination in areas previously occupied by non-state

actors, following five years of dedicated programming in this area.

The fallout from the events of October 7th in Israel and Gaza have significantly affected Lebanon, where persistent shelling in border areas has impacted MAG's ability to deploy teams on the Blue Line. All capacity was successfully redeployed to areas further north, and MAG has expanded its Explosive Ordnance Risk Education (EORE) response to communities in the south, whilst placing the safety and wellbeing of its staff above all else.

Despite the challenges, MAG Lebanon was able to increase its manual demining capacity by one team in 2023 and a second team started in January 2024. MAG released an area of more than 2 million square metres, finding and destroying over 5,700 items which benefited 16,000 people at least. Community liaison teams delivered some 440 explosive ordnance risk education (EORE) sessions for more than 8,000 at-risk people.

Syria

MAG's Syria programme continued to release significant areas of land across the north east of the country, returning vital land to productive use, particularly in agricultural communities. Operating in a fragile security and economic context, MAG remained flexible and able to maintain activities in the face of considerable local and regional instability.

2023 saw MAG complete the development of an EORE guidance booklet in partnership with the Education Council of North East Syria, to enable the integration of EORE into the school curriculum. The guidance booklet provides the framework for training of teachers

across North East Syria, which began in 2023 and will continue into next year. Across 2023 MAG released more than 4.3 million square metres of land and delivered over 6,500 EORE sessions to more than 68,000 people.

Iraq

In 2023, MAG made notable strides in mine action efforts despite a reduction in overall funding. More than 3,629 explosive items were cleared, releasing over 5.8 million square metres of land for

community use.

Moreover, MAG conducted in-person EORE sessions reaching over 75,787 individuals. We also improved the number of women trained as Community Focal Points (CFPs). In 2023 41% CFPs were women compared to 29% in 2022. Additionally, the MAG Iraq Facebook account reached 4.6 million people through digital messaging on social media platforms.

A significant milestone was the handover ceremony for 15 minefields in Sulaymaniyah, which

directly benefited over 8,000 individuals, enabling them to use their land for farming and grazing, fostering economic opportunities.

MAG's activities have transformed hazardous areas into productive landscapes, facilitating wheat cultivation and home reconstruction in areas once occupied by ISIS. Clearance initiatives in Kurdistan have enabled safe grazing and resource collection, providing economic opportunities.



Our Impact

East & Southern Africa

The East and Southern Africa region of **Angola, Somalia, South Sudan** and **Zimbabwe** experienced a year of relative stability in terms of the overall security context, management and funding, with the notable exception of the Somalia programme where a six-month funding gap resulted in the stand-down of operations.

Through 2023 MAG has also been active in laying the groundwork for the potential establishment of new programmes in the region. Our work for registration in **Ethiopia** was expected to complete in the first half of 2024. Registration applications have also been submitted in **Tanzania** and **Sudan** and the reactivation of our registration in **Kenya** is in process.

South Sudan

In August 2023, South Sudan joined the Convention on Cluster Munitions, becoming the 112th state party to the Convention, thus taking an important step to strengthen national peace and security.

MAG continued to focus on cluster munition battle area clearance task sites, removing a total of 1,340 explosive remnants of war and releasing over 2.1 million square metres of land back to communities, supporting the creation of safe routes for refugee and internally displaced people (IDP) returns and releasing land for farming in the predominantly agricultural region of the country.

Our community liaison teams delivered 990 EORE sessions to over 19,200 people. During the year MAG began delivering risk education sessions through a national implementing partner in northern Uganda directly to refugees planning to make the return journey to South Sudan.

Zimbabwe

MAG continued to contribute to Zimbabwe's Anti-Personnel Mine Ban Convention (APMBC) target to be mine free by 2025 by safely releasing a total of 299,000 square metres

of minefields back to the local Mudzi community with 2,453 anti-personnel mines safely removed and destroyed.

A total of 2,085 people received EORE training in the year during household level visits and in schools when such sessions were approved to go ahead.

This significant reduction in outreach was the result of a government ban on the Rights to Assembly in the run up to the national elections.

Whilst the election reduced the ability of MAG to share risk education messaging, we adapted and provided safety updates to

community members whose daily life required crossing minefields.

Somalia

It was a challenging year for MAG in Somalia in relation to the funding environment for our HMA and AVR programming.

We were able to support the Hargeisa Police Headquarters Explosive Ordnance Disposal Unit through the provision of key equipment, a tailored EOD level 1 & 2 training program, and complete the construction and rehabilitation of a number of armouries with the installation of two weapons cabinets.

MAG also increased the capacity of its digital Small Arms and Light Weapons risk education team to ensure that the life-saving explosive ordnance and small arms risk education messages reached the greatest possible audience. This has been achieved by building upon radio campaigns, in-person drama sessions featuring locally relevant stories, and in-person risk education sessions.

Angola

MAG's HMA operations in Angola initially reduced and then grew in capacity during the year as funding stabilised across the country. MAG

has continued to prioritise clearance operations in Moxico Province, to the north and east and in the Southern region of Lunda Norte.

Overall, MAG was able to release over 2.7 million square metres of previously contaminated land, removing 4,649 pieces of explosive ordnance (3,848 UXO, 608 anti-personnel mines and 33 anti-tank mines). MAG delivered 1,061 risk education sessions to a total of 21,286 individuals.

MAG's all female WAM team destroyed a total of 348 small arms and destroyed a total of 34,200 small arms ammunitions.



Our Impact

Asia Pacific

Across the Asia Pacific region MAG continued to deliver large scale and efficient mine action programmes throughout the year. MAG also continued to explore opportunities for programming within the Pacific Island region.

This included an assessment visit to **Papua New Guinea** and MAG's participation at the regional Preparatory Conference for the 4th Review Conference to the UN Programme of Action on Small Arms, hosted by the UN Regional Centre for Peace and Disarmament in Asia and the Pacific (UNRCPD) in Nepal where we formally presented to the conference.

Sri Lanka

With the improving political and economic situation, MAG was able to release about 2.4 million square metres of land to support livelihood development and return of displaced communities, destroying 5,641 landmines and explosive remnants of war.

Other key activities of note included the introduction of the new National Mine Action Strategy (NMAS) 2023-2027 at a meeting with all stakeholders in September 2023 and the provision of

a pathway for the completion of survey and clearance which, for the first time, contains a fourth objective on staff transition.

This was heavily influenced by the work that MAG has undertaken on this in Sri Lanka over the past four years.

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 2023, MAG completed the construction and rehabilitation of six armouries; refurbished 15 containers for use as mobile armouries by the Sri Lankan Army and Police; provided 2 weapon cabinets; trained 323 personnel in storekeeper and store management training and conducted 32 armoury risk assessments.

Vietnam

MAG deployed 743 staff across two of the most contaminated provinces, Quang Binh and Quang Tri, working closely with local authorities to release 36.2 million square metres of prioritised contaminated land back to communities for agricultural and community development.

MAG teams removed and destroyed a total of 12,860 dangerous items and delivered EORE sessions to ensure continuity in reaching the most at risk. Our expanded digital EORE activities online, using social networks and online conference tools, reached 2,064,406 users and gained 6,714,018 impressions.

Partnerships continued to be at the forefront of our approach. MAG is recognised as a strong technical expert in Vietnam and together with United Nations 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.

**Cambodia**

In 2023 MAG released over 1,326 hectares of hazardous land, destroyed 297 landmines and 3,954 items of explosive ordnance, benefiting 20,048 people across Battambang and Ratana Kiri provinces.

Land previously contaminated by landmines and ordnance can, following MAG's work, be used for population resettlement, the construction of public infrastructure - schools, health centres and roads - whilst increasing access to safe agricultural land.

Non-technical survey conducted by MAG in 2023 shows that in one district alone in Ratana Kiri, 21 minefields have been identified and that since 2014 there have been 16 people killed or injured, with nine of those occurring in the last five years. Within this 10-year period, 115 mines have been identified and destroyed by MAG EOD teams.

Lao PDR

High levels of explosive ordnance contamination still impact significantly. Since clearance began

in the mid-1990s more than 865 square kilometres of land has been cleared but current data shows that over 1,700 square kilometres of land still requires clearance.

To respond to this continued need, in 2023 MAG deployed 68 clearance and survey teams across Xieng Khouang and Khammouane provinces, plus five roving teams and seven community liaison teams. Through these activities, a total of 18,336 items of explosive ordnance were safely destroyed and about 16.5 million square metres of land released back to the community, directly benefiting 145,342 people.

Since MAG commenced operations in Laos almost 30 years ago, it has destroyed 330,293 items of explosive ordnance, releasing c. 125.8 million square metres of land back to the community for the benefit of 1,104,216 people.

Myanmar

In 2023 MAG continued to adapt its programming to respond to the drastically changed context post-coup and in the wake of cyclone Mocha. MAG's programme

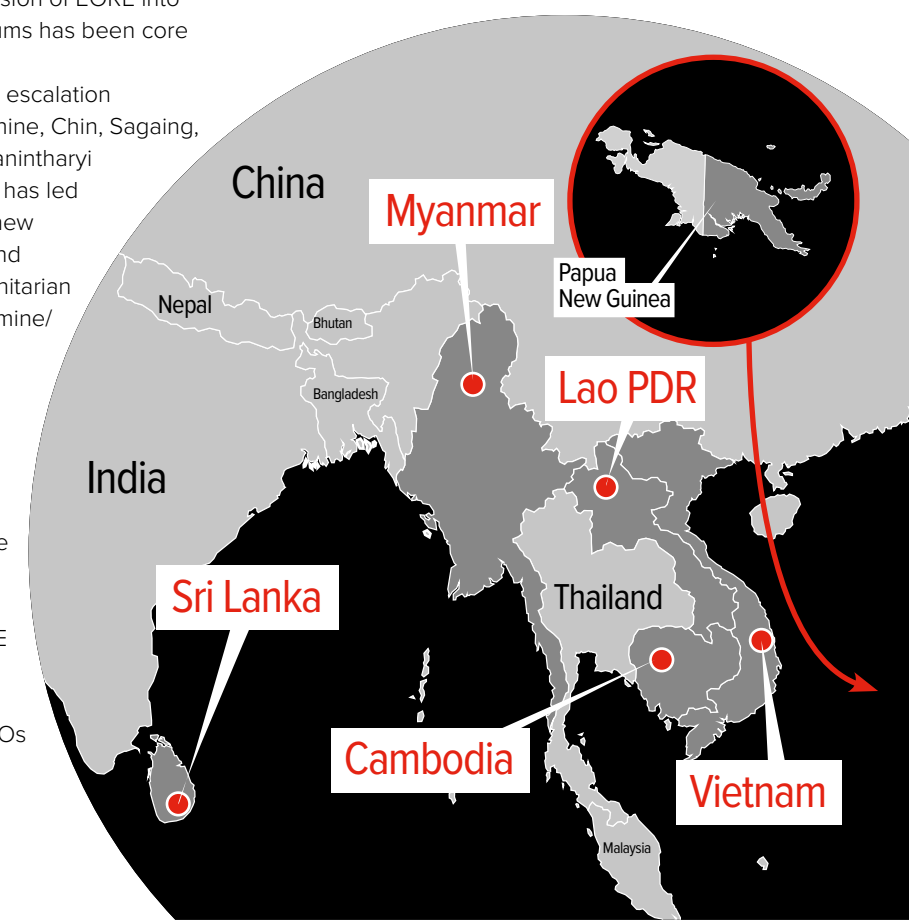
has adapted its EORE and survey tools to enable both in-person and remote delivery of activities by both MAG and partner teams - a key success in reaching communities. The focus on training IDP teachers to reach vulnerable children through the inclusion of EORE into informal curriculums has been core to this.

The continued escalation of conflict in Rakhine, Chin, Sagaing, Kachin, Kayah, Tanintharyi and Kayan States has led to ongoing and new displacements and increasing humanitarian needs, with landmine/EO incidents increasing exponentially. To ensure that EORE is still being broadly disseminated, the team continue to train other aid workers on EORE messaging to mitigate the risks landmines and EOs

pose to their staff.

The MAG team also coordinated the response and advocacy for the intervention of mine action actors through the Mine Action Area of Responsibility.

MAG adapted to the post-coup changed context in Myanmar



Our Impact

Sahel & West Africa

The Sahel and West Africa (SWA) region continued to face political instability in 2023.

July witnessed a significant setback with the coup d'Etat in **Niger**, adding to the previous six coups within the region over the past three years. The **Senegal** elections process was marked by escalating tensions, culminating in violent protests, echoing similar challenges in **Sierra Leone** and **Nigeria**, where elections were fiercely contested whilst a cost-of-living crisis exacerbated existing hardships for the region's population. Diplomatic relations in the region were also affected by the Niger coup, leading to heightened tensions between

Mali, Burkina Faso, Niger, and ECOWAS.

The alarming increase in incidents of improvised explosive device (IED)-related and armed violence across Gulf of Guinea countries, the tragic ammunition storage explosion in **Benin**, pre-existing armed violence, including in Nigeria's northwest and Plateau regions, were all stark reminders of the urgent need for MAG's continued efforts in the region.

Funding

In early 2023, MAG SWA experienced a significant decrease in funding due to the conclusion and non-renewal of two contracts. Despite support from other donors, this funding shortfall created a substantial gap, impacting countries and the regional structure. MAG was compelled to close offices and downsize its presence in several countries, including Sierra Leone, **Guinea** and **The Gambia**.

Although there was support for the programme with core funds from MAG to sustain operations, and despite escalating humanitarian needs in the country, Nigeria bore the brunt of these cuts, with nearly the entire team being impacted.

In response to funding cuts, the region actively pursued fundraising

efforts, submitting numerous project concept notes for donors and engaging in lobbying efforts with current and new donor partners. As a result of these efforts, MAG secured new contracts and some existing contracts were successfully renewed. The new contracts enabled MAG to expand its AVR programming, serving as a model for AVR initiatives both regionally and globally, and to support policy and advocacy activities in the region in relation to improvised landmines, aiding affected states to engage with the Ottawa treaty machinery. HMA activities in **Chad** were renewed a newly secured contract has enabled MAG to deliver essential risk education activities in countries heavily impacted by improvised landmines. Despite these significant developments, MAG continues to grapple with critical funding challenges, particularly in Nigeria. Thus far, efforts to secure substantial funding for comprehensive programs have not materialized, leaving a gap in resources necessary to sustain the programme with all support costs.

Humanitarian Mine Action
MAG achieved significant

milestones in Guinea Bissau and Senegal, obtaining accreditations and commencing operational activities including non-technical survey (Senegal) and battle area clearance and EOD spot-tasks (Guinea Bissau).

In **Mauritania**, MAG established its mine action program, paving the way for activities to commence in 2024. MAG also initiated a policy and advocacy project on improvised landmines, aiding affected states in adhering to their Ottawa Treaty commitments. In this regard the program continued its support for National Mine Action Authorities by conducting a series of training sessions. In this regard MAG facilitated discussions for affected states in the region to address challenges hindering their fulfilment of Convention obligations at the meeting of State parties in Geneva in November.

MAG resumed humanitarian mine action (HMA) operations in Chad, undertaking tasks such as battle area clearance and deploying EOD spot teams and EORE teams in collaboration with national mine action authorities.

In Niger, Mali, and Burkina Faso, MAG launched a new risk

WAM in figures 2023

- 43 trainings across the region for 551 beneficiaries
- 3,951 beneficiaries of SALW risk education sessions
- 154 tons of ammunition destroyed and 915 tones secured
- 6,936 SALW secured
- 720 SALW destroyed and 134 marked
- 8 secure containers deployed
- 61 technical assessments of armouries and ammunition depots conducted
- 93% of visits of SALW storage post MAG intervention have showed conformity (30 visits)

HMA in figures 2023

- In Nigeria, 3,071 risk education sessions conducted, benefitting 50,835 people
- 20,000 people benefitted from risk education in Mali
- Spot tasks in Guinea Bissau with 239 dangerous items destroyed
- Start-up of operations in two new countries following accreditation
- Activities implemented with seven local partners

education project on improvised landmines. Apart from conducting risk education sessions, the project aims to bolster local capacities in the region to sustain HMA efforts through a localization approach.

Weapons and Ammunition Management & Armed Violence Reduction

Significant progress was made in the Gulf of Guinea, particularly in **Cote d'Ivoire, Ghana** and Benin, where MAG successfully fostered the implementation of WAM activities, including the destruction of obsolete ammunition, following extensive negotiations and trust-building efforts.

A notable achievement in the region was the commencement of the construction of an ammunition depot in Thies, Senegal. This initiative has already facilitated safe removal of tons of dangerous ammunition currently stored in densely populated areas of Dakar.

MAG continued to make progress implementing small arms and light weapons (SALW) risk education sessions through local partners in various countries.

MAG collaborated with Mauritania and Benin to develop training

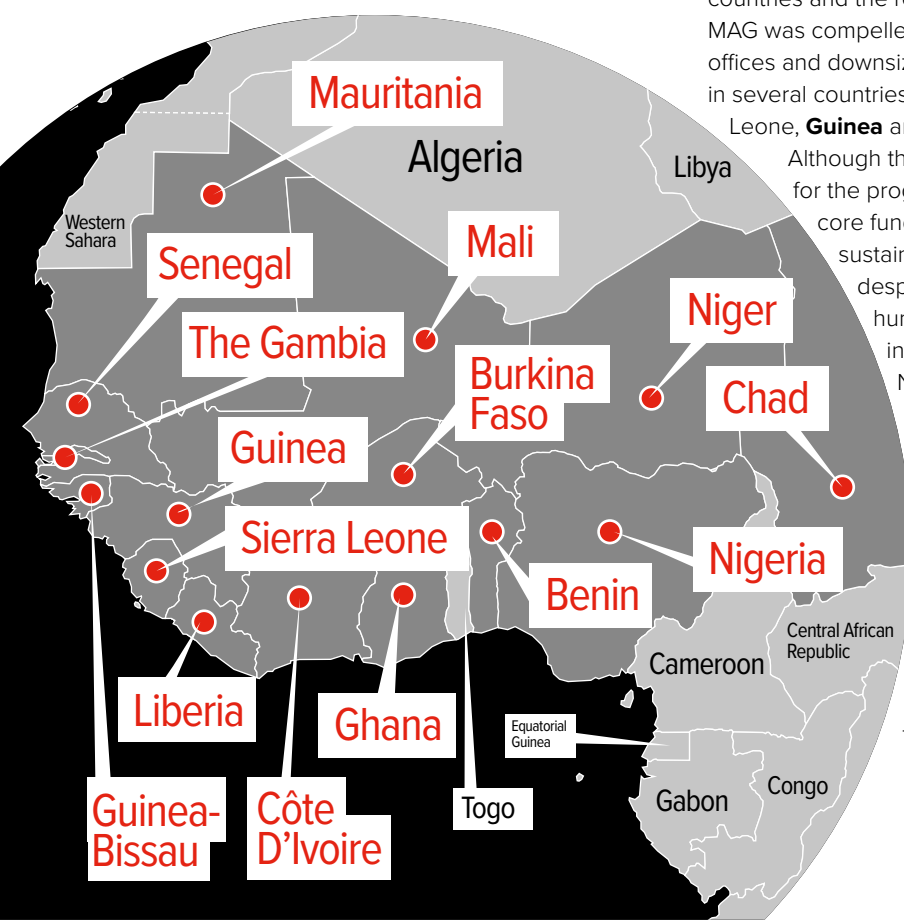
programs aimed at enhancing states' capacities to conduct technical assessments of armouries in line with international standards.

The adoption of containerized armouries has accelerated, driven by their ability to meet MAG's needs for accessible and quick-response solutions, particularly in areas with limited access and for short-term projects. This reinforces their effectiveness as a robust solution to the region's storage challenges.

MAG has continued its collaborative approach in the region, conducting research on artisanal weapons in Mali in partnership with the Small Arms Survey.

Additionally, MAG provided support to states in developing National Action Plans in Benin and closely addressed the humanitarian impact of IEDs in coordination with relevant stakeholders.

In collaboration with the Centre for Armed Violence Reduction (CAVR), MAG facilitated the adoption of record-keeping technologies, such as the Arms Tracker, to support states in the region. MAG also worked closely with the national commissions of Liberia and Sierra Leone on these initiatives.



Latin America & the Caribbean

The portfolio was formally constituted during the business year as a standalone region, comprising **Peru, Ecuador, Paraguay** and the Caribbean, with 2023 operations and assessments in this region being conducted in **Belize, Bahamas, Guyana, Suriname, St Lucia, Trinidad and Tobago** and **Jamaica**.

Further to this, two WAM assessments were also undertaken in **Colombia** in 2023 with advanced planning for a further one to take place in **Uruguay** in 2024. The formally funded start-up of operations within the Caribbean as well as the securing of donor support for an initial 12-month project in Paraguay were significant areas of expansion.

Ecuador

In Ecuador we continued to expand our range of operational partnerships through the signing of a Memorandum of Agreement with the national police. With this development MAG is now working with all the key

defence and security forces in the country.

Operationally, the programme continued to deliver significant outputs, surpassing the total of one million items of small arms ammunition destroyed as well as disposing of 4,568 SALW, including seized weapons from criminal organisations.

Our commitment to capacity building continued, with 129 military personnel receiving PSSM training in 2023 and a further 13 weapons and munitions storehouses receiving safety and security enhancements.

As a consequence of the above efforts, against the backdrop of a turbulent year in terms of national security and increasing

criminal violence, MAG received the highest recognition that the Ecuadorian Military can give to a non-military organization.

Peru

During 2023 Peru saw an increase in organised crime, the movement of FARC into border areas with Colombia, mistrust of public institutions and the surge of coca production in indigenous territories, creating a complex backdrop against which MAG has worked on a range of WAM initiatives.

Despite these challenges, MAG has scaled up activities in terms of engagement with state actors including the Ministry of Defence, navy, air force and DIRANDRO, the anti-drug directorate of the national police. During the year

MAG secured a further \$2.3 million USD of funding support, enabling us to grow the team and meet more of the needs expressed by national partners. MAG was able to conduct a number of logistically challenging deployments across the country, closing the year with 263.8 metric tons of ammunition destroyed.

The Caribbean

MAG's presence in the Caribbean was further solidified in 2023 with the establishment of an office space and two full-time personnel housed in our key partner's headquarters, CARICOM IMPACS.

MAG also became formally included as a partner of the Caribbean Firearms Roadmap and participated in the member states' annual meeting in St. Lucia.

2023 was also the first full year of operations, with work built on technical assessments already completed that looked at various armouries and ammunition stores in Jamaica, Suriname, Belize, Bahamas, Guyana, St. Lucia and Trinidad & Tobago.

This generated specific intervention requirements across 78 locations.

Relationships were further developed with national focal points/state actors as well as with donor representatives across the region.

Operations in 2023 saw training of 30-plus people from Guyana and Trinidad & Tobago in aspects of WAM with a range of demolition activities scheduled for

early 2024 pending official authorisations.

Paraguay

Following on from an initial assessment in January, a formal MAG presence in Paraguay was established in October 2023, following the approval of funding for WAM activities in support of DIMABEL (Directorate for War Materials, a separate institution within the Paraguayan Armed Forces tasked with the management and stock-keeping of weaponry, ammunitions and explosives).

The project will deliver a range of activities including technical training, refurbishment of buildings and warehouses, as well as surveillance capacity at DIMABEL installations, improvements of weapons registry software, marking of weapons and destruction of weapons, ammunitions and explosives.

A small MAG team was installed in-country, the process of registration of a MAG branch was started and relationship-building with the key actors and identification of strategic suppliers initiated.

Negotiations with DIMABEL for a MOU progressed during this period, leading to a signature in January 2024.

Regional Programme Manager Nikita Mohammed is interviewed about MAG's weapons and ammunition management programme in the Caribbean



Our Impact

Eastern Europe

The Eastern European portfolio was formally constituted during the business year as a standalone region with its own Regional Director. This is a reflection of the growth of operations, largely generated by the Ukraine response and operational work in Azerbaijan.

In 2024 the region will develop its first regional strategy looking at wider needs, including WAM activities in the Balkans, and regional conflict sensitivity and gender action plans.

community members not in the formal informant list, which was all-male.

Digital EORE negotiations continued from 2022 with the Bosnia-Herzegovina Mine Action Centre and by the end of 2023 an MoU was ready for signature and digital EORE working group established.

The programme continued to work within the Federation, Republika Srpska and Brcko Districts. The political and security situation remained unstable with knock-on effects from the Ukraine conflict continuing to be felt, especially as it affects neighbouring Serbia and Kosovo.

The programme sought to expand its national staffing capacity in the year, with the national TFM completing the EOD3 course in Iraq and being seconded to the Azerbaijan programme for two months.

However, attempts to increase information management and support capacity was challenged because of a context which sees many young people leave BiH in search of opportunities in other parts of Europe and a struggling economy. How MAG can attract young people and more females will form part of future strategies in BiH.

Azerbaijan

In 2023 the Azerbaijan programme evolved from providing purely technical assistance to the Mine Action Agency of the Republic of Azerbaijan (ANAMA) to supporting the on-going development of national HMA partners.

MAG partnered with one national NGO to recruit, train and then deploy the first female deminers in Azerbaijan. In total four teams (75% female) are now employed

Effects from Ukraine conflict are continuing to be felt

Bosnia-Herzegovina (BiH)

In Bosnia-Herzegovina (BiH) the programme released just over two million square metres of land, finding 510 items of mines and EO for the benefit of 1,416 people.

The operational context and methodology in BiH remains consistent with previous years, with MAG maintaining the same level of clearance capacity and increasing the number of community liaison teams.

The relevance of an ethnically and gender balanced community liaison (CL) capacity was highlighted during a case study which showed that additional mine rows were identified through

interviews with local female



as deminers; this development has received significant coverage in the country and was lauded by ANAMA and donors despite the challenges. MAG continues to focus on building operational and support capacity and on working towards more women in leadership roles. MAG hopes to replicate this with other national HMA partners going forwards.

September of 2023 saw a significant shift in the context after the re-taking of a significant amount of land in the Karabakh by Azerbaijan. The mixed response from western donor nations impacted the operational environment with more focus on political messaging and less certain funding situations with much tied to the peace process.

Nevertheless, MAG has continued to support meaningful HMA which will benefit returnees, advocate for female representation and taken an active role in discussing the role of NGOs in mine action at various

high-profile ANAMA events in the country and beyond.

Note that clearance data in Azerbaijan is not accredited to MAG but to the national partner.

Ukraine

The establishment of the Ukraine programme continued in 2023 with additional funding secured from institutional and foundations.

In April, the programme received the necessary accreditation to deliver EORE reaching, 46,376 people directly and millions more indirectly through digital EORE.

The CL teams also received Non-Technical Survey (NTS) accreditation and were able to begin mapping areas of contamination in Mykolaiv region in the south of the country. Deminer training began in earnest in the summer.

However, expected accreditation for Technical Survey (TS) and clearance operations was significantly delayed until autumn 2023 and the teams were unable

to start operations during the year, finally thwarted by a snowstorm on the day they were due to deploy. MAG was unable to achieve the impact it hoped for in 2023 despite massive progress in the year amid challenging internal and external contexts. MAG has put particular emphasis on inclusive employment practices in Ukraine to ensure a gender balanced workforce and by the end of the year 45% were female.

Although MAG wasn't able to start clearance operations in 2023 other significant progress was made to influence and strengthen the sector. At the time of writing this report, technical survey and clearance operations had commenced in the country, however.

In September 2023, MAG accompanied a GICHD led visit to Lebanon to demonstrate MAG's mechanical assets to the Ukrainian authorities and secured an early 2024 visit to Cambodia for the Ukraine demining authorities to

assist their understanding in the use of dogs in mine action. This built on a partnership with APOPO in-country which will see MAG integrate APOPO dog teams into operations as a pilot in Ukraine.

MAG continued to develop a formal capacity building relationship with local partner Ukrainian Deminers Association (UDA) through whom MAG worked to deliver EORE in 2022.

This partnership will see MAG build support structures within UDA so they can form the backbone of sustained national capacity. MAG also developed a partnership with the Ministry of Energy to support survey and clearance around critical energy infrastructure; this is likely to be operationalised in late 2024.

MAG also continues to build partnerships to ensure holistic programming that benefits small-scale farmers in Kharkiv, Mykolaiv and Kherson regions through clearance activities in conjunction with support to restore livelihoods.

Championing Change

Over the course of 2023, we have continued to draw on our operational experience, our insight and our trusted partnerships, to bring about meaningful policy change in our sphere of expertise at national, regional and global level, aiming to benefit communities affected by conflict and armed violence.

Throughout the year MAG worked substantively towards the 21st Meeting of States Parties to the Anti-Personnel Mine Ban Convention, held in November under the German Presidency. Our longstanding cooperation with Germany enabled MAG to play a key role in highlighting the humanitarian impact of improvised explosive devices and the importance of sustainable national

MAG worked to bring about meaningful policy change

capacities, drawing on our extensive work and range of partnerships in West Africa. At the 11th Meeting of States Parties to the Convention on Cluster Munitions, MAG worked with South Sudan to highlight their 2023 succession and national progress made in treaty implementation.

At the 9th Conference of the States Parties to the Arms Trade Treaty, MAG began to highlight the relevance of climate, peace and security to arms control and disarmament frameworks, continuing this theme in the margins of the UN General Assembly First Committee. MAG published a working paper on the links between human rights and ammunition management as a contribution to the discussions on an international framework for ammunition. This concluded in December with the adoption by the UN General Assembly of the Global Framework



for Through-Life Conventional Ammunition Management. Even before its final adoption, MAG engaged in discussions with key partners in support of outreach and implementation.

Strengthening our UK influence

As an active member of UK civil society, MAG continued in 2023 to engage with UK Parliamentarians and key political stakeholders, hosting events on mine action and armed violence reduction at the Conservative, Labour, and Liberal Democrat party conferences.

We published our first comprehensive UK briefing on small arms and light weapons and armed violence reduction, calling for increased UK support and linking to conflict prevention. This approach complemented engagement with the FCDO, particularly in relation to the Caribbean, where MAG secured new UK funding for the new regional programme.

In January, MAG was invited for the first time to provide oral

evidence to the International Development Committee, support the inquiry into UK aid for refugee host countries.

MAG welcomed the Minister of State for Asia Pacific to our programme in Laos, and meeting with the then-Secretary of State for Energy Security and Net Zero during his visit to Ukraine.

Our work throughout has been consciously cross-party, building relationships with a range of Shadow Ministers, and aiming to bring together politically inclusive discussion. FCDO Minister Wendy Morton led a cross-party Westminster Hall debate on landmine awareness and mine action in April 2023, as a direct result of discussions with MAG.

MAG's Ambassador Rosamund Pike met with the Foreign Secretary in June following a visit to MAG's programme in Cambodia, as well as meeting a group of parliamentarians from various political parties which included existing and new supporters of MAG.



Working in Partnership

Partnerships and coalition memberships have been crucial in our ability to advocate on the issues close to us, including through the Bond network, the International Campaign to Ban Landmines and Cluster Munition Coalition, the International Network on Explosive Weapons, and through our continued role as an active member of the Advisory Board for the Mine Action Review, contributing to two key sector publications.

Existing partnerships have strengthened during the course of 2023 despite funding challenges. The established working

relationship with Small Arms Survey encompassed weapons and ammunition and improvised explosive devices, with cooperation at both the policy and programme level.

Our partnership with International Alert progressed to a series of regional workshops with support from the Government of the Netherlands, a key next step towards embedding a culture of conflict sensitivity throughout the organisation.

Our partnership with the Centre for Armed Violence Reduction expanded to both Latin America and the Asia-Pacific region. New

partnerships notably include a Memorandum of Understanding signed with the United Nations Institute for Disarmament Research in November 2023, which formalises a long-standing working relationship.

In the US, working through our sister organisation MAG US, 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.

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, challenge events, 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.

In 2023 MAG developed a new Fundraising strategy to aim for growth across all our fundraising streams across the next five years. This was approved by the Board of Trustees and significant investment

will be made available to grow the team and expand activity. As part of this, the informal quarterly meetings between the specialist Board Fundraising Focal Point and MAG senior fundraising staff were made into a formal sub-committee of the Board. The Fundraising Committee is now operational and comprises three members of the MAG Board and two co-opted members from the MAG US Board. The aim is to provide assurance that the strategy is on track, that investment is being well spent and that relevant policies and compliance procedures are in place.

In 2023 MAG received four complaints regarding its fundraising activity. This is an increase from two in 2022 and reflects a growth in supporter numbers. Of the complaints received two related to frequency of communications, one to expenditure on thank you cards and one an irregularity with a donation. We voluntarily self-reported the complaint relating to the donation to the Fundraising Regulator. No action was taken but we received feedback from the Regulator and were able to put this into action, strengthening our procedures 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

This year has seen our work become ever more important as we combine ongoing projects with

responding to several emergency situations.

We launched three major emergency appeals that our supporters generously responded to, enabling us to act quickly and where it was most needed.

The earthquakes in Syria and Turkey in February saw us raise money for medical supplies for our partners in the region. In June the Kakhovka dam in Ukraine was breached leading to widespread flooding and the displacement of buried landmines and explosives into civilian areas; our supporters responded immediately to enable us to run risk education work alerting the public to the dangers. In October we ran an appeal to support risk education work in Gaza.

A vital source of funding for MAG are charitable trusts and foundations. In 2023, both new and existing trust and foundation partners provided funds for key programmatic needs. During the year, this included supporting a response to the conflict in Ukraine and addressing 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 2023 we raised £1.066m in unrestricted income. Of this, we are very grateful to have received a number of legacies totalling £256,000.

In April 2023, 35 people who work across the UK wholesale & convenience sector came together to take part in a cycle challenge across Laos.

This was the eighth time this group of fundraisers had come together to take on a challenge for MAG - reaching the amazing milestone of £1m in cumulative donations in the process. Following the success of this ride, the team also decided to take on another cycle challenge in 2024 in Vietnam. Our huge thanks to this group of people.

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.

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.

Communications & Media Relations

Communications in 2023 continued to focus on highlighting MAG's work in current and past conflicts zones while raising awareness on advocacy causes and policy initiatives.

The ongoing war in Ukraine and the events in Middle East featured heavily both in MAG's own communications and in our engagement with media.

We also marked 50 years since the last bomb was dropped on Laos with a media trip that saw outputs in national UK outlets such as the BBC or the Guardian.

Other media trips included

Cambodia (with MAG Ambassador Rosamund Pike), Iraq, South Sudan (x2), Ukraine and Vietnam (x2). This does not include the many visits by journalists based in our country programmes/regions to our projects. We also hosted a number of documentary film-makers.

We also saw increased engagement from our staff in media opportunities both with UK media and international outlets. A full list of published articles can be found on our website here.

We continued to maximise the use of our social media channels. Despite many changes on the platform, X (formerly Twitter) remains MAG's main channel due to the active presence of key stakeholders and journalists, but we have also increased our focus on our LinkedIn channel to highlight job opportunities, engage with sector stakeholders and disseminate important content.

We focused our efforts on using the website as a more active space, regularly updating it with stories, press releases, news pieces and blogs.



MAG Ambassador Rosamund Pike during her recent trip to Cambodia

How did we do in 2023?

Our Progress Against Our Aims

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 (2023).

Examples of progress against areas of strategic organisational importance

Embedding a values-driven culture – we launched a Staff Assembly, which will be a place for us to hear and understand and learn about how different people experience MAG, to help us build a better and more inclusive MAG. The Staff Assembly has twenty-three members (having received over 40 applications), with diverse backgrounds, and predominately come from the communities we serve. They also represent all levels of the organisation, including deminers, support staff, and senior leaders.

A third external review of our safeguarding practices and policies was also undertaken, with a range of recommendations being implemented.

Developing our new strategic direction – we involved communities and our staff (MAG and MAG US) in the development of our new strategy. We drew on staff insight, heard views over more than 170 people from the communities where we work and also sought the views of our donors and partners.

Delivering quality while ensuring a sustainable future – we rolled out our Armed Violence Reduction (AVR) Theory of Change (ToC) which was used as part of proposal

development and in external messaging. We also commenced work on developing an indicator bank for completion in early 2024.

Examples of progress against organisational deliverables

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

► We established a new programme in Paraguay and secured certification for non-technical surveys in Ukraine; our demining operations began in early 2024.

► In Gaza, we responded by providing digital explosive ordnance risk education (DEORE) and engaged with multiple stakeholders inside and outside the mine action sector, including identifying technical staff to support an UNMAS response.

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 held conflict sensitivity workshops, facilitated by MAG's Gender and Inclusion Advisor and International Alert, for our regional teams in the Middle East and East and Southern Africa as well as a bespoke workshop for our team in Myanmar.

► We also rolled out our gender sensitivity programming baseline

assessment across our country programmes.

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

► We hosted a side event at the 21st Meeting of States Parties (MSP) to the Anti-Personnel Mine Ban Convention (APMBC), where we profiled the needs and capacity development efforts of states in West Africa affected by legacy mine contamination.

► At the same event as a key speaker on a panel, our presentation posted the humanitarian impact and response needed to Improvised Explosive Device (IED) contamination. The ICRC subsequently asked for our presentation to be converted into a policy blog to be published in early 2024.

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

► We developed a new fundraising strategy that will enable us, in the coming years, to raise additional income to spend on organisational priorities in support of our new strategy.

► We developed both a medium-term financial forecasting model and our business model to support strategy implementation and engaged with institutional donors to advocate or increased overhead recovery.



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 5,600 people.

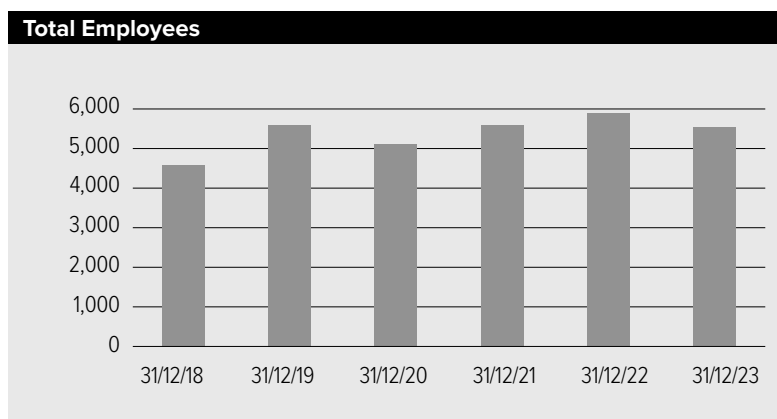
On 31 December 2023, MAG employed 5,586 staff globally, 5,300 of whom (95 per cent) were nationals from the countries our programmes are based in, who are contracted on terms and conditions in line with local legislative requirements.

Consequently, MAG currently complies with around 30 different labour codes worldwide.

MAG employed 164 expert 'programme international' staff as at 31 December 2023, who are deployed to our country programmes to provide technical and management oversight to operations and activities.

A total of 122 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 Programme Quality Team, a group of senior specialists who provide roving and global support between MAG's programmes. Nine of these 122 staff were employees of the Global Interagency Security Forum (GISF), an independent, NGO-led peer support network that provides



Employee Relations issues

Allegation Type	Cases Supported by UK HR	Disciplinary Actions Short of Dismissal	Cases including a Dismissal
Conflict of Interest	3	0	0
Employee Relations – Minor	9	1	0
Employee Relations – Major	9	1	2
Other / Miscellaneous	8	3	2

a platform for global security focal points to share experience, knowledge, and learning, following a formal partnership agreement for MAG to become the host for GISF in 2020. GISF staff transferred out of MAG in Q1 of 2024 as the organisation became its own entity.

Per the above chart, MAG saw growth over the course of 2021 and 2022, and a slight reduction in overall staffing numbers through the course of 2023.

During the course of 2022 and 2023, MAG has registered in Ukraine, and is now established and accredited as a Humanitarian Mine Action organisation. As at 31 December 2023, we employed 126 locally contracted Ukrainian staff, with this number due to grow further over 2024.

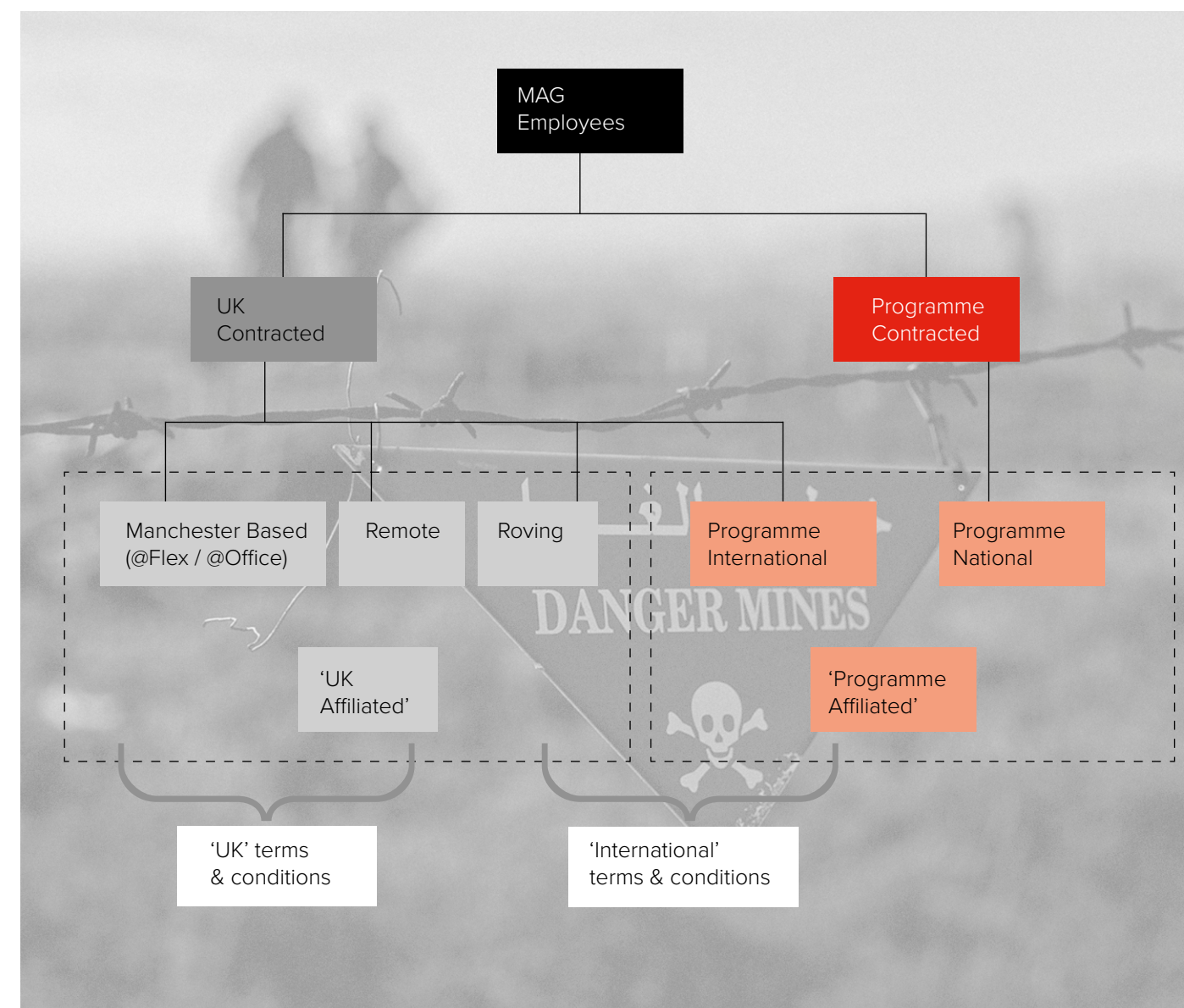
Redundancies
MAG works in dynamic contexts, so change is inevitable,

Severance Payments 2022-2023

Contract Type	Statutory Payments	Non-statutory Payments
UK Affiliated	£2,572	N/A
Programme International	£11,319.50	N/A

Locations of Staff

Category	Percentage
Prog. National	94.88%
Prog. International	2.94%
UK Affiliated	2.18%



whether strategically planned or unexpected. Change processes and procedures are in place to ensure the organisation responds appropriately, manages any associated risks and supports staff through times of 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 payments in the table opposite, excluding payments for untaken accrued annual leave or payment in lieu of notice, were made to exiting

UK contracted staff in 2023

In total, there were three 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.

Employee Relations

In addition to the safeguarding

cases highlighted on Page 43, 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.

The cases on Page 30 represent non-safeguarding employee relations issues reported in 2023, related to UK contracted employees and locally contracted employees, where these were deemed serious or complex enough to warrant UK

Continued on Page 32

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HR team support

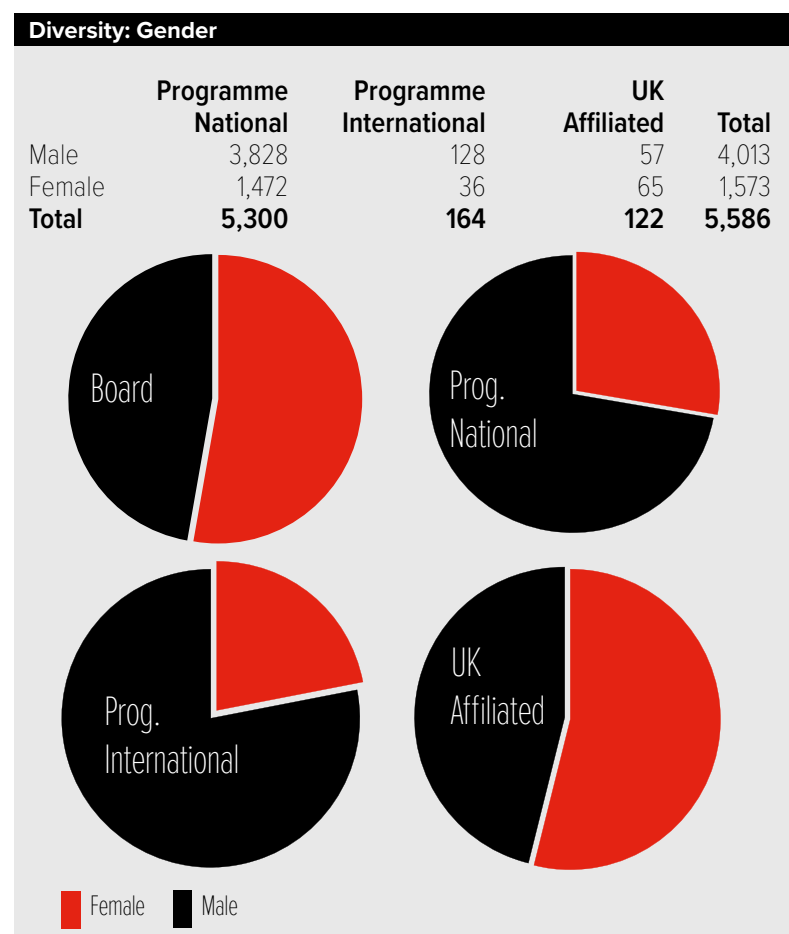
Given 95% of our staff are locally contracted programme national staff, the majority of cases are related to this contract type, and therefore are dealt with under the employment law of the country of work, increasing the complexity.

The UK HR team also supports managers with regard to 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 addition to the above employee relations support provided, the UK HR team supported a number of formal and informal performance and capability concerns, including, in 2023, four failures of probation for UK contracted employees and one performance related dismissal outside of probation.

Diversity and the Gender Pay Gap

MAG is a diverse organisation. On 31 December 2023 our UK Affiliated and Programme International workforce originated from 59 different countries. In addition to this, MAG employed individuals as programme national staff in around 30 countries. With the majority of our UK Affiliated employees being linked to our UK office, the majority at British. However, for our programme international employees, a much broader and diverse spectrum of nationalities is represented.

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 policies are in place to ensure that decisions around recruitment, career



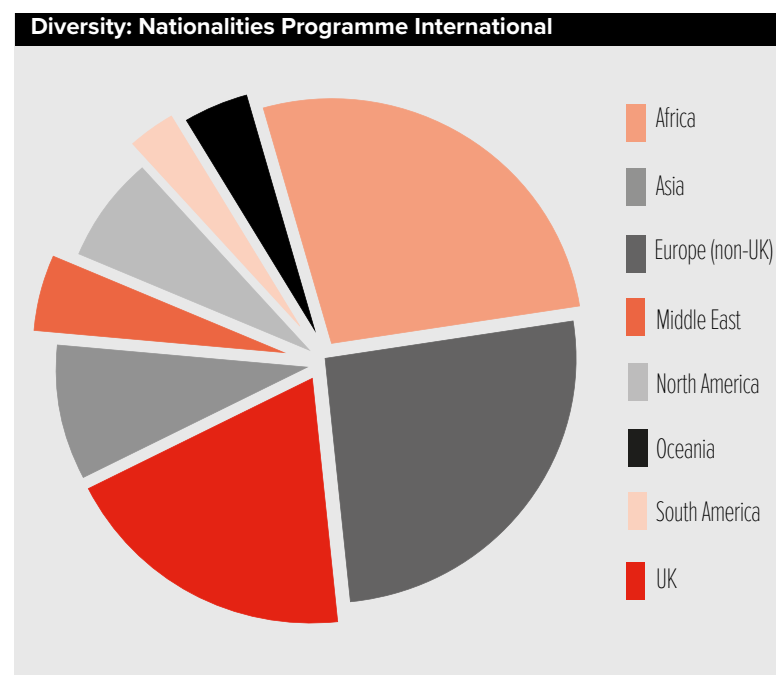
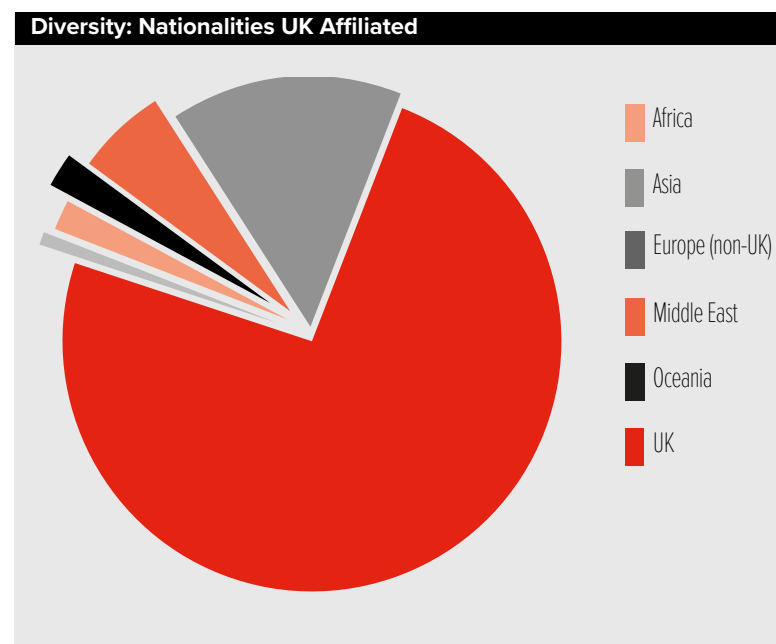
progression, training opportunities and terms and conditions are made based on merit. This includes for example our Equal Opportunities Policy, Dignity at Work Policy, Reward Framework and Recruitment Policy. Gender diversity remains an area of importance for MAG. Though our UK Affiliated staff are 53% 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, MAG reviewed this for our Board of

Area	Gender Pay Gap
UK Affiliated	25.6%
Programme Int.	22.4%

Trustees based on data from our December 2023 payroll (excluding GISF staff). This showed, for our UK Affiliated and Programme International Employees:

UK Affiliated data is skewed by the inclusion of seven members of our Programme Quality Team, all male, on our technical or mechanical salary scales which, based on benchmarking information, are paid at a higher level due to their specialist required knowledge and qualifications. However, removing them still leaves a pay gap of 19.8%, indicating other underlying issues to be addressed – though we have a high percentage of women (52%) these tend to be in lower paid roles.



For our Programme international roles, data is again heavily impacted by our technical and mechanical salary scales, where the majority of employees are men. Where this information is separated, the gender pay gap reduces significantly.

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.

Considering our locally contracted employees in our ten largest programmes, which represent around 95% of this staff category (c. 5,000 out of 5,300), our gender pay gap is far narrower, with women earning more than men in five out of ten locations.

While the data at the highest level demonstrates there is a gender pay gap within MAG, the next level of analysis suggests that the gender pay gap is not driven by our reward methodology but by a lack of gender balance across the organisation. In our UK Affiliated roles, there are a disproportionate number of female staff employed at lower levels of the organisation, when compared to male counterparts.

For Programme International employees, there is a lack of female representation in technical roles. Our new Strategic Framework sets out a clear commitment to addressing barriers to inclusion, and our aim to ensure more diverse representation at all levels of the organisation, in doing so we believe this will address the issue of gender balance in our technical area.

A Living Wage Employer

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.

This was last benchmarked using external data, with the support of specialist consultants, in 2022, for 2023 implementation. MAG continues to monitor our recruitment

Continued on Page 34

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and retention statistics, as well as exit interviews, to ensure our reward packages remain competitive.

We are proud to be a Real Living Wage employer in the UK. On 24 October 2023, the new Real Living Wage of £12 was announced for employers outside London, with organisations having until 1 May 2024 to implement this.

Currently, our the roles at our 'grade 1' for our UK salary scale receive an hourly salary of £11.95. MAG therefore intends to increase this to match, or better, the new Real Living Wage by this deadline. 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.

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 2023 and included a range of initiatives.

The establishment of the People, Culture and Remuneration Committee (PCRC), of which the trustee EDI focal point is a member, has helped to bring a renewed focus at governance level to our EDI work. We are pleased to report we now have a membership of eight females and five males, of whom three are people of colour.

Our Chair of the Board of trustees is a woman, and all our governance committees are also chaired by women. In line with sector good practice, we regularly refresh and renew the Board's membership (terms of office are for three years and can be renewed once). We also conduct an external Board review every three years in accordance with the 2020 updated Charity

Governance Code (CGC) for larger charities as part of our commitment to learning and improving.

We continue to focus on ensuring our Leadership Team also reflects diversity, and one third of our executive are women.

A key achievement in the progress of our EDI work last year was the establishment of an employee community called the MAG Staff Assembly. The Staff Assembly is a place where staff from diverse backgrounds and different levels in the organisation come together to discuss matters of importance to them, with equal voice, regardless of their position in the organisation, and collaborate to propose solutions.

It is a mechanism for MAG's senior leadership to hear about the experiences of staff at all levels and to understand how they experiences affect employees and the organisation. The Staff Assembly's primary focus is on EDI, with an appreciation of the intersectional nature of EDI.

The Staff Assembly has 23 members, with diverse backgrounds, and predominately, come from the communities we serve. They also represent all levels of the organisation, including deminers, support staff, and senior leaders.

MAG remains a signatory to the diversity charter established by the Association of Chief Executives of Voluntary Organisations (ACEVO), signalling our intention to do what we can to address the diversity deficit in charity leadership. We will continue to work towards this charter, building step by step the work that we do and demonstrating our commitment to its principles.

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

Actual Earnings for Employees in 2023		
Banding	UK	International
£60,000-69,999	7	40
£70,000-79,999	5	29
£80,000-89,999	4	14
£90,000-99,999	0	11
£100,000-109,999	0	6
£110,000-119,999	0	0
£120,000-129,999	1	0

Senior Non-Technical Grades				
Grade	Example roles	Band width during 2023	Female	Male
CEO	Chief Executive	£114,444-129,468	0	1
UK 9	Director of Programmes	£91,980-104,052	0	1
UK 8	All other org. Directors	£79,296-89,712	3	4
UK 7/ PSM 7	Regional Directors	£66,552-75,300	1	3

Senior Technical Grades				
Grade	Example roles	Band width during 2023	Female	Male
Technical 6	Senior Technical Advisor	£83,472-94,440	0	2

by a BOND forum centred on building inclusive cultures. The foundations for inclusion, the behaviours and tools of inclusion were the key components of the training.

The training also created a forum and platform that 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.

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 2022, with a new salary scale, reward policy and guidelines, entering into effect from 1 January 2023. This review was conducted with reference to reward principles as set out below:

With the introduction of our People, Culture and Remuneration Committee (PCRC) the responsibility for our overall remuneration strategy has moved from the Governance, Nominations and Review Committee (GNRC), to the PCRC, which then makes a

recommendation to the Board. The PCRC 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.

The tables above left show the number of employees per grade, split by gender, focussing on our 'leadership' roles and grades at base salary only at the end of 2023.

The table top left shows actual earnings for employees in 2023 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.

'UK' represents employees based in the UK; 'International' represents our UK contracted employees based outside of the UK, including remotely and within our programmes.



2023: Modern slavery statement

This statement is made pursuant to section 54(l) of the Modern Slavery Act 2015 and constitutes MAG's slavery and human trafficking statement for the financial year ended 31 December 2023 and was approved by the Board on 26 April 2024.

Modern slavery is an international crime that transcends age, gender and ethnicity. It impacts millions of people around the world through the illegal exploitation of people for personal or commercial gain.

Our Approach

Our values of 'Determined, Expert, Integrity, Compassion and Inclusive' are the pillars of our culture and underpin expectations of behaviour and our culture.

MAG has zero-tolerance towards human trafficking and breaches of the Act

If we find breaches within

our supply chain, we will look to support companies in their efforts to comply with the legislation. MAG seeks to treat everyone fairly and consistently, creating a workplace and environment that is open, transparent and trusted. Our policies and procedures relating to the Act align with our culture and values.

Our Systems

Procedures to address modern slavery risk include:

- A dedicated hotline that allows for anonymous reporting by our people or those we work with. This is handled through our established process for concerns and complaints.
- Employment policies that protect our people from unfair treatment by promoting a fair and inclusive workplace
- Robust recruitment processes in line with relevant

employment laws across all territories in which we operate including an annual market-related pay and rewards review.

- Providing modern slavery training to promote education and awareness of safeguarding, equity, diversity and inclusion.
- Wellbeing initiatives to support our people's physical, mental wellbeing and lifestyle choices.
- A 'procurement policy' and 'Supplier code of conduct' defining the standards we expect.
- Due diligence, risk assessment and management controls that attest all our processes.

MAG systematically reviews any risks of modern slavery as part of our risk management framework to ensure compliance with the principles of the Act.



Our Culture

Our Values

MAG continues to work on initiatives that support and embed our values, which were adopted at the end of 2021.

We continue to progressively embed values within our policies, processes and ways of working, and have continued to run workshops at programme level to help further embed these. Our values are embedded in our job specifications, and within our performance management processes, including our annual Performance and Development Review.

Employee Engagement

During 2023 we further embedded our engagement with staff. For the first time since 2019, due to Covid restrictions, we held our Global Leadership Team conference, bringing together senior managers from MAG's country programmes and Manchester. This was an opportunity for our leaders to contribute to the development of our new strategic direction; learn about the ongoing work to strengthen programme performance and delivery, and provide an opportunity for staff to connect and reconnect with colleagues, for many, for the first time in person.

We continue to hold monthly All Staff meetings which focus on information sharing from both programme staff and the senior leadership of the organisation. These include briefings on important organisational information, key decisions, financial updates, updates related to our strategy and business plans, and other matters of concern to employees.

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. We also regularly hold 'Ask the Leadership Team' sessions, where staff are able to attend and ask any questions that they might have to a member of our Leadership Team, on a rotating basis. Members of the Leadership Team also conduct regular travel to our programmes, giving the opportunity for programme staff (including both office based and field staff) to meet them in person, and raise any questions directly.

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 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 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

Leadership
Team travel
regularly to
programmes

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. 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 Mental Health First Aiders, and in 2023 this was expanded to introduce a cohort of Mental Health First Aiders within programmes.



Duty of Care: Safety & Security

MAG has a comprehensive incident reporting platform that is complemented with automation of notifications and analytical tools and dashboards.

MAG routinely assesses and reviews all incident reports submitted on the platform to ensure consistency of reporting against clearly established guidelines, criteria and thresholds.

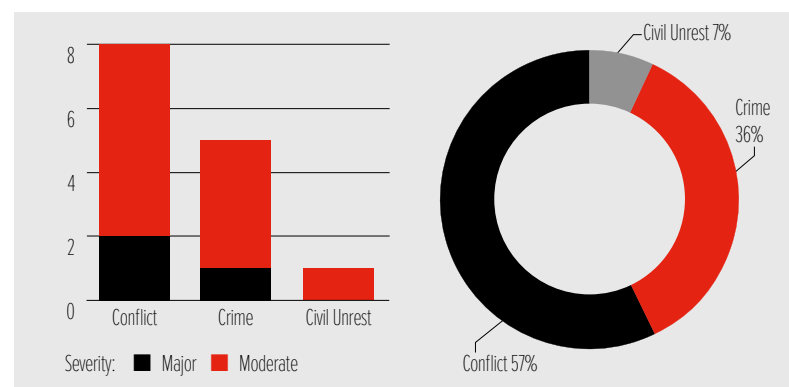
In the 2023 business year MAG reported a total of 60 incidents, (across all incident categories) to the UK Charity Commission under their Serious Incident Reporting requirements (79 in 2022). At the time of writing, 58 of these incidents have been closed by the Commission.

In this section of the report we are reporting the key incidents related to the Safety and Security categories that occurred during 2023 that we internally rate as 'moderate' or above. Insignificant and Minor incidents don't meet the criteria for reporting externally however are considered in informing risk analysis. One RIDDOR* reportable incident was submitted to the Health and Safety Executive (0 incidents in 2022). The organizational crisis management team was only activated once in 2023, in response to the escalation of conflict in the Middle East.

Health, Safety and Wellbeing Reporting

The number of major or moderate health, safety, and wellbeing incidents reported in 2023 totalled 38 (35 in 2022) across 13 countries.

Road Traffic Accidents (RTAs) continue to be the major contributor



Key Safety and Security Incident Data

	Moderate	Major	Critical	Total
Health & Safety	30	8	0	38
Security	11	3	0	14
Total	41	11	0	52

of our health and safety related incidents, and a significant proportion of these incidents are occurring when employees are traveling to and from work. We continue to work to increase staff awareness as to the causes of RTAs and mechanisms to assist with improving road safety behaviour across MAG. We are also well advanced in developing a comprehensive suite of fleet management tools and standards that will contribute towards vehicle safety and improving driver behaviour and standards.

Fortunately, in 2023 MAG did not experience any fatal accidents during the conduct of our operational activities. However, our thoughts remain with all the families and friends of the seven colleagues who died as a result of an accident or illness.

Security incident reporting

The map opposite clearly shows some of the key spots in terms of serious security related incidents.

The world's attention was very much focused on the Middle East in the last quarter of the 2023, and this escalation in conflict did have an impact on our programme activities, particularly in Lebanon.

Perhaps less visible in the media was the situation in Myanmar, and the rise in conflict in that country was a major contributor to our more serious security incidents during the year.

Whilst MAG was operational in Ukraine during 2023, we did not experience any serious incidents, primarily due to the fact MAG was still very much in an establishment phase and had a very minimal operational presence during the year.

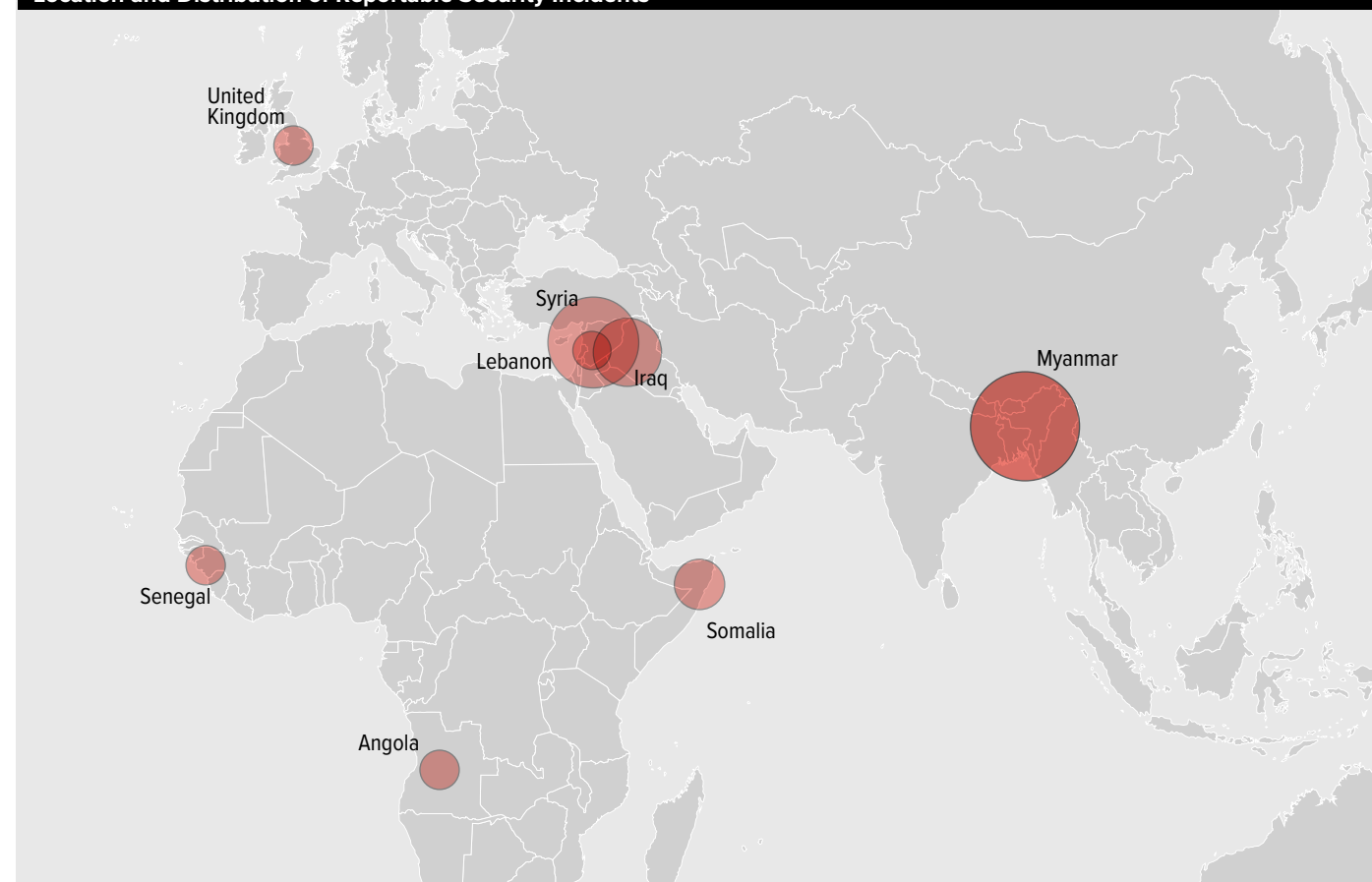
Note

* The UK government's Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

Location and Distribution of Reportable Health and Safety Incidents



Location and Distribution of Reportable Security Incidents



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 2023, we have continued to invest considerable time, energy, and care towards improving and strengthening our commitment to safeguarding.

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

This included building safeguarding support in our programmes and at a global/organisational level. In 2023, we had established programme safeguarding units in the Iraq, Sri Lanka, Laos, and Syria Programmes; and identified roles or safeguarding focal points who work alongside the Country Director elsewhere. Our programmes are still supported by a Safeguarding Lead, Safeguarding Manager and Safeguarding Co-ordinator attached to the Manchester office. Our Safeguarding Trustee Focal Point is the point of immediate contact for the Board in relation to safeguarding issues, ensuring that the Board is updated on progress

of the organisation's safeguarding work plan and is sufficiently aware of any incidents which take place and of the management response being taken.

All staff are required to read and sign to confirm that they have understood our Policy on Personal Conduct. This is completed on joining MAG and then by all staff whenever the Policy is updated, scheduled for every two years or whenever a change is considered necessary. 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; screening at interview and conducting thorough background checks for all new recruits.

As well as running safeguarding induction sessions for new staff, safeguarding refresher training continues annually for all staff in our programmes. Our active Safeguarding Forum where ideas and best practice are shared have included different sessions on safeguarding and wellbeing, risk, partners and communities.

We continue to use the safeguarding self-assessment tool to monitor the progress of implementing our safeguarding standards across MAG's programmes. We update our resources to align with sector standards and with MAG's risk framework. MAG is a member of the sector's Disclosure of Misconduct Scheme and participates in sector wide safeguarding networks and fora. During 2023, we had our third safeguarding review conducted

by external consultants. The overall observations were that good progress with implementing safeguarding had been made and, in particular, strengthening the organisational culture for safeguarding.

Policies and procedures for safeguarding are sound. MAG's values have provided opportunities to discuss behaviours and identify what works for a safe, diverse, and inclusive workplace. The safeguarding self-assessment tool is proving invaluable for programmes. MAG has provided a comprehensive training programme which has been effective in developing skills for safeguarding.

Work on safeguarding in programmes and at community level is moving in the right direction. Safeguarding in partnership is working well. Reports coming through are at a reasonable level in comparison with the sector. Governance for safeguarding works well.

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-based Human Resources and Safeguarding teams work closely with programme 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

Safeguarding reports received

	2023	2022	2021	2019/ 2020 (18mth period)	2018/ 2019	2017/ 2018
No. of reports received relating to safeguarding	28	31	33	41	34	12
No. of serious incidents reported to Charity Commission that related to Safeguarding	19*	22	25	30	10	8
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	2	1	5	9	4	1
Reports not investigated and now considered closed	6	10	9	9	18	2
Reports investigated and now considered closed	20**	20	24	32	16	10
Out of the reports substantiated, no. of dismissals	4	8	3	9	3	3
Out of the reports substantiated, no. of instances of disciplinary action	10	14	6	18	15	1
Other remedial action – performance improvement plan, discussion, training or change in approach by MAG	15	8	10	15	19	2

* Two were not new cases – one to advise of legal action and the other related to passing on information sent to us from a 3rd party.

** This includes preliminary investigations. Two cases remain open. Plus one report led to three investigations - two closed and one open. Occasionally we engage an external agency to investigate a complaint.

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 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 also continue to strengthen our reporting mechanisms and have provided both remote support and direct training on how to handle safeguarding reports/concerns. This has included extensive training on how to conduct investigations.

We responded to a total of 28 safeguarding concerns in the business year 2023. 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 ensure that our disciplinary processes are robust as they can be open to legal challenge. On occasion we have engaged the services of external support where we may require a neutral perspective.

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

Continued on Page 45



Upholding Ethical and Environmental Standards

MAG is committed to mapping its carbon footprint to better understand the impact our activities have on the environment.

In our new Strategic Direction 2024-28, we have committed to calculating our global impact on the climate and natural environment by 2025 and setting targets to reduce our global carbon footprint by 45% by 2030, reaching net-zero by 2050 in line with the Paris Agreement commitments.

In our headquarters we review significant environmental aspects annually and agree our environmental targets and objectives.

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 is given equal weighting

We agree our environmental objectives and targets annually

alongside the economic ones where practical. We examine ways in which we can use less electricity (demand reduction). Energy data has been calculated directly from meter readings provided by our landlords at the end of each calendar month.

Indirect emissions data generated from air and rail business travel by Manchester-affiliated staff is calculated using The Department for Environment, Food and Rural Affairs

(DEFRA) standards for 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 tonnes of carbon dioxide equivalent (tCO₂e) and we set realistic maintenance targets to monitor our performance against those targets.

MAG's UK energy use for the accounting period 1 January 2023 to 31 December 2023 is detailed above right with four prior year comparators. (2020 and 2021 – Coronavirus impacted)

MAG's Carbon Footprint				
	2020	2021	2022	2023
Energy consumption used to calculate emissions (kWh)	383,238.01	268,226.18	964,872.45	698,189.5
Scope 1	-	-	-	-
Scope 2 emissions in metric tonnes CO ₂ e Purchased electricity	41,542.64 kWh x 0.23314 = 9,178 tCO ₂ e	46,381.90 x 0.21233 = 9,484,269 tCO ₂ e	99,786.40 x 0.19338 = 19,296,69403 tCO ₂ e	67,840.60 x 0.207074 = 14,048.69 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	8164.2 miles 2512.878kgCO ₂ e = 2.512878 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	142,950.00kgCO ₂ e = 142.95 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 = 2.19731 tCO ₂ e	3,264.96 kgCO ₂ e = 3.26496 tCO ₂ e
Total gross emissions in metric tonnes CO ₂ e	88.8403 tCO ₂ e	62.4967 tCO ₂ e	224.95 tCO ₂ e	162.7759 tCO ₂ e
Intensity ratio tonnes CO ₂ e per HQ staff member	1.185	0.7022	2.367895	1.595842

Methodology
➤ We collate actual electricity data from billing information.
We have included business transport data for international and domestic flights and rail travel made by Manchester affiliated 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 office in Manchester city centre.



Safeguarding Commitment

Continued from Page 43

concerns. A serious incident which 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.

Principal Risks and Uncertainties

Our approach to risk management

MAG operates in inherently unstable and complex environments around the world, often facing difficult security, logistical and financial challenges.

Risk management underpins how we navigate uncertainty to ensure we retain our strong reputation as a trusted partner delivering life-saving work in countries and communities most in need. Risk is not an independent and stand-alone function, but is maturing and evolving to become an integrated

ecosystem of systems and practices that work towards strengthening MAG's overall organizational resilience.

Key activities that we have undertaken to strengthen our

risk and resilience model in 2023 include:

- finalising a Business Continuity Framework;
- developing a customised assurance framework;
- redesigning our internal management reporting framework that incorporates 'risk by design';
- developing a controls register that is integrated into internal management reporting systems;
- developing a comprehensive Technical Operations compliance framework; and
- integrating risk assessments into the internal management reporting system.

Governance of Risk

The Board of Trustees is ultimately

accountable for the management and acceptance of risk exposures within MAG. Risk levels are routinely monitored and reviewed as a standing item for consideration of governance issues at Board and Committee level.

The Board of Trustees sets the risk appetite and risk criteria for the organisation and promotes a risk aware culture.

The Audit, Finance & Risk Committee (AFRC) is mandated to provide the oversight of MAG's risk management framework to ensure that is fit for purpose and effectively implemented across the organization.

AFRC also has oversight of MAG's financial position to monitor financial viability, sustainability and exposure to financial risk. All Board committees are assigned a range of specific risks form the risk register that best align the subject matter of the committee for oversight and review and are required to have a level of satisfaction to ensure that risks are being appropriately managed.

To enable this, Committees are provided with detailed risk reports and progress status of treatment plans where required. A summary report is provided to the board with recommendations from committees on the acceptance of risk treatment plans as necessary.



Risk Management

Control and Compliance

Audit and Assurance

Incident Management

Crisis Management

Business Continuity

Strengthening Organizational Resilience

Principal risks to be managed in 2024

MAG’s corporate risk register specifies more than 80 risks across 20 categories. The table below outlines a summary of some of the key areas of risk that MAG has particular focus on.

Key Areas of Risk	Response
Geo-Political Instability	The term ‘poly-crisis’ has emerged to reflect the current geopolitical landscape that is fraught with conflict and insecurity. MAG is continually assessing the context of the countries and regions where we work and proactively responding and adapting our programming. The activation of Incident Management or Crisis Management Teams may occur when complex incidents or situations emerge
Digital and Data Protection	Cyber-criminal activity is an increasing global threat. In recognizing the importance of our digital way of working, we aim to continual improvement in this critical area. We undertake specialist external audits to identify vulnerabilities in our systems and networks. This informs plans and remedial actions to further enhance our cyber resilience. In 2024 MAG expects to receive Cyber Essential Plus certification.
People and Culture	In developing our new strategy for 2024-2028 we intend to tackle some key issues to ensure we have an inclusive global workforce with the right skills, capacity and culture to deliver or programming. Centred around ‘employee experience’, issues around equity, diversity, gender and inclusion are being mainstreamed to manage workforce risk, as well ongoing approaches to have a strong safeguarding culture in the organization.
Legal and Regulatory Compliance	Working across more than 30 countries means MAG has a complex environment to ensure compliance across these jurisdictions. We engage legal expertise as required, maintain compliance registers and keep abreast of matters related to sanctions and export controls.
Financial Crime	Strengthening our system in Logistics, Procurement and Fleet Management are some of the key initiatives we are putting place to increase our level of control and to have access to better information that can help identify instances of fraud and corruption. We also undertake routine and statutory auditing to ensure compliance with financial policies and procedures.
Financial Sustainability	Our existence, and therefore our means to deliver on our mission is dependent on a strong financial model. Funding our Ambition is a key priority in our new Strategy. Initiatives are underway to strengthen public fundraising, diversify our funding opportunities and to optimise our cost base to ensure our financial sustainability. Our approach and systems for financial forecasting are also strengthening to provide higher level of confidence to inform decision making.

Our Plans for 2024

Our plans for 2024 articulate our ambition and focus in delivering activities that contribute to the first year’s implementation of our new strategic framework.

Organisational priorities for 2024
We have agreed on a suite of priority activities and associated desired outcomes which we would

like to continue, commence or complete during 2024. They are aligned against our new Strategic Framework.

Key focus areas for 2024 include continuing to respond to emerging need and opportunities (including requests from key donors) and ensuring MAG’s financial sustainability. The former is in part

reflected in the scale of countries MAG works in, while the latter will see initial investment in our global fundraising to establish a platform for sustainable growth to build income, including unrestricted income.

Examples of priority activities aligned against our new Strategic Framework are in the table below.

Aim	
Increase our Impact	We will <ul style="list-style-type: none">➤ Respond to emerging needs in key locations through the delivery of effective programming.➤ Strengthen and build the capacity of national authorities and key stakeholders.➤ Develop an appropriate organisation MEAL and information management framework.
Extend our Influence	We will <ul style="list-style-type: none">➤ Build and deliver a distinctive and effective advocacy campaign to achieve policy influence in line with emerging programme priorities for the Anti-Personnel Mine Ban Convention Review Conference (APMBC RevCon).➤ Increase profile and influence with key European stakeholders to strengthen donor and policy partnerships, especially in Brussels and Geneva.➤ Deliver an effective lobbying campaign to influence future UK government decision-making in relation to armed violence and conflict.➤ Amplify the voices of women and girls to ensure their experiences and views are considered by partners, donors and supporters.
Priority	
Our People and Culture	We will <ul style="list-style-type: none">➤ Support up to five programmes in the development of an EDI plan.➤ Finalise and embed the behavioural capability framework, to ensure that expectations of leadership in MAG at all levels is clear and aligned to our values.➤ Develop and design a Learning and Development strategy for implementation in 2025. <p>Continued on Page 50</p>



Priority (Continued from Page 49)

Funding our Ambition

We will

- Put in place the foundations which will enable us to achieve our People & Culture Strategic Priority, including strengthening our EDI data collection
- Define leadership and behavioural competencies at all levels of the organisation
- Develop and design a Learning and Development strategy for implementation in 2025.

Strengthening our Systems

We will

- Continue to improve MAG's logistics and procurement processes through the delivery of discreet projects and the roll out of relevant SOPs and toolkits.
- Explore the digitisation of certain processes and the feasibility of integration between some existing digital systems.
- Develop a revised contract management system and associated processes.

Commitment

Principled Decision-Making

We will

- Establish a humanitarian principles working group.
- Develop tools and plans for internal awareness raising of humanitarian principles.

Environmental Responsibility

We will

- Design and implement an approach to calculate MAG's environmental baseline and impact on the climate.
- Pilot, in a few programmes, the exploration of partnerships on waste management and environmental impact assessments.
- Identify opportunities to engage in research projects on the intersection between land use and climate.

Programme plans for 2024

Latin America & Caribbean

MAG **Ecuador** is working towards improving the national capacity to manage state-held weapons and munitions, in order to reduce safety (i.e. unplanned explosions) and security (i.e. diversion) related threads. This is done through WRA funding, which is secured up to 2025.

However, Ecuador is facing a security crisis with an increasing rate of firearms related homicides. Given the aforementioned situation, the programme will try to diversify the number of donors and expand the scope of operations, including armed violence risk education in areas with a high violence rate. We will also continue to look for ways to support the mine action completion process on the southern border of Ecuador.

In **Peru**, MAG will continue to consolidate the strong operational relationships we have across multiple branches of the State, military and civilian actors dealing with explosives and explosive weapons. With additional funds in place with WRA we will also expand these operations with partners geographically as well as looking for opportunities to engage in AVR / community level activities.

In Paraguay, **MAG will build on the work** already undertaken with DIMABEL and further expand this in 2024/5 with additional WRA funding

MAG anticipates significant expansion across **the Caribbean** through our developing relationship with CARICOM IMPACS with further assessments and operational deployments in support of the member states as an official implementing partner of the Caribbean Firearms Roadmap. We will be looking to resource the team with an enhanced support structure to absorb this expanded workload and further funding.

More broadly across the



LAC region, MAG will continue to develop assessments and responses to state requests for support in relation to weapons and ammunition management needs.

Eastern Europe

In **Bosnia I Herzegovina** the programme will continue to maintain its HMA clearance capacity and will continue to seek additional funding for sustainability. The programme will continue as part of the Majevisa landmine free ambition and start to embed environmental actions in its operations. In April 2024 the BiH programme will launch Digital EORE in partnership with the BHMAG. During the course of 2024 the programme will begin more structured engagement in SALW work in BiH and as an entry point in the region.

In **Azerbaijan** in 2024 the

programme will build on the deployment of the four multi-task teams (MTTs) through the partner organisation to continue to build their capacity with a focus on training the first female Team Leaders for these teams and conduct further support capacity assessments for the partner. As the host of COP29 MAG will continue to support the mine action authorities (ANAMA) in their work to ensure the sector receives appropriate coverage at COP. MAG will look to add further value to the HMA sector in Azerbaijan by identifying a second national NGO partner if opportunities allow.

In **Ukraine** MAG will consolidate the foundations built in 2022 and 2023; it will see the first clearance activities and a significant scale up

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of teams, funding and activities. The programme will work with MAG's partners at APOPO to initiate the first technical survey dogs in Ukraine and plans to achieve mechanical accreditation by year end. MAG is developing a highly gender inclusive programme in Ukraine with emphasis on means to make the workforce equitable through inclusive practices and conflict sensitive programming. The programme will widen its operational bases in line with the need in Ukraine to take in Kherson and Kharkiv oblasts as well as Mykolaiv.

East & Southern Africa

Looking into 2024, MAG will be making a concerted effort with regard to opening new programmes in key operational contexts whilst continuing to deliver high quality programming across the existing portfolio.

Opening the Ethiopia office remains the priority for new HMA programming regionally following both the successful cessation of hostilities in northern regions of Amhara, Afar and Tigray in late 2022 and the reestablishment and subsequent growth of Ethiopian Mine Action Office throughout 2023. MAG also plans to re-establish a presence in Kenya and open a new office in Tanzania to deliver a cohesive WAM programme that focuses on curbing the widespread illicit proliferation of SALW and ammunition in the region, where the diversion of weapons continues to exacerbate intercommunal conflicts, undermines political stability and human security, and hinders economic and human development. MAG will continue to keep a watching brief on Sudan where we still in the process of re-registering with the Humanitarian Aid Commission and where there

will be a clear need for a range of interventions. Across MAG's existing portfolio, we are expecting relative stability in terms of funding throughout 2024, enabling teams to continue delivering high quality outputs. This stability will permit us to commit increased time to better understanding the impact of our HMA and AVR programming through improved monitoring, evaluation and learning, with a specific focus on the impact in relation to gender, environment and conflict sensitivity.

Asia Pacific

This year will see MAG expand its geographical focus into the broader Pacific region, with a potential new WAM intervention planned in **Papua New Guinea** and a GICHD contract commencing covering both HMA and WAM activities.

The year 2024 also represents an important one for HMA programmes in the region, particularly Cambodia, with the 5th Review Conference to the Anti-Personnel Mine Ban

Convention being held in Siem Reap in November and the ASEAN presidency been taken on by **Lao PDR**. EDI, Environmental responsibility, and MEAL have

been highlighted as important areas of work for development by programmes and will see a proactive approach taken by the region to integrate these areas into programming. In existing programmes, the following is planned:

In **Sri Lanka** the programme will maintain its active role leading on staff development and transition activities, which have now also been incorporated as one of four strategic objectives of the National Mine Action Strategy 2023-2027. Having expanded operations into the east in 2023, MAG will consolidate these actively contributing to the completion survey across both the north and east of the country,



providing concrete data to inform the completion timeline for Sri Lanka to be mine-free. MAG will continue to expand its WAM activities working with the police force on both weapons storage and destruction and will look to expand to other actors such as the Army.

In **Vietnam**, the programme will continue to lead on DEORE and manage a consortium of the three mine action NGOs (MAG, NPA, PeaceTrees Vietnam) in Quang Binh to survey and clear the cluster munition contamination across the province. This partnership expands on similar successful projects being delivered in Quang Tri. The programme will further refine its impact assessment toolkit as well as

expand on work undertaken on EDI, which included a programme wide survey undertaken in 2023.

In 2024 in Lao PDR, MAG will continue to implement EORE and survey and clearance activities in both Xiang Khouang and Khammouane provinces. Further to this the programme is exploring partnership opportunities to advance its environmental responsibility. These include working with local civil society organisations on enhancing climate change awareness, with a particular focus on improving waste management at both an office and operational level.

In **Cambodia**, MAG will continue to deliver EORE and

work on high-impact minefields in Battambang and cluster munition survey and clearance in Ratanakiri. In addition, MAG will expand on work undertaken in 2023 to survey minefield contamination in the east, which will assist Cambodia with the development of its Article 5 extension request under the APMBC which is due in 2025. MAG will also continue its pilot with APOPO looking at the utility of dogs in technical survey for cluster munition contaminated areas.

Despite the challenging context in **Myanmar**, MAG has sustained a substantial network of partners and volunteers that it plans to expand on in 2024. MAG will continue to deliver EORE directly and through

partners as well as collect data to develop contamination baseline assessments as well as expand this to work directly with organisations focusing on victim assistance and disability rights.

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

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

Sahel & West Africa

In 2024, MAG will remain committed to supporting the Sahel and West Africa region, focusing on consolidating past achievements, developing new initiatives and adapting to the evolving landscape of armed violence and explosive hazards.

Fostering our commitment to building sustainable HMA national capacities, MAG will continue efforts in **Mauritania, Senegal, and Guinea**



Bissau, supporting these countries through capacity-building initiatives to manage legacy contamination. We will also assist in aligning their practices with their APMBC obligations and their engagement with the treaty machinery.

MAG will continue supporting States towards completion of land release through non-technical and technical survey, plus clearance activities in Senegal, Mauritania, Guinea Bissau, and **Chad**. We will also intensify efforts to support States affected by improvised landmines, including by delivering risk education and providing policy support to newly affected States (**Nigeria, Benin, Togo, Burkina Faso, Mali, Niger**).

In 2024, MAG will seek to strengthen its relationship with various National Commissions and ECOWAS (Economic Community of West African States) and its Small Arms Division. Life-saving SALW risk education activities will be delivered across the region, while AVR context analysis will start in Benin, Togo, **Ghana**, and **Côte d'Ivoire**. The region will also continue to develop partnerships with local organisations to foster locally-led AVR initiatives.

In response to shifting geostrategic and political focuses, particularly in the Gulf of Guinea, MAG will capitalize on

previous successes in coastal Countries. We will seek to identify new opportunities to develop appropriate levels of capacities and resources to meet the evolving needs and interests of States in the sub-region for armed violence reduction and prevention support.

We will seek to revitalize key partnerships with international stakeholders that were affected by 2023 funding cuts, focusing on developing a holistic AVR response to affected States and communities. Initiatives with the Small Arms Survey, International Alert and the Centre for Armed Violence Reduction are forecasted for 2024, and new partnerships will be explored to advance MAG's commitments related to the environmental impact and climate change.

As the programmes will undergo a structural review, MAG will ensure that all planned activities align with established standards and are adequately resourced. We will also continue to seek funds and develop opportunities for countries most affected by 2023 funding cuts, with a focus maintained on Nigeria. Because of funding uncertainties, contingency plans will be developed to sustain sub-regions and programmes should further funding not be secured for Nigeria, Niger, and Guinea Bissau.

Structure, Governance & Management

Legal Status

MAG is as a UK company limited by guarantee (Number: 4016409) and registered charity (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 has the powers to conduct the affairs of the charity and many of these powers are delegated to the Leadership Team. The focus of the Board is on strategy, performance and assurance, not operational matters. 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, regarding significant policy decisions.

Matters reserved for the board together, with those powers that have been delegated, are regularly

reviewed by the Board of Trustees.

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,

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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 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.

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.

Trustees

MAG takes a rigorous approach to trustee recruitment, performance and development, and 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 diverse Board which can make informed decisions.

Trustees are 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 if 75% of the Board agree).

In 2023, the Board met five times: two meetings with hybrid and the other three were virtual.

Each included participation from colleagues from MAG programmes worldwide. 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 and to aid transparency.

As of December 2023, there were eight women and six men on the Board. One new trustee was recruited in 2023. As in previous years, 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 informed the recruitment.

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, the objectives of the induction are:

- 1** gain an understanding of MAG, its purposes and the communities in which it operates;
- 2** develop the new trustee's understanding of the role, including legal duties and Board matters;
- 3** create links with MAG's staff and other trustees; and
- 4** build an understanding of MAG's main relationships.

None of the members of the Board received any remuneration in the year to 31 December 2023 in their role as a trustee, all giving their time freely. Trustees are permitted under the Articles of Association to claim, "reasonable out of pocket expenses" incurred by them in the conduct of MAG business. All trustee travel arrangements accord with MAG's Travel Policy. Details of Trustee expenses are disclosed in Note 22 to the accounts.

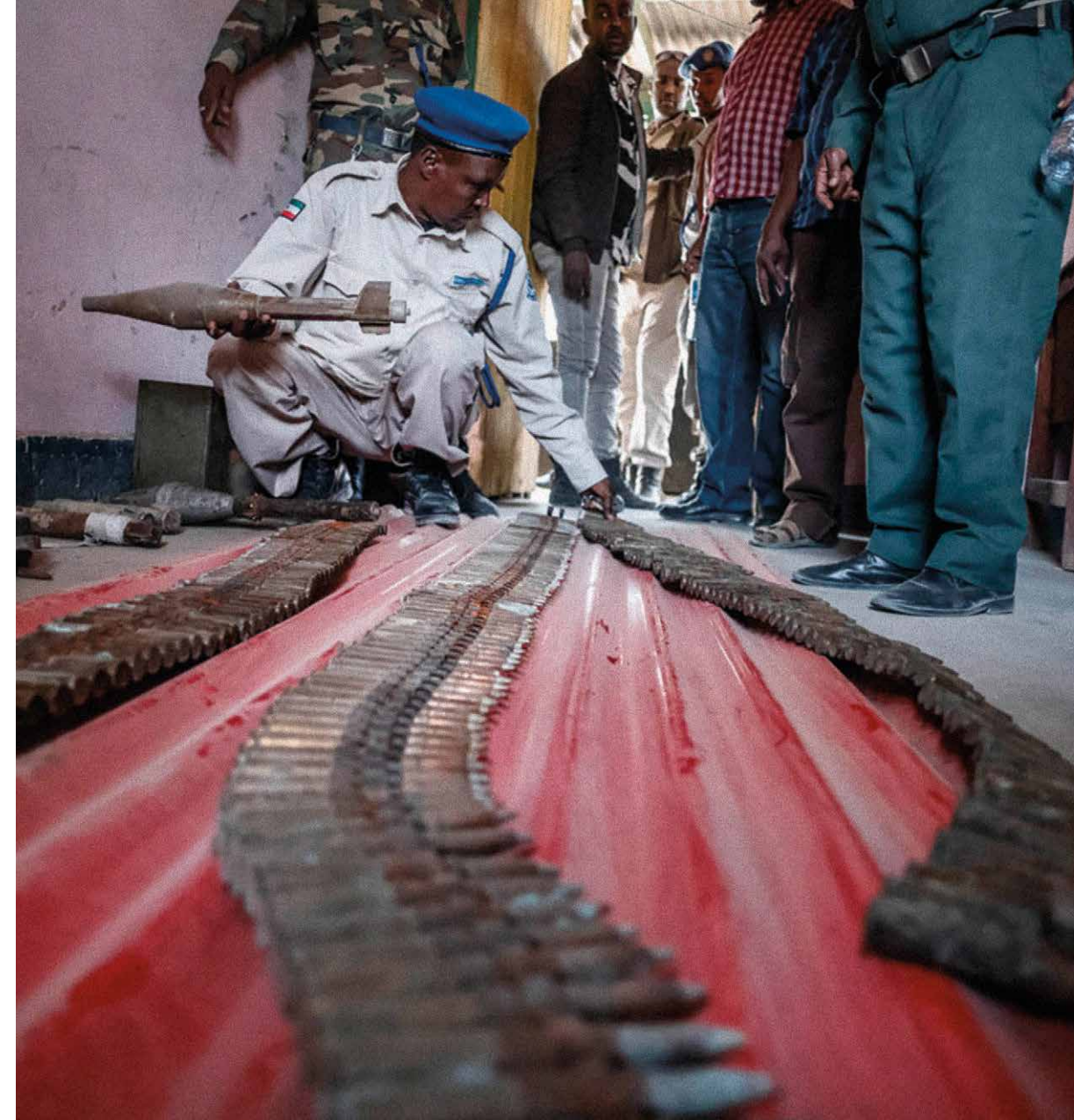
There are regular governance reviews, with a Board Evaluation Review being undertaken in mid 2024.

The board held two strategy days in 2023, focusing on our 2024-28 Strategic Framework and an update in areas of legal, financial and insurance. The strategy days comprise discussions with MAG's externally appointed advisors (legal, financial and insurance) and serve as a practical way of MAG implementing the Charity Governance Code (CGC), specifically Principle 5 of the CGC: Board effectiveness.

Following a review in 2022, 2023 saw the number of Board committees increase from three



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or click [here](#) to
meet the Board



to five: a People, Culture and Remuneration Committee (which met during 2023), and a Fundraising Committee (which held its first meeting in Q1 2024).

Board meetings

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 to fulfil their chairing responsibilities. Where requested MAG Officer's 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 five Committees, whose membership comprises a number of trustees appointed on the basis of skills. The Chair of each committee reports back to the Board at its next formal meeting.

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 though 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

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that it is effective and fit for purpose. The AFRC also has oversight of MAG's public fundraising activities.

Fundraising Committee (FC)

The Fundraising Committee (FC) supports the overall aim of sustainable and ethical restricted and unrestricted income growth in fundraising; ensuring MAG has an effective fundraising strategy and its overall approaches to raising strategic, sustainable funds is optimal to deliver strategic aims, related workstreams, objectives and outcomes.

The FC advises and supports the Director of Global Fundraising in developing and maintaining an ethical donations policy, including input into high-risk decisions and approaches. The FC makes recommendations to the Board on any significant changes in fundraising policy or strategy. It will hold its first meeting in 2024.

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 committees.

GNRC evaluates and recommends to the board charity governance practices and oversees the framework for assessment of board performance and the self-evaluation. 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

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 people 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.

responsibility for ensuring that MAG is compliant with legal requirements in the UK and with local country laws and best practice.

This is operated through HSC to communicate, promote and oversee health, safety, security and safeguarding in MAG HQ and overseas.

HSC also hold delegated responsibility 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 above in respect of MAG staff and assets worldwide.

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

An external Health and Safety Consultant is appointed to the role of MAG's "Competent Person". They attend HSC meetings to provide expert advice.

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.

People, Culture and Remuneration Committee (PCRC)

PCRC takes delegated responsibility on behalf of the board to provide assurance that MAG has an effective People & Culture Strategy in place and that its overall approaches to people management support the delivery of its strategic aims.

The PCRC review and approve the Chief Executive's and Leadership Team's remuneration packages; approves major changes to MAG's remuneration policy and principles, and recommends these to the board, review and recommends succession plans for the Chief Executive's position



and key posts. The PCRC provides assurance to the board regards an effective EDI strategy that its approach to EDI supports the delivery of strategic aims.

The PCRC also advises and supports the Chief Executive and Director of People & Culture in further developing strategic HR Policy and practice across the organisation to promote an effective, high performing and diverse work force.

The committee makes recommendations to the Board on

any significant changes in Policy and practice in relation to the strategic HR Management across the organisation. It met for the first time in 2023.

Board Focus Roles

Fundraising and Communications

- 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.

Risk Management

- Provides expertise to the Board, regarding risk management, compliance, and assurance;
- assists Board oversight and review of the risk management framework, risk appetite and internal controls;
- has oversight of the review of MAG's governance structures suitability and effectiveness; and
- supports the Board and leadership team in developing and championing a strong and appropriate risk management culture across all operations of MAG.

Security

- Is the Board's primary point of contact regarding security matters, ensuring that the Board is appraised of incidents and the management response thereto;
- has oversight of the reporting to the Charity Commission of serious incidents relating to security;
- supports the Crisis Management Team (CMT).

Safeguarding

- Is the Board's primary point of contact regarding safeguarding matters, ensuring that the Board is appraised of any incidents, which take place and the management response thereto;
- has oversight of the reporting to the Charity Commission of serious incidents relating to safeguarding and wellbeing.

Diversity Champion

- Provides expertise to the Board on the promotion of MAG's drive to embed a strong culture, strategy and action plans of best practice and compliance in diversity.

Board Evaluation and Chair Appraisal

- The Board undertakes an annual skills and aptitudes self-appraisal

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skills and exercise.

- The chair undertakes an annual appraisal meeting with each trustee focussing upon goals and focus.
- The chair's annual appraisal is undertaken by the vice chair following feedback from all members of the board.
- A triennial independent evaluation of board effectiveness is undertaken. Bayes Business School is undertaking the 2024 review and will report its findings to the AGM in July 2024

Eligibility and Declarations of Interests

All trustees have a legal duty to act in the charity's best interests, including the avoidance of situations where personal interests or loyalty to any other person or body.

The Charity Commission requires trustees to:

- 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.

All prospective MAG trustees complete a trustee declaration to confirm eligibility. Upon appointment a Conflicts of Interest Declaration form is completed. The Company Secretary maintains a Register of Trustees' Interests. All MAG trustees are required to:

- Declare their interests on appointment; or, if they acquire any interest(s) after appointment.
- Annually renew the Conflicts of Interest statement
- Abide by the 'Nolan Principles'
- Prior to the commencement of any meeting of the trustees, declare any actual or perceived conflicts of interests relating to any matter under consideration by the board. Any failure to declare would be recorded as a breach of the trustees' legal responsibilities.

In the event of a declaration by a trustee, the Articles of Association

provide that:

- 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 her/his/their 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 but not vote.
- The process must be properly minuted.

Compliance with Trustees' Duties under Section 172(1) of the Companies Act 2006

As a large Charitable Company, MAG is required to report on how trustees discharge their duty to promote the best interests of the charity whilst having regard to the matters in section 172(1) (a) to (f) of the Companies Act 2006. In carrying out their duties, the Trustees have regard (amongst other matters) to:

a) the likely consequences of any decision in the long term

Trustees monitor MAG's financial position throughout the year to balance the twin objectives of maintaining reserves and programme delivery.

When considering new initiatives, the trustees considers the financial and capacity implications cognisant of the long-term consequences of their decisions.

b) the interests of the charity's employees

Trustees receive regular updates on matters of People & Culture through the People, Culture, Remuneration committee. The board reviews the MAG philosophy of people development, career progression and reward to enable our staff to fulfil potential.

c) the need to foster the charity's business relationships with suppliers, customers and others

MAG's work is underpinned by the support of institutional and philanthropic donors including



companies, trusts and foundations, and individual donors.

We nurture strong mutually beneficial partnerships, which not only meet contractual requirements, build long term engagement.

Our procurement processes are designed to create sustainable relationships with suppliers, resilience in our supply chain and ensure robust control over the expenditure in a best value framework.

d) the impact of the charity's operations on the community and the environment

The needs of the communities in which we work are our raison d'être with safeguarding at the core of all we do. Our safeguarding,

financial and incident management processes ensure robust reporting of Serious Incidents to the Charity Commission.

MAG remains committed to reducing our environmental impact through continual improvement of our environmental performance, compliance with ISO 14001:2015 and relevant environmental legislation.

Through our Environmental Policy MAG recognises the importance of the impact of our activities and seeks to conserve energy and minimise waste in all activities.

Where practicable, we consider the 'sustainability' of resources and materials procured. Social and environmental effects

in procurement is given equal weighting to economic considerations where practical.

e) maintaining a reputation for high standards of business conduct

MAG's procurement and related policies ensure our values are key in the selection of suppliers and partners.

Our values and the behaviours are embedded in trustee and staff recruitment, induction and appraisal procedures.

MAG's anti-corruption strategy requires all suppliers, partners, trustees and employees to adhere to the code of conduct regarding fraud, bribery and nepotism.

MAG America

MAG America is a US registered 501c3 tax exempt (number 2-2302253) nonprofit organisation with a registered office of 1233, 20th Street NW, Suite 640, Washington, DC 20036.

MAG is the sub-recipient of MAG America's grant funding with all activities conducted through a Memorandum of Understanding for joint activities in humanitarian mine action.

MAG America 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 that of MAG. All operations are regulated by contract.

From Spring 2024, MAG America will do business as MAG US, a move that does not affect MAG America Inc as a legal entity.

MAG Belgium

MAG Belgium is a Belgium registered not-for-profit association (number 0761.810.878) registered in the Brussels-Capital Region, the Kingdom of Belgium and exists to facilitate joint working through EU funding post-Brexit.

A Memorandum of Understanding enables joint activities in the support and implementation of humanitarian mine action.

MAG Poland

Following Board approval in October 2022, MAG Poland (KRS:0001011610) was established in January 2023 with the legal form of a Foundation. It is currently dormant.

It was established to create a staging point for deployment into Ukraine; be a point of coordination should the conflict in Ukraine require partial or full evacuation of staff from Ukraine and be a location for back-office services as required.

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 (below right). 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.

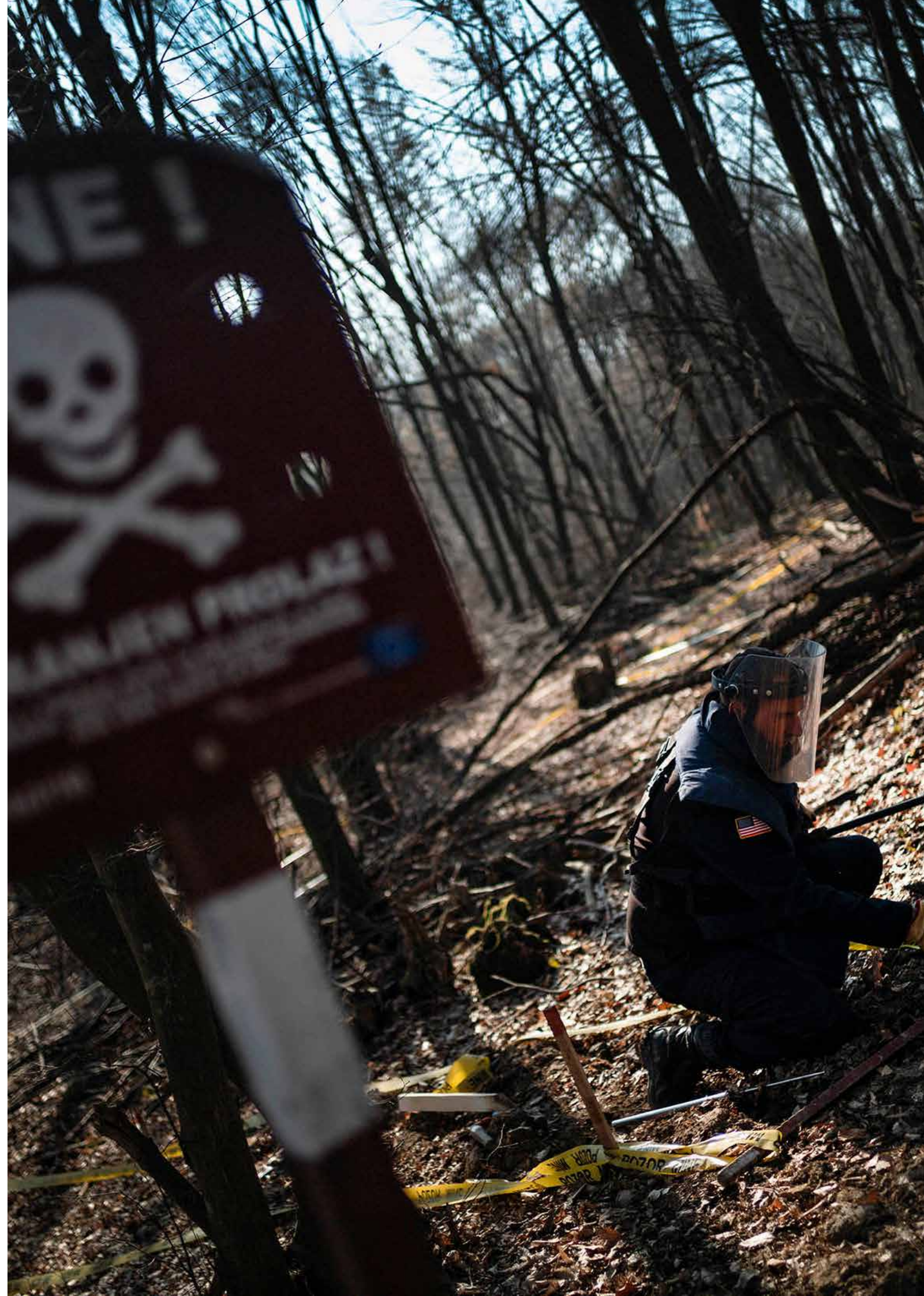
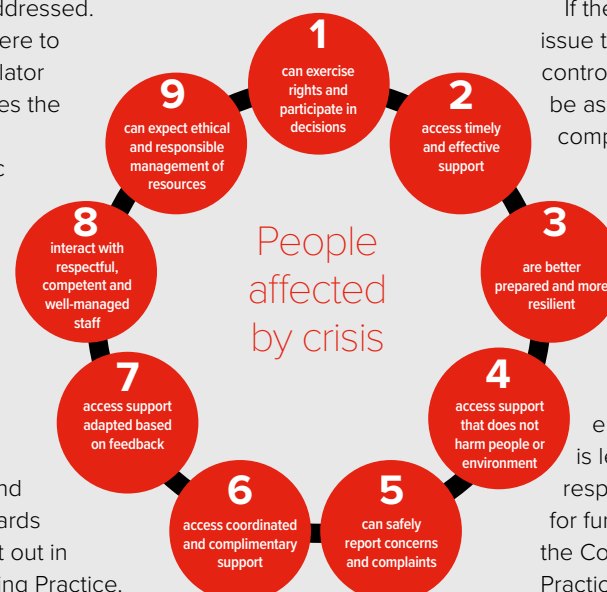
You can submit an anonymous email, but we may find it difficult to look into your concern without further details. If you would prefer to speak to a member of staff, rather than sending sensitive details in an email, then please request this by highlighting which area of concern it relates to e.g. safeguarding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

Fundraising Complaints:

MAG follows the Fundraising Regulator Promise which outlines the commitment to donors and the public. Our registration signals our commitment to ensure our fundraising is legal, open, honest and respectful. The standards for fundraising are set out in the Code of Fundraising Practice.



Financial Review

The financial statements presented in this Annual Report represent the year ended 31 December 2023 and comparative figures are in relation to the year ended 31 December 2022. The financial statements of the charity company can be found on Pages 74 to 87.

Overview

During 2023, MAG continued to operate in a challenging macroeconomic context. External factors such as security and access issues affected our ability to deliver programme activity in certain regions along with reduction in donor budgets and foreign exchange volatility.

Total income for the year was

£91.9m which represents a 5% increase in income (2022: £87.4m). This increase was largely driven by the appreciation of the USD against GBP (average of 1.22 vs 1.24 in 2022).

Total net expenditure for the year was **£0.5m** (2021: net income of £1.2m), due to an increase in unrestricted support for regions with reduced donor funding and increased staff costs from the reward review. Income from donations, legacies and other trading activities has continued to perform well at **£1.2m** (2022: £1.2m).

Unrestricted operating funds stand at **£5.6m** (2022: £6.4m). 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 2023 stands at **£5.3m** (2022: £6.1m).

Cash balances stand at **£22.8m** (2022: £25.8m) which largely consists of donor payments received in advance of disbursement. The majority of cash is held in UK accounts and funds are transferred to overseas programmes to cover short-term working capital needs as part of MAG's global treasury management.

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 £5.3m 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 £4.7m is approved in the reserves policy.

Investment

To date the funding of MAG's activities and the need to access cash flow have not allowed long-term investments. MAG currently

only invests funds in short-term deposits providing market rate interest.

Going Concern

Over 98% of MAG's income is restricted in nature and received through delivery of 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 viability of contracts secured. 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.

Principal financial risks to be managed in the year ahead

Global Macroeconomic Volatility

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

has created a global cost-of-living crisis. The externally benchmarked reward review for Manchester-contracted staff during 2022 has increased our unrestricted cost base by £1m. MAG has committed to a number of actions to increase and diversify income and optimise cost

Continued on Page 66

Commitment and support from our donor base is strong



Continued from Page 65

base to ensure long term financial sustainability

Diversion of Overseas Development Assistance (ODA) Funding

Throughout 2023, in response to ongoing conflict (Ukraine, Gaza) and other factors, European governments have been diverting and in some cases reducing their foreign aid budgets. The Director of Policy and Strategic Partnerships was appointed in January 2024 to ensure strategic donor representation at Leadership Team level along with the creation of a new Head of Europe role as a strategic focal point for European donor relations.

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.

The need to manage the risk that MAG fails to deliver effectively against donor contractual obligations requires management of a broad range of risks to ensure timely delivery of commitments within budget.

Day-to-day programmes ensure the routine monitoring and management of contractual risks. Material issues and incidents are escalated to the appropriate management level as soon as identified.

The Board Committees (AFRC, HSC and GNRC) oversee all contract-related risks including a range of technical, personnel and operational risks.

Bribery and Corruption

MAG operates in areas where the risk of bribery and corruption is considered to be high.

The Board and Leadership Team recognise that bribery and corruption are contrary to the fundamental values of integrity, transparency and accountability



and undermines organisational effectiveness.

MAG has 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 AFRC 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 restrictions under sanctions laws and regulations.

Non-compliance 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.

The cross-department Sanctions working group advise on the internal Sanctions policy and associated procedures, monitor and assess risks and report on relevant matters to Leadership Team.

Foreign Exchange Risk

MAG operates in a multi-currency environment, receiving income and

making payments in currencies other than its functional currency.

MAG is exposed to both translation and transaction foreign exchange risk.

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 donor receipts may not coincide with outflows.

In order to mitigate liquidity risk, MAG manages the flows of funds to programmes centrally and considers the impact of contracting activity on current and future liquidity as well as on long-term financial resilience.

MAG has access to a UK Export Finance credit facility supported by Barclays in order 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 where MAG operates mean that previously granted local tax exemptions and waivers for international NGO staff are gradually being removed.

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 FY23 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 (UK GAAP) 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. 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
19 July 2024



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)
- **Ms Sonia Bate**, Member of the Fundraising Committee (FC), the Governance, Nominations and Review Committee (GNRC) and the People, Culture and Remuneration Committee (PCRC)
- **Mr Anthony Collier**, Treasurer and Chair of the AFRC (resigned 31/12/2023)
- **Mr Khaleel Desai**, Diversity Champion and member of the GNRC and PCRC
- **Ms Renata Dwan**, Member of the HSC
- **Ms Judith Greenwood**, Chair of the GNRC, Safeguarding Trustee Focal Point and Member of the HSC
- **Ms Nesta Hatendi**, Member of AFRC and HSC
- **Mr Peter Jones**, Member of the AFRC
- **Ms Harbinder Kaur**, Chair of the PCRC and member of the GNRC
- **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 (resigned 07/07/23)
 - **Ms Frances Milner**, Chair of the FC, Board Fundraising and Communications Focal Point and member of the AFRC
 - **Prof. Bertrand Taithe**, Member of the GNRC
 - **Ms Angela Mulholland-Wells**, Chair of the AFRC and Treasurer (appointed 20/10/23)
- Note: The role and function of committees are set out on Pages 57-59.

Leadership Team:

- **Mr Darren Cormack**, Chief Executive
- **Mr Dean Anderson**, Director of Global Fundraising (appointed 09/01/2023)
- **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
- **Mr Julian Mason**, Director of Governance and Business

Transformation

- **Mr Ricky Munday**, Interim Director of Finance (to 31/12/23)
- **Ms Ria Ntabejane**, Director of Finance

Company Secretary:

- **Mr Julian Mason** (appointed 20/10/23)
- **Ms Sarah Howell** (resigned 20/10/23)

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 2023 and of 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 statement of cash flows; and
- the related notes 1 to 24.

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

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our

responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (the 'FRC's') Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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 for fraud and how and where

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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 them 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 correspondence with the Charity Commission.

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

Matters on which we are required to report by exception

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

- adequate accounting records have not been kept 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
Newcastle upon Tyne, UK
9 September 2024

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 2023

FUNDS:	Year ended 31 Dec 2023				Year ended 31 Dec 2022		
	Note	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
INCOME FROM:							
Charitable activities	5	-	90,149	90,149	-	85,811	85,811
Donations and legacies	6	1,074	112	1,186	970	178	1,148
Other trading activities	7	2	9	11	1	3	4
Investments	8	3	3	6	1	5	6
Other income	9	456	110	566	328	102	430
TOTAL INCOME		1,535	90,383	91,918	1,300	86,099	87,399
EXPENDITURE ON:							
Raising funds	10	594	-	594	444	-	444
Charitable activities	10	10,564	81,244	91,808	8,089	77,651	85,740
TOTAL EXPENDITURE		11,158	81,244	92,402	8,533	77,651	86,184
NET (EXPENDITURE)/INCOME:							
Transfer between funds	16	(9,623)	9,139	(484)	(7,233)	8,448	1,215
NET MOVEMENT IN FUNDS		(671)	187	(484)	1,192	23	1,215
RECONCILIATION OF FUNDS:							
Total funds brought forward	16	6,870	(6)	6,864	5,678	(29)	5,649
Net movement in funds for the period		(671)	187	(484)	1,192	23	1,215
Total funds carried forward	16	6,199	181	6,380	6,870	(6)	6,864

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 77 to 87 form part of these financial statements.

The Mines Advisory Group - Company Limited by Guarantee Balance Sheet as at 31 December 2023

	Note	31 Dec 2023 £'000	31 Dec 2022 £'000
FIXED ASSETS			
Tangible assets	13	308	343
CURRENT ASSETS			
Debtors due within one year	14	6,515	7,408
Cash at bank and in hand		22,832	25,830
		29,347	33,238
CURRENT LIABILITIES			
Amounts falling due within one year	15	(23,275)	(26,717)
NET CURRENT ASSETS		6,072	6,521
NET ASSETS		6,380	6,864
FUNDS			
Unrestricted funds - General	16	5,641	6,358
Unrestricted funds - Designated	16	558	512
Restricted funds	16	181	(6)
TOTAL FUNDS	17	6,380	6,864

The notes on Pages 77 to 87 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 19 July 2024.

Signed on behalf of the Board of Trustees



Julia Palca
Chair of the Board of Trustees

The Mines Advisory Group - Company Limited by Guarantee
Statement of Cash Flows
for the year ended 31 December 2023

	Year ended 31 Dec 2023 £'000	Year ended 31 Dec 2022 £'000
Net cash flows from operating activities	949	(593)
Cash flows from investing activities		
Interest received (see Note 8)	6	6
Purchase of plant and equipment (see Note 13)	(3,161)	(2,715)
Net cash flows from investing activities	(3,155)	(2,709)
Net increase/(decrease) in cash and cash equivalents	(2,206)	(3,302)
Cash and cash equivalents at beginning of period	25,830	27,623
Change in cash and cash equivalents due to exchange rate movements	(792)	1,509
Cash and cash equivalents at end of period	22,832	25,830
Analysis of cash and cash equivalents		
Cash in hand	392	448
Bank accounts and Notice deposits (less than 3 months)	22,440	25,382
Total cash and cash equivalents	22,832	25,830
Reconciliation of net income/(expenditure) to cash generated by operations:		
Net income/(expenditure) for the period	(484)	1,215
<i>Adjustments for:</i>		
Interest receivable	(6)	(6)
Increase/(Decrease) in cash and cash equivalents due to exchange rate movements	792	(1,509)
Depreciation charges	3,196	2,372
Operating cash flows before movement in working capital	3,498	2,072
Increase/(Decrease) in stock	-	-
Decrease in debtors	893	635
Increase/(Decrease) in creditors	(3,442)	(3,300)
Net cash flows generated by operations	949	(593)

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 69.

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 August 2025 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

Income, all of which is restricted, was received and

recognised under contracts and grants from the organisations set out below to carry out MAG's core activity of achieving a

safe and secure future for those affected by armed violence, conflict and insecurity.

	Year ended 31 Dec 2023 £'000	Year ended 31 Dec 2022 £'000
Australian Agency for International Development	605	721
Belgian Ministry of Foreign Affairs	204	11
British High Commission	412	331
Canadian Department of Foreign Affairs, Trade and Development	3,182	2,624
Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ)	790	611
Dutch Ministry of Foreign Affairs	3,692	3,356
European Commission	663	6,470
Fibertek	841	979
Foreign Commonwealth and Development Office (formerly DFID)	3,593	4,065
French Ministry of Foreign Affairs	540	91
German Federal Foreign Office	6,118	7,525
Irish Aid Department of Foreign Affairs and Trade	362	323
Japanese Ministry of Foreign Affairs	1,273	1,982
Lux-Development S.A.	-	152
MAG America	53,407	41,722
Ministry of Foreign Affairs of Finland	761	856
Norwegian Ministry of Foreign Affairs	7,190	7,016
Shoulder 2 Shoulder Inc.	-	651
Stichting Vluchteling	358	556
Swedish International Development Cooperation Agency	1,238	3,492
United Nations Office for the Coordination of Humanitarian Affairs (OCHA)	194	8
United Nations Office for Project Services (UNOPS)	406	857
United Nations Development Programme (UNDP)	558	-
Trusts & Foundations	3,144	1,090
Other Miscellaneous Donors	618	322
Total	90,149	85,811

Note

Of the £53.41m from MAG America, (2022: £41.72m), £51.10m (2022: £39.90m) had the U.S. Department of State's Office of Weapons Removal and Abatement and £0.96m (2021: £1.26m) had the Office of US Foreign Disaster Assistance as the back donors.

6 ANALYSIS OF INCOME FROM DONATIONS & LEGACIES

	Year Ended 31 Dec 2023			Year Ended 31 Dec 2022		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	£'000	£'000	£'000	£'000	£'000	£'000
Public Donations, Appeals & Fundraising Events	589	75	664	536	39	575
Regular Giving (including gift aid)	209	5	214	276	14	290
Donations from Trusts, Foundations and Partnerships	10	32	42	(68)	94	26
Legacies	266	-	266	226	31	257
Total	1,074	112	1,186	970	178	1,148

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 2023			Year Ended 31 Dec 2022		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	£'000	£'000	£'000	£'000	£'000	£'000
Fundraising activities	1	-	1	1	-	1
Merchandise	1	9	10	-	3	3
Total	2	9	11	1	3	4

8 ANALYSIS OF INCOME FROM INVESTMENTS

	Year Ended 31 Dec 2023			Year Ended 31 Dec 2022		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	£'000	£'000	£'000	£'000	£'000	£'000
Bank interest received	3	3	6	1	5	6

9 ANALYSIS OF OTHER INCOME

	Year Ended 31 Dec 2023			Year Ended 31 Dec 2022		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	£'000	£'000	£'000	£'000	£'000	£'000
Insurance claims	-	-	-	-	-	-
Other income	456	110	566	328	102	430
Total	456	110	566	328	102	430

**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 £128k (2022: £104k), being management salaries attributable to the governance of the charity, trustee expenses, audit fees and other professional fees.

	Year Ended 31 Dec 2023			Year Ended 31 Dec 2022		
	Raising Funds	Charitable Activities	Total	Raising Funds	Charitable Activities	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Activities undertaken directly						
Overseas programmes - restricted	-	81,244	81,244	-	77,651	77,651
Overseas programmes - unrestricted	-	803	803	-	(15)	(15)
Total direct activity expenditure	-	82,047	82,047	-	77,636	77,636
Support costs:						
Staff related costs including travel	333	7,175	7,508	260	6,501	6,761
Premises, IT & Communications	130	917	1,047	111	955	1,066
Fundraising Events & Advertising	97	-	97	39	-	39
Professional fees & other costs	34	1,374	1,408	34	1,372	1,406
Exchange loss / (gain)	-	295	295	-	(724)	(724)
Total support costs - unrestricted	594	9,761	10,355	444	8,104	8,548
Total Expenditure	594	91,808	92,402	444	85,740	86,184

11 NET INCOME/(EXPENDITURE) FOR THE PERIOD

Net income is stated after charging/(crediting):

	Year ended 31 Dec 2023 £'000	Year ended 31 Dec 2022 £'000
Depreciation of tangible fixed assets owned by the charity	3,196	2,372
Foreign exchange loss/(gain)	792	(1,409)
Rentals under operating leases	1,903	1,872
Auditor's remuneration:		
- Fees payable to the charity's auditor for the audit of the charity's financial statements	110	92
- Fees payable to the charity's auditor for other services: Grant certification services	30	26

12 ANALYSIS OF STAFF AND TRUSTEE COSTS

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

	Year ended 31 Dec 2023	Year ended 31 Dec 2022
UK employees:		
- Overseas projects	175	193
- Programme support and administration	105	105
- Fund-raising information and education	9	7
Overseas national employees	5,300	5,655
Total	5,589	5,960
Their aggregate remuneration comprised:	£'000	£'000
Salaries and wages - UK employees (including those overseas)	17,315	15,532
Salaries and wages - Overseas national employees	36,207	35,462
Social security costs	726	605
Pension contribution	273	208
Total	54,521	51,807

There are no payments to temporary staff (2022: 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 2023			Period ended 31 Dec 2022		
	UK	Int'l	Total	UK	Int'l	Total
between £60,000 and £70,000 per annum:	7	34	41	4	31	35
between £70,000 and £80,000 per annum:	5	24	29	3	29	32
between £80,000 and £90,000 per annum:	4	18	22	1	13	14
between £90,000 and £100,000 per annum:	-	16	16	-	12	12
between £100,000 and £110,000 per annum:	-	6	6	1	-	1
between £110,000 and £120,000 per annum:	-	-	-	-	1	1
between £120,000 and £130,000 per annum:	1	1	2	-	1	1
between £130,000 and £140,000 per annum:	-	2	2	-	-	-

Note

The key management personnel of the charity are listed on Page 69. The total remuneration (including pension contributions and employers' national insurance) of the key management personnel for the year totalled £694k (2022: £661k).

13 TANGIBLE FIXED ASSETS

	Field Assets £'000	Equipment Fixtures & Fittings £'000	Total £'000
Cost			
At 1 January 2023	20,044	1,080	21,124
Additions	3,023	138	3,161
Disposals	-	-	-
At 31 December 2023	23,067	1,218	24,285
Depreciation			
At 1 January 2023	19,697	1,084	20,781
Charge for the year	3,058	138	3,196
Disposals	-	-	-
At 31 December 2023	22,755	1,222	23,977
Net Book Value			
At 31 December 2023	312	(4)	308
Net Book Value			
At 31 December 2022	347	(4)	343

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 2023 £'000	31 Dec 2022 £'000
Trade debtors	144	1,891
Prepayments and accrued income	5,344	4,892
Other debtors	1,027	625
Total	6,515	7,408

15 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31 Dec 2023 £'000	31 Dec 2022 £'000
Trade creditors	459	845
Deferred income (see note right)	15,300	18,903
Other taxation and social security	364	624
Derivative financial instruments (see note 20)	-	-
Accruals	662	649
Other creditors	6,490	5,696
	23,275	26,717
Deferred income		
Balance as at start of period	18,903	23,100
Amount released to income	(18,903)	(23,100)
Amount deferred in the period	15,300	18,903
Balance as at end of period	15,300	18,903

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

Restricted funds analysed by Programme	1 Jan 2023 £'000	Income £'000	Expenditure £'000	Transfers £'000	31 Dec 2023 £'000
Middle East					
Iraq	2	16,666	(14,915)	(1,757)	(4)
Lebanon	26	5,909	(5,352)	(563)	20
Gaza	-	5	-	-	5
Syria	(14)	5,049	(4,544)	(481)	10
East and Southern Africa					
Angola	(10)	2,695	(2,343)	(350)	(8)
Somalia	(8)	485	(370)	(108)	(1)
South Sudan	4	4,427	(3,991)	(413)	27
Zimbabwe	2	1,317	(1,206)	(111)	2
Sahel and West Africa					
Benin	-	1,389	(1,240)	(149)	-
Burkina Faso	3	1,004	(895)	(112)	-
Chad	8	924	(829)	(103)	-
Democratic Republic of Congo	7	-	-	9	16
Gambia	(1)	23	(20)	(1)	1
Guinea	(2)	10	(9)	(1)	(2)
Guinea Bissau	-	759	(682)	(77)	-
Mali	12	184	(162)	(38)	(4)
Mauritania	(6)	572	(508)	(58)	-
Niger	(16)	434	(373)	(63)	(18)
Nigeria	1	577	(534)	(29)	15
Sierra Leone	1	1,068	(969)	(100)	-
Senegal	9	43	(40)	(10)	2
West Africa - non-country specific	-	851	(775)	(76)	-
Asia Pacific					
Cambodia	(22)	5,142	(4,707)	(457)	(44)
Lao PDR	(53)	9,664	(8,623)	(913)	75
Myanmar	8	907	(850)	(58)	7
Sri Lanka	65	6,874	(6,395)	(509)	35
Vietnam	(9)	9,187	(8,388)	(826)	(36)
Eastern Europe					
Azerbaijan	-	1,125	(1,025)	(100)	-
Bosnia and Herzegovina	(23)	2,379	(2,169)	(184)	3
Ukraine	2	6,751	(6,174)	(578)	1
Latin America & Caribbean					
Caricom	--	157	(132)	(26)	(1)
Ecuador	(2)	1,440	(1,340)	(100)	(2)
Peru	(11)	1,078	(948)	(117)	2
Paraguay	-	67	(59)	(8)	-
Rest of the World					
UK	18	718	(222)	(437)	77
Libya	3	-	-	-	3
GISF	-	503	(455)	(48)	-
Restricted funds	(6)	90,383	(81,244)	(8,952)	181
Unrestricted fund					
General	6,358	1,235	(10,904)	8,952	5,641
Designated Opportunity Fund	-	-	-	-	-
Designated Foreign Exchange Fund	-	-	-	-	-
Designated GISF fund (see Page 85 panel)	512	300	(254)	-	558
Total Unrestricted funds	6,870	1,535	(11,158)	8,952	6,199
Total funds	6,864	91,918	(92,402)	-	6,380

Restricted funds analysed by Programme	1 Jan 2022 £'000	Income £'000	Expenditure £'000	Transfers £'000	31 Dec 2022 £'000
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 85 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

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 2023 £'000	Restricted Funds 2023 £'000	Total 31 Dec 2023 £'000	Unrestricted Funds 2022 £'000	Restricted Funds 2022 £'000	Total 31 Dec 2022 £'000
Tangible fixed assets	308	-	308	343	-	343
Net current assets	5,891	181	6,072	6,527	(6)	6,521
Total	6,199	181	6,380	6,870	(6)	6,864

18 OPERATING LEASE COMMITMENTS

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

Leases which expire:	31 Dec 2023			31 Dec 2022		
	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	266	84	-	384	266	-
Other	34	-	-	56	-	-

19 FINANCIAL INSTRUMENTS

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

	31 Dec 2023 £'000	31 Dec 2022 £'000
Financial Assets		
Measured at undiscounted amount receivable		
- Trade and other debtors (see note 14)	6,515	7,408
- Cash at bank and in hand	22,832	25,830
Measured at fair value		
Derivative financial (liabilities)/assets (see note 20)	-	-
Total	29,347	33,238
Financial liabilities		
Measured at undiscounted amount payable		
- Trade and other creditors (see note 15)	(7,975)	(7,814)
Total	(7,975)	(7,814)

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 £273k (2022: £208k).

22 RELATED PARTIES

Trustees:

Expenses reimbursed or incurred directly by MAG in respect of 14 Trustees during the period amounted to £18k (2022: 14 Trustees - £13k).

Of this, £4k (2022: £2) 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 £1,465 were received from the Trustees during the year (2022: £1,369).

In 2023 and 2022, Trustees were covered by the overall company indemnity insurance, the costs relating specifically to the trustees were not separately identified.

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.

During the year MAG America subgranted \$65.3m to MAG under various contracts funded by the US Government and Private sources. MAG paid \$0.8m to MAG America

to cover operating costs and the outstanding balance at year end was \$15k.

MAG Belgium:

MAG Belgium is a not-for-profit association registered in Belgium. MAG exercises control over MAG Belgium through common trustees. The entity was dormant for the year ended 31 December 2023.

MAG Poland:

MAG Poland is a Foundation registered in Poland as a co-ordination point for the Ukraine programme. During the year MAG paid £13K in legal fees on behalf of MAG Poland.

23 CONTINGENT LIABILITIES

At the date of signature, there are no contingent liabilities to report (2022: 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 . . .

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