



**MAG**

saves lives builds futures

# Annual Report 2021

A close-up, profile shot of a woman wearing a brown headscarf with a patterned band. She is looking out over a landscape at sunset, with the sun low on the horizon creating a warm, orange glow. The background is slightly blurred, showing some dark silhouettes of trees or bushes.

Saving lives  
every day. But so  
much more to do



# Cover Image

Displaced by drought: Deka Aaden, Buroa, Somaliland

In a region that has been torn apart by many conflicts over many decades, displaced families have to navigate through former battle zones that can be dangerous because of minefields and explosive remnants of war.

“We have travelled from Ethiopia, we have been travelling for a month. We stayed at different camps (IDP camps) on the way but we couldn’t keep the animals with us there and we had to keep moving until we came to this place - where we should survive. We have been here for two weeks with no food and we go hungry. Three goats died on the journey but most of them have survived. I left two goats with my daughter Qaden. She stayed at home with her baby. I am a widow and have three sons, one of them is mentally ill. He needs help.”

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



**THE MINES ADVISORY GROUP**  
(A company limited by guarantee and not having a share capital)  
**TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021.**

## Contents

04	Message from the Chair and Chief Executive	42	People & Accountability: Our Commitment to Safeguarding
06	Who We Are and Our Values	46	People & Accountability: Upholding Ethical and Environmental Standards
08	Our Strategic Direction	48	Principal Risks and Uncertainties
10	Our goals and approaches	52	Our Plans for 2022 and Organisational Priorities
12	Our impact: Overview of our programmes	57	Structure, Governance & Management
14	Our impact: Our scale and reach	66	Financial Review
16	Our impact: Middle East	70	Statement of Trustees' Responsibilities
18	Our impact: East & Southern Africa	71	Reference & Administrative Details of the Charity, its Trustees and Advisers
20	Our impact: South & South-East Asia	72	Independent Auditor's Report
22	Our impact: West Africa	76	Statement of Financial Activities
24	Our impact: Latin America & Rest of World	77	Balance Sheet
26	Our impact: Championing Change	78	Statement of Cash Flows
28	Our impact: Public Engagement	79	Notes to the financial statements
30	Our Progress Against Our Aims	91	Glossary
32	People & Accountability: The MAG Family	92	Thank You
40	People & Accountability: Our Culture		





# We benefited 1.5m people and reached so many more

## Message from the Chair & Chief Executive

Landmines and unexploded bombs continue to blight lives across the world and an average of 19 people were killed or injured every day in 2021 by these indiscriminate weapons, with at least half of reported civilian casualties being children.

More than 60 million people still live in fear of landmines and unexploded bombs – some left over from decades ago in what are now regarded as historic conflicts; many resulting from more recent conflict, in the Middle East and Africa, with increasing numbers of people being killed and injured by landmines of an improvised nature.

Small arms and light weapons, meanwhile, continue to be used to inflict armed violence, fear and instability on communities across the world.

It is against this backdrop of clear humanitarian need that the achievements of MAG – and, by extension, the achievements of our donors – should be judged.

We are proud to report, therefore, that the commitment of our dedicated staff, operating in 27 countries across the world, benefitted the lives of 1,560,768 people in 2021, an increase of some 27% on the number of people whose lives we impacted in the calendar year of 2020.

In addition, our innovative digital risk education programmes reached more than 13 million people – helping them to stay safe during and following conflict.

In 2021, much of the world remained significantly impacted by the COVID-19 pandemic, which continued to affect our programming and our staff in diverse ways. We continued to respond to these challenging circumstances by innovating and changing our ways of working so that we could work safely to protect and serve the communities where we operate.

In 2021, MAG made safe more than 85 million m<sup>2</sup> of land and our teams found and destroyed more than 67,000 landmines,



**Julia Palca**  
Chair of Trustees

unexploded bombs and other explosive remnants of war. Our work in weapons and ammunition management (WAM) has also continued to be important, with MAG constructing or refurbishing 46 armouries and munitions stores and destroying almost three million rounds of ammunition.

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

None of our achievements would have been possible without the generous support of our institutional, corporate and individual donors. Total income for the 2021 period was £76.3m which represents a 4.5% decrease in income compared to the previous period.

MAG derives its strength from its staff, who are the lifeblood of our organisation, and the MAG family now consists of well over 5,700 people originating from 68 countries. We rely on a diverse combination of skills, experience and perspectives to deliver our work to the greatest effect and for the maximum benefit of those who need it.

In 2021, MAG continued to progress its commitment to diversity and inclusion and we remain committed to doing everything in our power to improve equality in our organisation.

The year also saw MAG begin to implement its revised Strategic Direction, incorporating four aims and with refined objectives better aligned to our core work.

And we unveiled our new values following a lengthy and robust



**Darren Cormack**  
Chief Executive

internal consultation with staff from across the world.

In 2021, we were sorry to lose eight valued colleagues, three of whom died in activity relating to their MAG work. Our thoughts remain with their families, colleagues and friends following their tragic loss.

MAG continues to face a challenging security environment in several countries. Over the 12-month reporting period, there were 14 major or critical security-related incidents in eight countries. There were 21 major health and safety incidents and 10 major or critical health and welfare incidents.

In October 2021, MAG said farewell to its Chair, Karen Brown, who was succeeded by Julia Palca. We also took on new trustees who bring with them particular expertise and experience to aid MAG in its mission. Our thanks go to Karen and other departing trustees for their extraordinary commitment and contribution.

At the time of writing this report, events in Ukraine remind us – as they do in Syria, Myanmar, Yemen and many other parts of the world – of the human and other impacts of conflict. By the time this report is published, we expect to have significantly advanced our preparations in the expectation of commencing work in Ukraine.

Our purpose is to mitigate these impacts through the application of our expertise, with compassion and determination.

*Julia Palca* *Darren Cormack*

**Julia Palca**  
Chair of Trustees

**Darren Cormack**  
Chief Executive



## Report of the Trustees for the year ended 31 December 2021

# Who We Are

The Trustees of The Mines Advisory Group present their annual report (incorporating the Strategic Report) and the audited financial statements for the year ended 31 December 2021.

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

We have been operating for 33 years, delivering transformational change for some of the most vulnerable people in the world and in some of the most fragile places in the world.

We find and destroy landmines, cluster munitions and unexploded bombs in places affected by conflict. Since 1989, we have helped over 20 million people in some 70

countries rebuild their lives and livelihoods after war.

But still, every day, about 19 people are killed or injured by landmines and unexploded bombs somewhere in the world.

Tragically, over half of the civilian casualties are children.

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

Landmines mean impoverished communities that are recovering from conflict cannot access their land to grow crops and generate income.

Landmines deny already

traumatised people who have been displaced by war the chance to return home safely.

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

We believe in a world where people can exist with dignity and choice, where their human rights are upheld and where they can live free from the fear of 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

2021 saw us complete the review and renewal of our organisational values. They were formally launched in early 2022.

- **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

### **DETERMINED – We work with purpose**

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

### **EXPERT – Through excellence and expertise we build trust**

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

placed in us by others.

### **INTEGRITY – We strive to do the right thing**

- We behave with integrity for the communities we work with and for each other.
- Doing the right thing in difficult situations takes courage. Courage allows us to be transparent and do what we do well. Courage allows us to speak out and to discuss difficult issues. We use our voice to influence change and amplify the voices of others to benefit the people in the communities we serve.
- We focus on the communities we serve, acting with humility, humanity and honesty. It is not about us. We work for change.

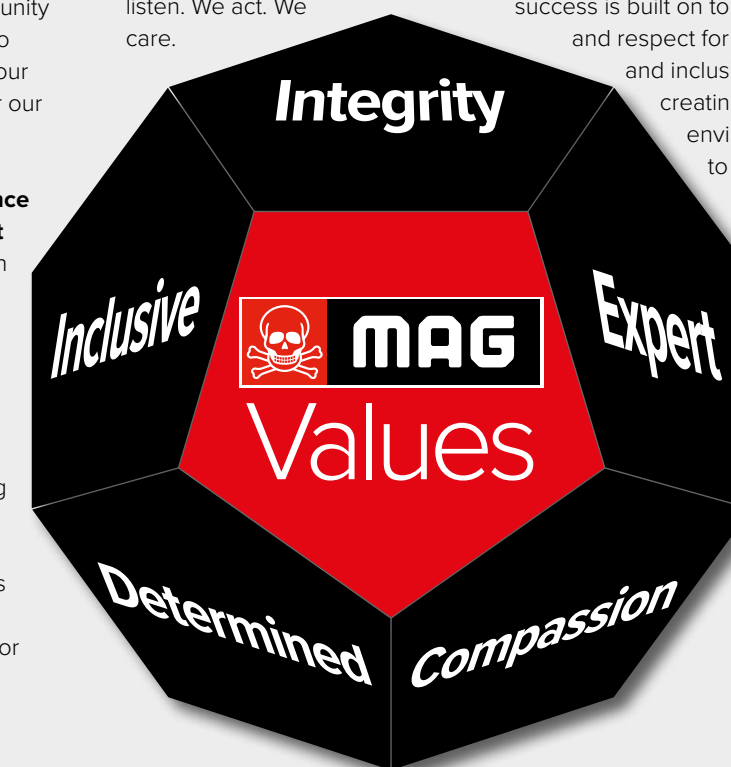
### **COMPASSION – People come first in everything we do**

- Compassion means we care and that we are determined to fight injustice, effecting change to help those in need. We listen. We act. We care.

- Through compassion and empathy we build respect and connections, working for wider benefit not our own gain.
- As humanitarians we show compassion to others and to ourselves.

### **INCLUSIVE – We are inclusive and we value diversity**

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





# Our Strategic Direction

AIM  
1

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

AIM  
2

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

AIM  
3

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

AIM  
4

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

**2021 represented the first full year of delivery of MAG's revised Strategic Direction which reduced our Aims from five to four**

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

These strategic aims represent inter-dependent building blocks of the overall MAG strategy and reflect our over-arching aspirations.

Delivering on these Aims will enable us to fulfil our vision, mission and ambition:

**MAG's vision is a safe future for women, men and children affected by violence, conflict and insecurity.**

People will live in communities where their rights are upheld, with dignity and choice and free from fear from mines, explosive remnants of war (ERW) and the impact of small arms and light weapons and ammunition.

**MAG's mission is to save lives and build safer futures.**

We will use our core skills and

distinctive competence to save lives through the removal of mines and ERW, and reduce the impact of small arms, light weapons and ammunition on people and communities.

How we do this is as important as what we do – we work primarily with and for communities, for us 'it's all about people'.

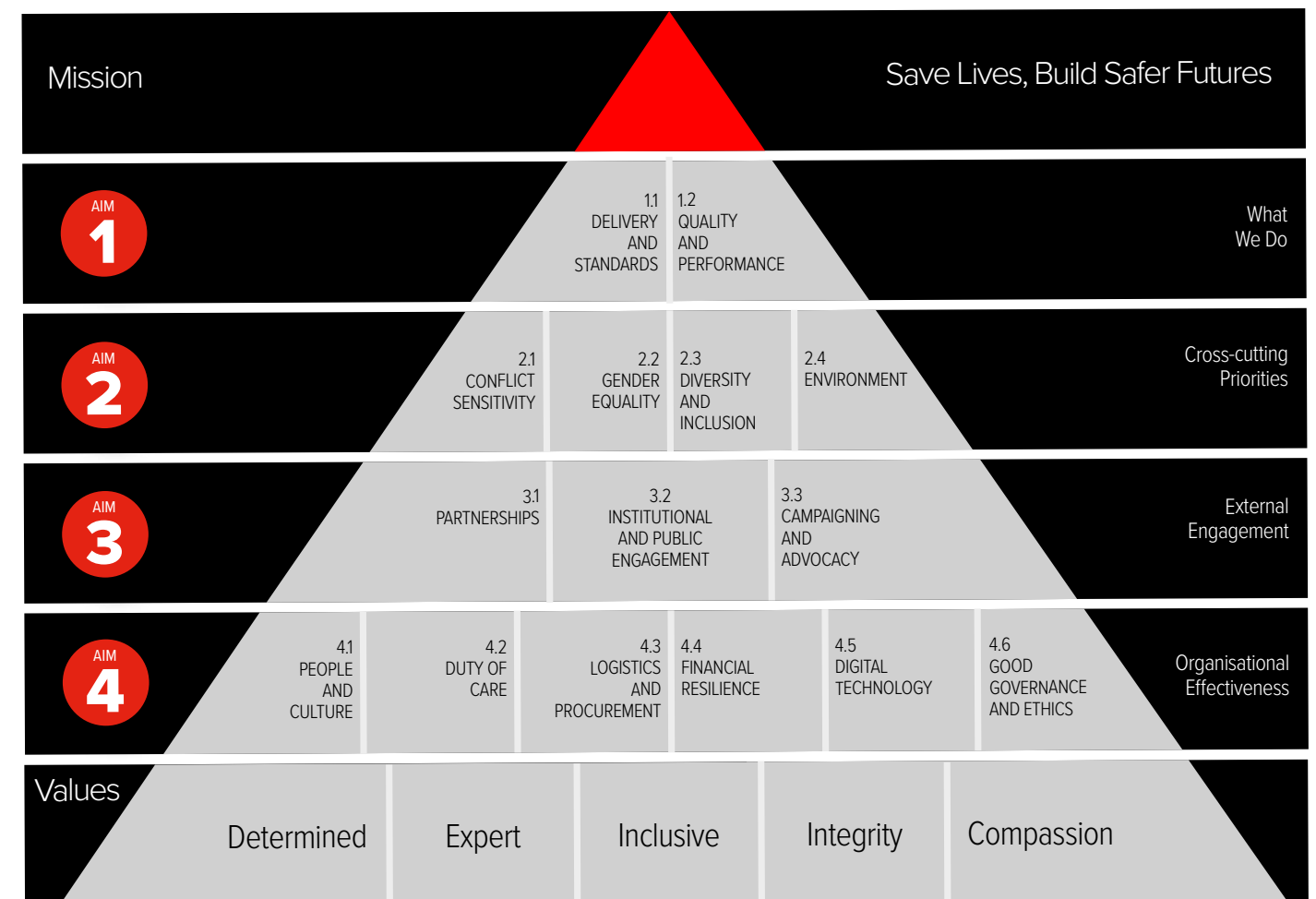
**MAG's ambition is to have the maximum positive impact on the maximum number of people by delivering the highest quality programmes and being the most influential mine action organisation.**

We will grow the scale of our own operations responsibly and sustainably and we will transform the impact of what we do by linking our work to that of others in related fields and influencing key decision-makers.

We will be able to assess and measure the impact we are having.



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





# Our Goals and Approaches

## Our charitable purposes

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

- a) the relief of suffering and distress throughout the world, particularly in areas where conflict results in human fatality or injury, due to the presence of the debris of war, such as land mines, unexploded ordnance, stockpiles of weapons and ordnance, and other residual contamination; and to deliver such relief by (but not limited to):
  - the provision of training and assistance in clearance and reconstruction;
  - undertaking any preventative measures that improve human security including (but not limited to) safely managing, storing, destroying or reducing the availability of stockpiles of ammunition, arms and weapons;
  - the provision of explosive ordnance risk education to communities at risk;
  - advocating and campaigning in order to mitigate the impacts of explosive ordnance, arms and weapons on communities;
  - providing necessary medical support; and
- b) to carry out research into solving the problems faced by those whose lives have been affected by conflict and to disseminate any useful results of such research for the public benefit.

## The public benefit we deliver

We review our aims, objectives and activities each year and ensure they

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

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

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

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





# Our Impact in 2021

Our global programmes continued to deliver significant life-saving impacts over the reporting period with activities implemented in 29 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 previous extended 18-month reporting period.

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

## Beneficiaries of All MAG Activities

	2020 (calendar year)	2019-20 (FY 18m)	2021
<b>Direct Beneficiaries</b>	<b>471,949</b>	<b>937,589</b>	<b>584,756</b>
Women	118,154	227,212	154,557
Girls	119,781	247,910	142,500
Boys	128,657	266,661	154,006
Men	105,357	195,806	133,693
<b>Indirect Beneficiaries</b>	<b>757,248</b>	<b>1,294,919</b>	<b>976,012</b>
Women	188,112	321,894	255,345
Girls	184,200	308,056	223,089
Boys	191,793	327,825	223,299
Men	193,143	337,144	274,279

**Digital Risk Education reached an audience of 13,441,295 people (not considered direct beneficiaries)**

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

During 2020/21, our activities

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

## HMA Key Indicators

	2020 (calendar year)	2019-20 (FY 18m)	2021
<b>Land Release (m²)</b>	<b>60,742,650</b>	<b>110,472,525</b>	<b>85,232,344</b>
Land Cancelled (through Non-Technical Survey)	2,873,958	9,965,044	8,295,266
Land Reduced (through Technical Survey)	3,919,917	7,635,095	10,159,215
Land Cleared	53,948,775	92,872,386	66,777,863
<b>Items Removed/Destroyed</b>	<b>115,627</b>	<b>174,055</b>	<b>67,796</b>
Landmines (Anti-Personnel)	24,094	41,357	16,241
Landmines (Anti-Vehicle)	1,034	1,221	118
Improvised Landmines	344	2,642	1,582
Cluster Munitions	29,081	49,236	27,890
Unexploded or Abandoned Ordnance	20,386	37,630	21,296
All Other Types of Explosive Ordnance	40,688	41,969	669
<b>No. of EORE Sessions</b>	<b>23,722</b>	<b>43,910</b>	<b>31,083</b>

**Note**  
EORE  
(Explosive  
Ordnance  
Risk  
Education)

## Humanitarian Mine Action

In 2021, MAG removed or destroyed 67,796 explosive devices (anti-personnel and anti-vehicle landmines, UXO, cluster munitions and improvised landmines). We released c. 85 million m² of land in 2021 compared to c. 60 million m² in the previous 12-month period.

## WAM Key Indicators

	2020 (calendar year)	2019-20 (FY 18m)	2021
<b>WAM Activities/Interventions</b>			
Armoury/Munitions Store Risk Assessments	107	200	103
Armoury/Munitions Stores Constructed	22	61	35
Armoury/Munitions Stores Refurbished	35	90	11
Weapons Marked	8,083	8,083	4,570
<b>Destruction of Ammunition &amp; Weapons</b>			
Small Arms Ammunition Destroyed	255,602	1,036,429	2,941,558
Small Arms & Light Weapons Destroyed	846	2,092	732
<b>Ammunition &amp; Weapons Training</b>			
WAM Training courses conducted	45	79	85

## Weapons and Ammunition Management

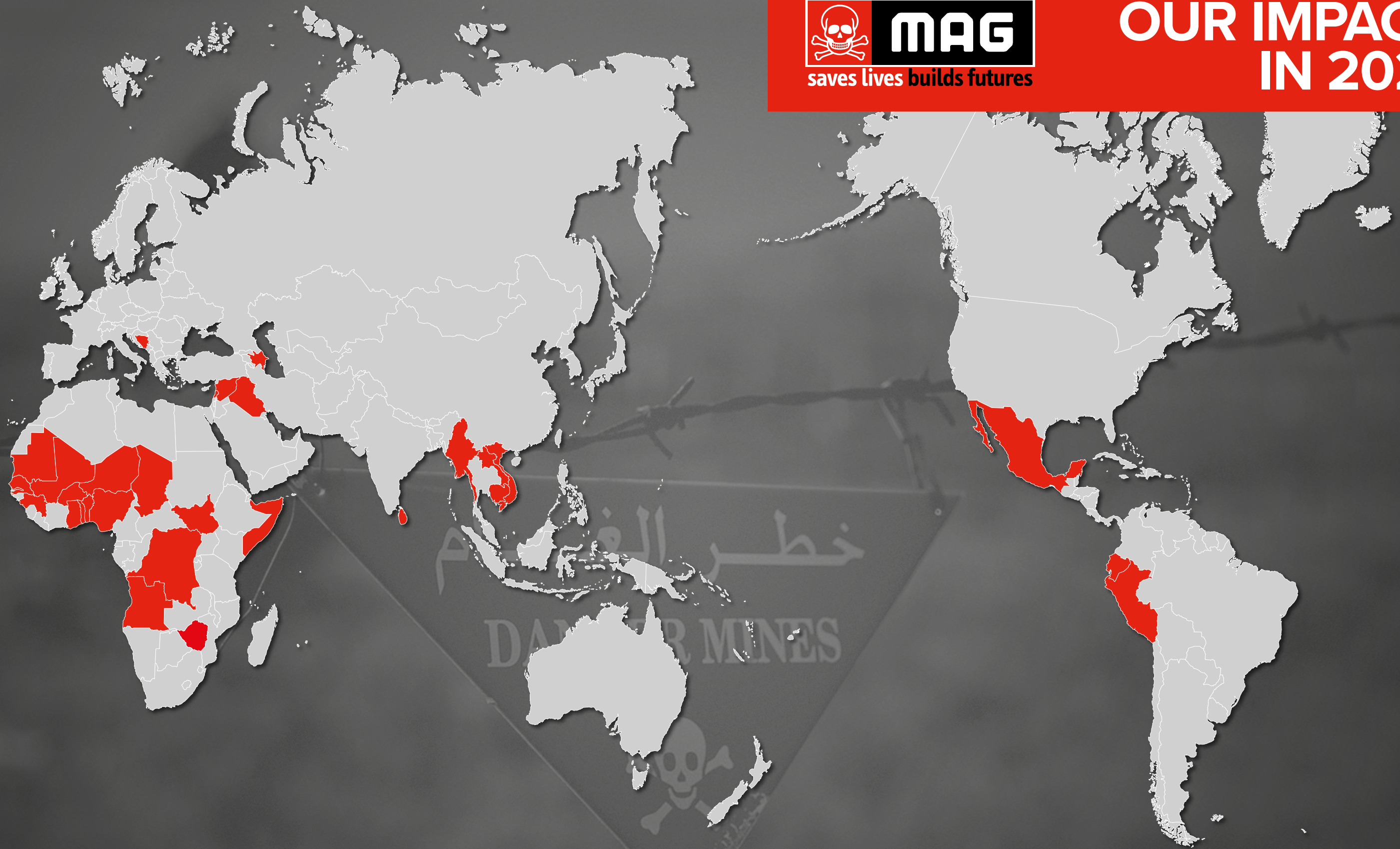
In 2021, 103 armoury assessments were undertaken, 46 armouries and munitions stores were constructed or refurbished, and 4,570 weapons were marked.







# OUR IMPACT IN 2021



## WHAT WE DID

1.6 MILLION  
PEOPLE  
BENEFITED

85 MILLION M<sup>2</sup>  
MADE SAFE

67,000 EXPLOSIVE  
ITEMS FOUND

3 MILLION ROUNDS  
OF AMMUNITION  
DESTROYED



# The Middle East

Political instability remains critical in the Middle East region almost a decade after the Arab Spring. Post revolution turmoil and repeated military interventions have unleashed an on-going humanitarian crisis in Iraq, Syria and Lebanon.

A sustained fragmentation of North-East Syria (NES), the ongoing violence and instability in Iraq and the unprecedented socio-economic and political unrest in Lebanon have exposed these countries to further instability and economic impoverishment.

Despite security and access challenges, MAG has continued to destroy explosive ordnance and return land allowing internally displaced people (IDPs) and returnees to return to their home location to resume productive livelihood activities. Alongside face-to-face EORE sessions, the digitalisation of EORE has also been an innovative way to reinforce awareness of the impact of contamination.

In 2021, **Lebanon** remained at the forefront of one of the worst humanitarian crises of our time and continued to host the highest number of displaced people per capita in the world, showing tremendous commitment to displaced Syrians and vulnerable populations within its borders. The country is also going through an unprecedented economic crisis.

Thirty victims of landmine incidents were reported in 2021, three times as many as in 2020. Victims were in most cases farmers using contaminated land for agricultural purposes or people collecting scrap metal for resale. In this unprecedented economic crisis, those in search of livelihoods are particularly exposed, reinforcing the



importance of our work.

Nationally, the commitment of the National Mine Action Authority (NMAA) was acknowledged and the country was granted a five year extension under the Convention on Cluster Munitions (CCM). With 8.7km<sup>2</sup> of cluster munition contamination remaining, and May 2026 as the new deadline, the end is in sight.

At a programme level, despite the impact of the decisions made by the UK's Foreign, Commonwealth and Development Office and the European Union (EU) to end their respective HMA funding to Lebanon, MAG invested in operational efficiency with the use of new technologies, new marking systems and greater use of mechanical assets which led to remarkable achievements, namely 8,000 items destroyed, and 760,000m<sup>2</sup> of land released directly, benefiting 9,417 people.

The digitalisation of EORE using Facebook has also been an innovative way to reinforce MAG's impact in the country and has reached 2.9 million people.

MAG remains the only operator in Lebanon supporting the Lebanese Armed Forces' strategy to improve the storage and management of

ammunition across the country. After the successful handover of four new magazines at the Hamat arms depot, MAG began a new phase of interventions encompassing assessment, further rehabilitation and construction of ammunition storages country-wide.

MAG also took greater steps towards gender, diversity and inclusion, including the promotion of the first female Field Operations Manager, the first Lebanese Technical Field Manager and the creation of the Gender, Diversity and Inclusion (GDI) Steering Committee.

By December 2020, MAG had re-established its presence in **North-East Syria (NES)** by deploying an integrated, manual clearance and community liaison (CL) capacity. During 2021, MAG has rapidly grown the programme, though impeded by several internal and external factors.

While implementation of projects coincided with the prolonged effects of COVID-19, resulting in movement restrictions and suspension of activities in IDP camps from April to June and October 2021, MAG's teams followed COVID-19 safety protocols and continued conducting EORE

sessions, in small groups, in IDP camps and at community household level. During the year, MAG Syria's CL teams delivered 8,023 risk education sessions to 75,248 beneficiaries directly. CL teams also identified 28 Hazardous Areas and 105 Explosive Ordnance Disposal (EOD) Spot Tasks. Additionally, clearance teams released over 2,900,000m<sup>2</sup> of land back to communities through clearance and technical survey and removed 400 explosive remnants of war.

In March 2021, the Humanitarian Affairs Office (HAO) established a local authority for mine action, North and East Syria Mine Action Office (NESMAO). The objective of the NESMAO is to better coordinate mine action activities in NES, facilitate any local obstacles, as well as ensure sustainability to locally-led mine action in NES. Accordingly, MAG included a new strategic outcome in its projects to progressively support the capacity building of this office.

Overall, the security situation in NES remains volatile with a risk of resurgence of ISIS, partly due to the continuously deteriorating economic situation, together with lack of efficiency of the Autonomous Administration of North and East

Syria (AANES) governance at local level in the areas predominantly populated by Arab tribes. Conflict sensitivity issues around the sharing of natural resources, essentially water, in the south of the NES remain a critical source of concerns.

The year 2021 was productive for MAG **Iraq**, following a number of COVID-19-related challenges the previous year.

In terms of operations, MAG's HMA teams continued to conduct clearance and risk education activities in Federal Iraq (Sinjar, Telafar, Telkeif, Hamdaniyah sub-districts in Ninewa governorate, Diyala governorate) and the Kurdish Region of Iraq (Dohuk, Sulaymaniyah governorate).

These included a total of 84 mine action teams consisting of manual, mechanical, search dog and community liaison. MAG also continued its partnership with its local non-governmental organisation (NGO) – Work for Peace – which continued to conduct risk education in Diyala.

MAG's teams found and safely destroyed a total of 12,480 items of explosive ordnance and released a total of 17.7 million square metres of land, allowing IDPs and returnees to return to their home location and restart/continue productive livelihoods activities.

As well as clearance, MAG also made connections with other humanitarian/development actors including Nadia's Initiative and UNHABITAT, to enable social services (clinics, shops) and housing projects to restart in cleared land.

In terms of risk education, MAG's CL teams reached a total of 41,000 people with life-saving messages, delivered both in person and through digital platforms. This also included training over 1,100 community focal points, who were then able to continue raising awareness of the risks of contamination in the future.

In terms of operational structure, MAG established

a new base north-east of Mosul, which will be used to conduct clearance activities in and around Mosul city in the years ahead.

With regard to human resources, MAG hired a full time Safeguarding Manager for the first time in 2021, who is now rolling out a Safeguarding Framework for the programme.

With respect to donors and funding, MAG was able to successfully secure a 24 month grant from the German Federal Foreign Office (GFFO), which was halted in 2020 due to COVID-19. MAG also maintained or increased its funding allocations with the US government, Canada, Norway, Sweden, Finland, and the Netherlands.

MAG showcased its work through a number of media and news articles with the Guardian, BBC, and Independent, and produced a short film about one of MAG's female deminers who had formerly been held captive by ISIS.

Finally, humanitarian access improved markedly from 2020, but the programme still faced delays in securing movement permissions within and into Federal Iraq.

COVID-19 hindered operations to a lesser extent due to strict mitigation guidelines and the programme was able to achieve a 72% vaccination rate by December 2021.





## Our Impact

# East & Southern Africa

A new MAG region was created in September 2021 from the previous East & Central Africa region to East & Southern Africa region.

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

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

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

Convention (APMBC).

Funding was a major issue for the new region in 2021 (more so than in 2020). The FCDO reduced funding to South Sudan in February 2021 and then to Zimbabwe and Angola later in the year, resulting in significant advocacy but great uncertainty for the remainder of the year.

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

The programme cleared delivered 2,112 EORE sessions to 17,962 women, men, girls and boys in 2021.

As a result of insecurity, the Multi-Task

Teams (MTTs) moved camps several times during the year, incurring extended downtimes.

A longer, unpredictable and more intense rainy season put pressure on clearance outputs in an already constrained operating environment. FCDO

reduced funding to South Sudan from April 2021

resulting in a reduction in teams to six.

Capacity strengthening of the NMAA was prioritized through secondment of NMAA staff into the MAG MTTs and a capacity building adviser seconded in Juba. MAG partnered with a local organization, SPEAK, to increase our coverage of EORE for South Sudanese refugees in Uganda returning to their homes of origin.

FCDO and Swedish International Development Cooperation Agency (SIDA) funding allowed three Mine Action Teams (MATs) and two Community Liaison Teams (CLTs)

to be deployed in **Zimbabwe**. A total of 326,482m<sup>2</sup> of contaminated land was safely released back to the community with 328 anti-personnel mines safely destroyed.

A total of 6,162 people received EORE training in the year during household level visits and in schools when such sessions were approved to go ahead.

The continuing success of the EORE work is reflected in the fact that there have not been any human mine accidents in our area of operation for many years and that MAG is called out to assist when cattle accidents occur and to respond when explosive remnants of war (ERW) are found in the communities.

The programme continues to work under good coordination from the NMAA and in partnership with other mine action operators.

The climate shocks coupled

There have not been any human mine accidents for many years



with ongoing conflict between government forces and non-state actors are causing frequent movement of people within

**Somalia.** IDPs and refugees are at particular risk of violence caused by explosive ordnance (EO) due to their lack of familiarity with the area and local networks to avoid dangerous areas.

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

MAG created a tailored image-based small arms and explosive ordnance (SAEO) training, which

is adapted for the specific needs of a community, based on initial assessments and consultations with leaders.

Over 57% of listeners to Somaliland radio programmes reported that they had discussed the messages with their families, and 69% reported acquiring new knowledge about gun safety. In central Somalia, a social media campaign reached 1.6 million people, and 74% of those surveyed reported that they had acquired new knowledge related to explosive risks.

In 2021, the weapons registration team saw a 300% increase in registrations during the first month of the airing of the radio show.

MAG **Angola's** clearance operations are being delivered in several Confirmed Hazardous Areas (CHAs) at the same time, in a max. 234 km radius around Luena, to the

north and east. Working in several CHAs allows fast operational adjustment to weather and machine conditions.

During 2021 MAG Angola has been able to expand through the securing of new funds from the US State Department's Office of Weapons Removal and Abatement (WRA) and the continued support of the Japanese government, as well as continuing work with UK and Swedish support.

Staff numbers have grown to 268, with six MATs, four mechanical teams and another three mechanical assets supporting operations, two CL and two Rapid Response Teams (RRTs) and EOD teams – capacity that is all in place as a result of this expanded funding. An all-female Weapons and Ammunition Management (WAM) team was trained and a coordinator hired to deliver the WAM work.



## Our Impact

# South & South-East Asia

Across South and South-East Asia the ongoing COVID-19 pandemic continued to create challenges. Nevertheless, the programmes in Cambodia, Lao PDR, Sri Lanka and Vietnam were able to deliver large-scale and efficient mine action operations throughout the year.

The coup in February 2021 and then the significant challenges related to COVID in the summer meant the programme in Myanmar had to adapt to a particularly challenging set of circumstances for most of the year.

In **Sri Lanka**, MAG released 2,192,752 m<sup>2</sup> of land to support livelihood development and refugee return, destroying 5,639 landmines and explosive remnants of war. MAG continues to make gender equality a priority at all operational levels. As an example, one female

staff member who joined MAG in 2014 as a deminer was promoted to Deputy Team Leader and Team Leader within the same year. In 2021, she was again promoted as MAG's first female Field Operations

Manager.

As the country approaches completion of all known contaminated minefields, MAG developed materials to conduct a resurvey as a part of the completion survey process, which was adapted by all operators in country under the guidance of the National Mine Action Centre (NMAC), with the support of the Geneva International Centre for Humanitarian Demining (GICHD). MAG also commenced

implementing activities under the staff transition strategy, mainly upskilling and reskilling MAG staff through financial literacy training and individual financial and credit counselling, language training (spoken Sinhala, Tamil literacy) and commencing activities for orientation and referrals to market driven agriculture and fast track training courses to transition into the construction sector. MAG provided input to develop the new national mine action strategy, which is planned to be finalized in the first half of 2022. MAG's safeguarding team started rolling out a community reporting mechanism among the communities MAG works in and started providing MAG staff with mental health awareness training and follow-up individual counselling.

MAG's first WAM project in Sri Lanka, which supports the armed forces to better secure and account for their stocks of firearms and small arms and light weapons, continued to progress successfully through new partnerships, especially with the Sri Lanka Police and Ministry of Public Security. MAG completed the construction and rehabilitation of eight armouries and trained 57 personnel in storekeeper and store management training in 2021.

In **Vietnam**, MAG deployed 730 staff across two of the most contaminated provinces; Quang Binh and Quang Tri, working closely with local authorities to release 36,401,324m<sup>2</sup> of prioritised land back to local communities for agricultural and community development, whilst 18,783 dangerous items were removed.

MAG also tailored EORE to ensure continuity in reaching the most at risk, and expanding EORE activities online, using social networks and online conference tools.

Partnerships continued to be at the forefront of our approach. In 2021 MAG signed its first Memorandum of Understanding (MoU) with the NMAC. MAG is recognised as a strong technical expert in Vietnam and has been co-chairing the Landmine Working Group. MAG worked with Catholic Relief Services and the Youth Union to deliver life-saving education sessions, which have benefitted 3,744 people. In consortia, MAG works with PeaceTrees Vietnam and Norwegian People's Aid to provide land release activities and support improved mine action coordination. The partners have successfully established a provincial database and coordination unit in Quang Binh.

High levels of explosive ordnance contamination in **Lao PDR** still have a significant impact nearly 50 years after the end of the conflict. Since clearance began in the mid-1990s, more than 700km<sup>2</sup> of land has been cleared, however, current data shows that over 1,300km<sup>2</sup> of land still requires clearance. To respond to this continued need, in 2021 MAG deployed 68 clearance and survey teams across Xieng Khouang and Khammouane provinces, as well as five roving teams and five community liaison teams. This included 17 new clearance teams in Xieng Khouang province. Through all activities, 20,342 items of explosive ordnance were safely destroyed, and 10,361,034m<sup>2</sup> of land was released back to the community directly benefiting 37,252 people. In 2021, MAG reached a milestone of destroying 300,000 items of explosive ordnance since starting work in Lao PDR and 2021 was also a record year for land clearance.

In **Cambodia**, MAG released over 17 million m<sup>2</sup> of land back to local communities this year to

support livelihood development activities, resettlements, and public infrastructure buildings; whilst 8,063 landmines and explosive remnants of war were safely destroyed. The land released benefited a total of 67,553 people in rural and marginalized communities across Battambang and Ratanak Kiri provinces.

Mr Ly Neourn, a Phnom Kok commune chief, Veun Sai district of Ratanak Kiri province, told MAG that the cleared land made it possible for the local authority to build a health centre for the vulnerable people in his community: "On behalf of people living in this community, I wish to thank MAG for such an amazing work on clearing the cluster munition contaminated area in our community so that the health centre can be built. We are extremely happy and we understand this helps improving our community wellbeing. We are very grateful to donors for the continuing support to MAG in this lifesaving

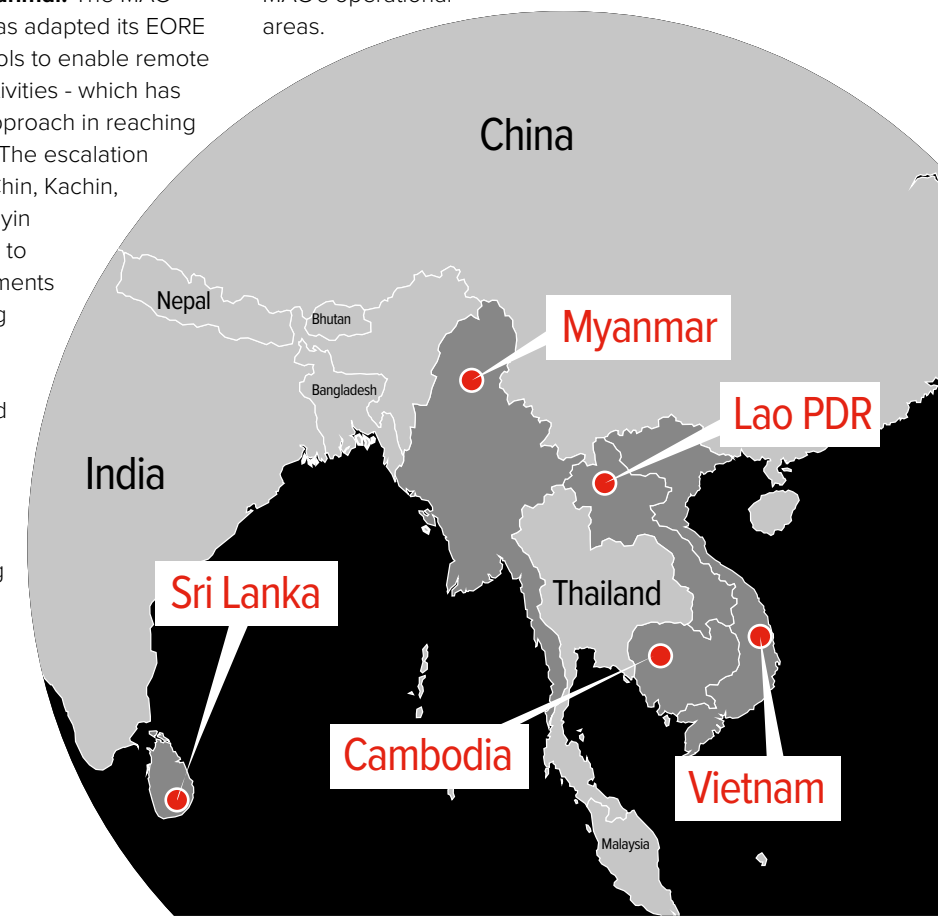
works and making Cambodia free of mine in the future. Thank you!"

The military coup in February 2021 drastically changed the context in **Myanmar**. The MAG programme has adapted its EORE and survey tools to enable remote delivery of activities - which has been a key approach in reaching communities. The escalation of conflict in Chin, Kachin, Kayah, and Kayin States has led to new displacements and increasing humanitarian needs. In May 2021 MAG and its partners completed a survey to gain a better understanding of the post-coup operational environment for HMA

organisations. The survey gathered data on conflict developments, new explosive ordnance contamination, and population movements in MAG's operational areas.



High levels of ordnance still have significant impact





# West Africa

In 2021 the region continued to witness political and security unrest, including coups in three countries in the portfolio. Nevertheless, despite short term suspensions and reassessment of individual forces, WAM activities continue to be delivered with interim authorities recognising the benefits of MAG's work.

A regional restructure started in 2020 continued into 2021 with additional senior capacity to lead programme delivery unit and Mali

and Chad bought into the regional structure. Nigeria also joined the portfolio although maintains much of its individual capacity. The WAM work continues to make strides and successes, including 2.7 million small arms

ammunition (SAA) destroyed and 389 ammunition and armoury storage units built or rehabilitated

for 10,410 small arms and light weapons (SALW) to be secured. Across the region 694 people were trained in 55 courses in SALW marking, destruction, storage and management. Over 5,700 SALW were marked in the region.

New areas of work across the Sahel and West Africa region included increased engagement in gender and diversity, with baseline assessments taking place in Nigeria, Mali and Burkina Faso.

Outwardly the region has sought to identify new ways to engage with gender and inclusion in its WAM work, including a GDI module to be standardised in all WAM course and increasingly is developing Armed Violence Reduction (AVR) and Community Risk Reduction (CRR) partnerships.

The context in which we work in this region, and the articulation of the impact of SALW on people's lives, has become a bigger part of our work with surveys at community level taking place in Nigeria, Mauritania and The Gambia and included in contracts in Mali, Burkina Faso and Senegal.

In **Burkina Faso**, the CAVR ArmsTracker software was installed for the first time through MAG.

MAG will continue to seek to include the preferred Economic Community of West African States (ECOWAS) SALW database in future work. Through partnership with Small Arms Survey (SAS),

MAG conducted the review and planning for two SALW National Action Plans (NAPs) in the region on behalf of SALW National Commissions, further strengthening our role as a strategic partner.

In **Chad**, the "Demining and Economic Development Project" (PRODECO) funded by the EU continued. In 2021, MAG's teams cleared 735,288m<sup>2</sup> of land in Northern Chad and the CLT provided risk education to 2,181 people.

MAG also implemented WAM activities: MAG built and rehabilitated 22 weapons and ammunition storage facilities and more than five tons of obsolete ammunition and 15,000 SAA destroyed. Sixty armed forces personnel have been trained on securing weapons and ammunition.

A weapons marking programme was also launched, which enabled the training of a marking team that has already been able to mark 365 weapons. In **Mali**, CLTs engaged with 19,593 people on mine and ERW risks and SALW risks.

The WAM activities continued, with 23 people trained as armoury storekeepers and 15 people in weapons marking and three armouries built. MAG delivered gender mainstreaming training for 58 members of civil society organisations and trained two gender champions.

In 2021, MAG continued to support with the destruction of unstable and obsolete ammunition by providing specialized training and logistical support. In **Guinea**, **Mauritania** and **Senegal**, a total of 167 tons of ammunition were destroyed, reducing the risk of unplanned explosions. In the sub-region, MAG also improved the physical security of weapons and ammunition storage facilities and provided related training to security and defense forces staff. In **The Gambia**, we also provided a Training of Trainers course. Working closely with the National Commission on SALW, we



ensured that our activities fit within national, regional and international frameworks, and that our field experiences also feed strategic plans. In **Sierra Leone**, MAG worked with the Sierra Leonean Commission on Small Arms and Light Weapons (SLeNCSA) to develop a publication showcasing effective arms control and the importance of partnership and national ownership and supported a review of the SALW National Action Plan (NAP) ready to fulfil the need for an updated NAP in 2022. At the request of national mine action centres, MAG conducted scoping missions in Mauritania and Senegal to determine needs and best approaches to support humanitarian mine action efforts.

In **Burkina Faso**, SALW marking and SAA/SALW destruction were prioritised during the year in response to expressed needs. MAG trained 111 personnel, who were able to get 2,314 SALW marked and destroyed and 52,107 rounds of unstable and decommissioned ammunition (SAA) burnt. MAG supported the installation of the CAVR ArmsTracker software to improve the state's ability to track their weapons through registration of marked weapons, which contributed to meeting the country's commitments under the International Tracing Instrument (ITI) and Article 19 of the ECOWAS Convention on Small Arms.

Across 2020/21 and into 2022, MAG through SAS is supporting the evaluation of the SALW NAP in Burkina Faso, focusing on the roadmap to the next NAP. MAG expanded its operations to include SALW Risk Education (SALW-RE). In Leo, 396 SALW-RE sessions were carried in during the pilot phase, benefiting 12,473 individuals.

In **Niger**, MAG engaged the national commission (CNCCA) and the national Physical Security and Stockpile Management (PSSM) Technical Committee, composed of senior PSSM-trained personnel from the security and defence forces, to deliberate on Niger's 2021-2022 PSSM priority needs and developed a mutually acceptable workplan of activities. Identified PSSM priorities include: improving the ability and capacity of the national defence and security forces to deal with the challenges associated with safe storage; gender and inclusion; physical intervention; weapons marking and destruction.

In 2021, MAG **Nigeria** supported community members affected by the ongoing humanitarian crisis in and around Borno state through 6,594 gender and age-appropriate EORE sessions to 105,605 women, men, boys and girls and undertook 185 contamination survey assessments.

The programme worked alongside WAM stakeholders and relevant authorities in Abuja

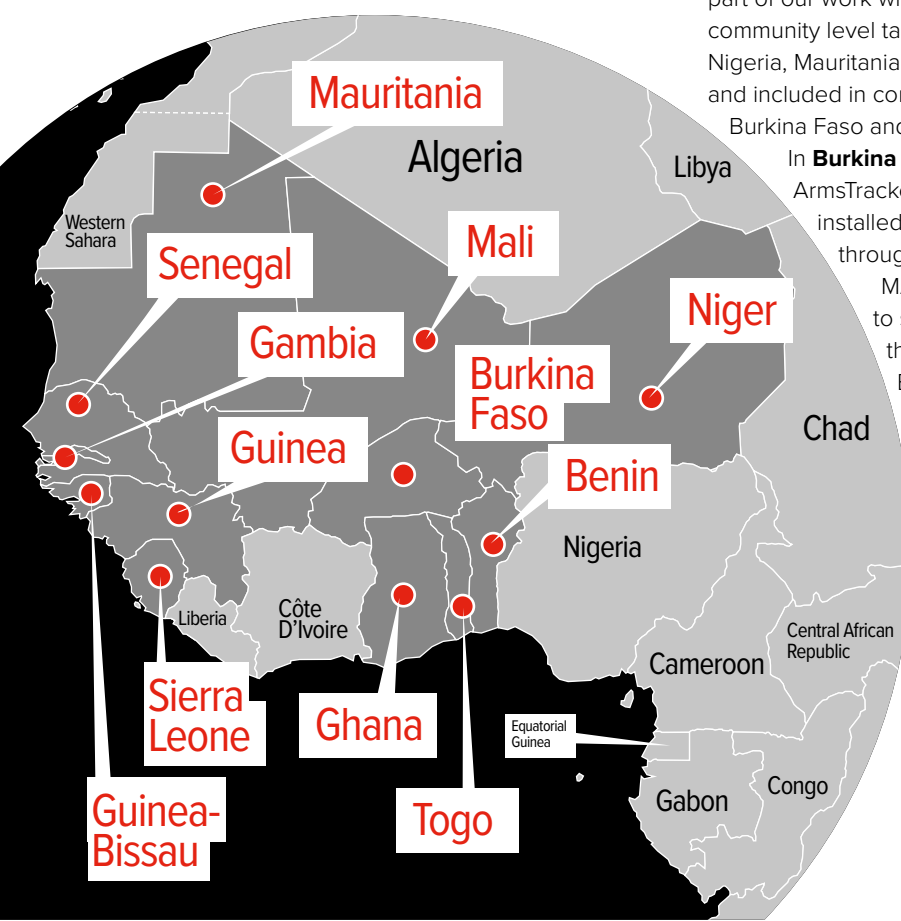
and beyond to conduct five armoury assessments, construct/refurbish five armouries, destroy 286 weapons, and deliver training courses to 95 members of various Nigerian security forces. The programme conducted a SALW Impact Survey and piloted its SALW risk education in Katsina and Benue state, delivering 251 gender and age-appropriate SALW risk education sessions to 8,379 people.

In **Ghana**, **Togo** and **Benin** MAG has forged fruitful relationship with National Commissions on SALW, which has resulted in the signing of Memorandum of Understanding in Togo and Benin. MAG's work focused on weapons and ammunition management activities.

Outputs across these three countries under one project include: four fully containerized armouries provided; 34 personnel trained (incl. six women) in weapons marking; 10 personnel trained (incl. two women) in weapons cutting; 41 trained (incl. one woman) in SAA destruction by burning; and over 2.3 million rounds of small arms ammunition were destroyed. MAG plans to continue its WAM activities in the framework of the OCVAR-T with a focus on boarder areas and WRA projects, with the disposal of unstable munitions. A further 19 people were trained in ammunition disposal in Benin.

In 2021 in **Guinea-Bissau**, MAG, along with ECOWAS Small Arms Division and Bonn International Centre for Conflict Studies (BICC), participated in a scoping mission. The team conducted a range of activities nationwide including assessment of weapons and ammunition storage facilities, collection of data about the nature, scope and location of the contamination by explosive hazards and information gathering with regards to practical programme implementation, all of which have informed. MAG stepped in to support Guinea-Bissau's new Article 5 extension request in 2021 and carried out scoping missions.

Work included increased engagement in diversity





## Our Impact

# Latin America & Rest of World

LAROW is not a singular geographical region; as a result of the invitation in 2021 to assess the potential for a programme set-up in Azerbaijan there was a reconfiguration of portfolio responsibilities and this now composes MAG's WAM programmes in Peru and Ecuador, as well as the mine clearance programme in Bosnia-Herzegovina and the new training project start-up in Azerbaijan.

MAG's Latin American programmes are both supported by WRA and continue to receive positive donor feedback and increased multi-year commitment

to our work with the armed forces in the areas of stockpile destruction, safe munition storage and associated training. MAG's work in Bosnia-Herzegovina continues to move

forward despite a challenging political environment and our start-up in Azerbaijan was able to go from initial assessment in April to fully funded training project by the beginning of

December. In 2022, we will continue to look to build on this platform in Azerbaijan as well as further expansion through targeted assessments across the Latin America region.

In **Bosnia-Herzegovina (BiH)**, our operations capacity was maintained with seven manual clearance teams, two mine detection dog teams and a community liaison team.

The programme was re-accredited to conduct Technical Survey, Clearance as well as Explosive Ordnance Risk Education activities for a period of another two years.

The programme worked across eight municipalities, releasing over two million square metres of land through clearance and technical survey, and enabled the Bosnia-Herzegovina Mine Action Centre to release a further five million square metres back to communities.

A total of 493 landmines, four anti-vehicle mines and 138 other explosive remnants of war were removed. The programme expanded to new locations including the Brčko District, a self-governing administrative unit in north-eastern BiH.

The Community Liaison team piloted rapid-clearance impact assessments on two tasks previously cleared by MAG. This has strengthened the programme in enabling to measure and learn lessons from the changes observed in affected communities resulting from the land release process.

2021 saw a sharp increase in political tensions, which some have qualified as the worst political

crisis since the international armed conflict in the country ended in 1995

In 2021 MAG had the opportunity to start up a programme in the Nagorno Karabakh region of **Azerbaijan**. The conflict between Azerbaijan and Armenia stretched back from the most recent fighting in 2020 to the 1980s and resulted in widespread landmine and explosive ordnance contamination in the Nagorno Karabakh region, as well as other areas of Azerbaijan. The 44-day conflict in 2020, known as the second Karabakh war, changed the situation on the ground significantly - not only in terms of the areas now under Azerbaijan's control but also increasing the extent of the explosive ordnance contamination.

MAG conducted a 10-day assessment at the invitation of ANAMA (the national mine action authority) in April 2021 and based on the findings of this assessment, WRA and Canada's Peace and Stabilization Operations Program (PSOP) agreed to support a pilot project with three international staff that aims to enhance Azerbaijan's national capacity through supervisor training to be able to safely manage all and any future risks as it scales up its mine action response, with the longer-term goal of reducing the threat of mine and UXO contamination for IDPs in at-risk areas of the country.

2021 was a key year for MAG **Ecuador**, in terms of expanding our outreach across the country. Two grants were awarded, providing additional funding of \$1,550,000 until February 2023, including a cost extension awarded by the Department of State and a task order from the American NGO Shoulder 2 Shoulder (S2S). It should be noted that all the outputs would not have been possible without the development of strong and sustainable relations with all the national stakeholders.

We were able to support six military bases to increase their safety and security levels

MAG Annual Report 2020-2021



through physical upgrades and ten interventions in total were conducted. Additionally, circa 200 personnel from all the military branches received bespoke WAM training within the year.

MAG Ecuador was also able to support 12 destruction exercises, including the disposal of 61 Man-portable air-defense systems (MANPADs) from the Ecuadorian Navy, the neutralization of 19 tons of incendiary gel from the Ecuadorian Air Force in an environmentally friendly way, and the burning of seized SAA.

Despite the significant socio-economic impact of COVID-19 and other disruptions caused by the presidential election and the subsequent political crisis, MAG continued delivering effective Conventional Weapons Destruction

MAG Annual Report 2020-2021



SUCAMEC focused on disposal of weapons and ammunition; marking of weapons; destruction of pyrotechnic material and explosives for civil use; technical training and capacity building; and ammunition, weapons and pyrotechnics stores upgrades and management.

Finally, MAG also developed the first multi-year project proposal for WRA which was met with positive feedback and signed in 2021

MAG has an ongoing award with WRA for the provision of WAM activities in **Mexico**, with the army and air force (SEDENA), specifically the delivery of, and training on, hydraulic shears to a number of locations across the country to destroy seized weapons.

Unfortunately, this has been on hold for the last year due to a political gridlock between the donor and host government but it is hoped a resolution will be in place in 2022.

(CWD) initiatives combined with PSSM in **Peru**. More than 400 US tons of obsolete and unserviceable ammunitions were safely destroyed in cooperation with Peruvian Armed Forces and the Ministry of Defence.

Besides this effort, the organization focused on providing capacity building to the Peruvian Army with the overarching aim of increasing national and regional stability and security.

MAG also developed a new partnership with a crucial stakeholder, the National Superintendence for the Control of Security Services, Arms, Ammunition and Explosives for Civilian Use (SUCAMEC) in order to enlarge our footprint and to achieve increased results. MAG signed an MOU with





## Our Impact

# Championing Change

Our vision of a safe future for women, men and children affected by violence, conflict and insecurity is the force that drives us to champion positive change.

Guided by our first-hand experience in countries affected by conflict, MAG works to engage and influence issues from the local to the international level.

Throughout 2021, despite some continuing disruption due to travel restrictions related to the COVID-19 pandemic, MAG continued to engage with international forums relevant to our work held under the auspices of the United Nations. These included the 19th Meeting of States Parties to the Anti-Personnel Mine Ban Convention, and the Second Review Conference of the Convention on Cluster Munitions which – after multiple delays due to the pandemic – concluded in September with the adoption of the Lausanne Action Plan, into which MAG provided input.

MAG continued to actively engage with the international political process being led by Ireland to address the humanitarian harm arising from the use of explosive weapons in populated areas.

We attended the consultation meetings which resumed virtually in March, advocating for stronger action to protect civilians.

Drawing on our extensive global expertise in weapons and ammunition management, we published a report to mark the 7th Conference of States Parties of the Arms Trade Treaty, which highlighted the success of Sierra



Leone's community-focused and partnership-centred approach to conventional arms control and called for concerted and decisive action to tackle armed violence and the proliferation of small arms and light weapons.

To inform and influence debate around the issue of small arms and light weapons, MAG also actively engaged with the 7th Biennial Meeting of States to the UN Programme of Action on Small Arms and Light Weapons.

We continued to place emphasis on working in partnership, recognising that we can maximise the reach and impact of our work by collaborating with others. Last year, we strengthened existing partnerships and formalised new partnerships with International Alert and the University of Manchester's Humanitarian and Conflict Response Institute.

While our operations extend to more than 25 countries around the world, our presence in the city of Manchester is also an important part of our identity. In September 2021, we convened an event bringing

together international organisations in Greater Manchester, as well as the region's political figures, businesses, and media, to strengthen our networks and raise the profile of this city's humanitarian work.

Against a backdrop of changing government priorities and reductions to the official development assistance budget, MAG continued to build support among UK parliamentarians for mine action and broader humanitarian disarmament issues, and contribute to relevant parliamentary inquiries to influence government policy debate.

In the US, working closely with our sister organisation MAG America, we continued to engage with representatives of Congress and the Senate. We launched a public campaign in conjunction with HALO Trust, Legacies of War, and the United Nations Mine Action Service (UNMAS) to mobilise supporters to write to their Congress representatives calling for continued US support for mine action.



## Working in Partnership

Partnerships are at the heart of everything we do and we are committed to forging new partnerships to help us serve communities at risk of or impacted by the deadly legacy of conflict. Within our refreshed Strategic Direction, MAG has placed specific emphasis on working in partnership to increase our reach and relevance.

Throughout 2021, we've made significant investments to strengthen our growing portfolio of national and international partners, building on the appointment of a Global Partnerships Advisor. We have established partnerships with specialist organisations and institutions to compliment the

work we do, including with International Alert, the Centre for Armed Violence Reduction, Small Arms Survey and the Humanitarian and Conflict Research Institute at the University of Manchester. Our partnerships with other humanitarian mine action organisations such as Norwegian People's Aid and the HALO Trust have been strengthened. Other key partners include the Global Interagency Security Forum (GISF).

We have also invested in supporting national capacities to address the impacts of explosive ordnance and armed violence, recognising that this represents the most sustainable way to save lives and build safer futures in

the long-term. We work with local and national NGOs in Myanmar, Nigeria, Somalia and elsewhere to deliver vital work reaching communities with risk education.

We continue to support countries to continue to take ownership of mine action and armed violence reduction, working in partnership to provide technical and organisational training and accompaniment to government institutions in countries like South Sudan, Iraq and Cambodia. Our partnerships with national authorities cover a wide range of activities, from strategic planning and quality management through to mentoring national demining teams.



# 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 influence government policy.

## Fundraising

We fundraise in a range of different ways, aiming to build long-term support and personal connections with our donors 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. We greatly appreciate the incredible and generous support we receive.

Our programme includes targeted appeals; volunteer-led fundraising through individuals who take on challenges such as treks or cycles or hold their own events; regular givers who contribute every month and our generous major donors who make high-level donations.

MAG strives to uphold high standards in all our fundraising activity, and we are committed to complying with the Code of Fundraising Practice. We are registered with the Fundraising Regulator and are Organisational Members of the Institute of Fundraising.

We regularly participate in training and development around fundraising standards and compliance to make sure our knowledge and practice are up to date.

MAG's senior fundraisers meet regularly with the Board Fundraising Focal Point. The purpose of the role is to provide assurance to the Board that the MAG executive is

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

Sometimes things do go wrong, and we received two complaints regarding our fundraising activity in 2021, both of which related to our direct mail communications. This compares with 14 complaints received in the previous 18 month business year 2020 which was unusually high as a result of a data breach by one of our suppliers. In 2020 MAG, along with many other organisations, was affected by a data breach incurred by our fundraising database provider, Blackbaud. After this incident we made a commitment to review our relationship with Blackbaud and in 2021 begun a tender process to appoint a new supplier. This was completed in Q2.

## Fundraising Highlights

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. In 2021 we raised £673k of voluntary income. Of this, we are very grateful to have received a number of legacies in 2021, totalling £182k.

Over the summer, 51 people who all work across the UK Wholesale & Convenience retail sector came together to organise and take part in Bikes Against Bombs 2021 – seven challenging bike rides across seven cities in the UK – Newcastle, Bristol, Cardiff, Banbury,

London, York and MAG's hometown, Manchester. This incredible group of people, who would normally do an overseas cycle challenge for MAG, refused to let COVID-19 stop them from raising vital funds. So far, over £730,000 has been raised for MAG across all these rides.

We were also delighted to announce Rosamund Pike continued her support of MAG and our fight to rid the world of the deadly legacy of landmines by becoming our first-ever official Ambassador as the world marked the United Nations International Mine Awareness Day on 4 April.



At the end of the year we learned that our application for our third UK Aid Match appeal had been successful. The three-month appeal – whereby donations from UK residents will be matched by the UK government – is set to run between 25 April and 25 July 2022.

MAG would also like to pass on thanks to those new and existing Trust and Foundation partners who have provided restricted funds, not reflected in the figures above, for key programmatic needs, deployed strategically to make a real difference.

## Communications & Media Relations

The reporting period saw significant audience growth across MAG's owned channels with the number of Twitter followers rising by c. 17% from c. 9,000 in December 2020 to more than 10,500 by December 2021. The number of Instagram followers grew from c. 4,600 to 5,300 in the same period.

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

newspaper, Frankfurter Allgemeine Zeitung, devoted an entire page to our programme in South Sudan, while The Times newspaper highlighted the challenges facing mine action as a result of proposed UK government cuts.

Coverage was also achieved in global and UK platforms including the Guardian, Manchester Evening News, BBC, Daily Mirror, New Arab, New Lines Magazine, Tortoise Media and Independent newspaper.

A BBC Our World documentary also focused on the work of one of MAG's Yazidi women deminers in Iraq.



# Our Progress Against Our Aims

Over the last 12 months, progress has been as follows:

## Advocacy

- We not only spoke out on the UK government's decision to double down on aid cuts but also engaged (virtually and in-person) in several mine action sector events including the Seventh Biennial Meetings of States (BMS7) where we used the opportunity to highlight our SALW (small arms and light weapons) work.
- We also sent country representatives to many of these events where they contributed to discussions on issues relevant to MAG's work such as racial equality in the mine action sector and the long-term impact of explosive weapons in populated areas (EWIPA) and the implications for survey and clearance.

## Performance Indicators

- We developed a new suite of Key Performance Indicators (KPIs) enabling us to track MAG's performance against our short-term delivery, as well as our medium-long term impact.

## Staff Engagement

- We continued to monitor and support our staff as part of our ongoing monitoring and response to the different restrictions due to the COVID-19 pandemic. We also engaged staff in a review of our values, to ensure that they are authentic and relevant for MAG, as well as conducted a Future of Work (FoW) consultation for our UK based staff. Our FoW consultation informed the creation of a Framework and Principles for Agile Working.

## Business Processes and Digitisation

- We invested in a successful migration to Microsoft 365, Teams and SharePoint, as part of our move from our Manchester office service to being cloud-based. We also equipped staff with skills to exploit the advantages of this more digital way of working.

## Diversity and Inclusion

- Aided by our internal Steering Group, we developed our Equality, Diversity and Inclusion (EDI) plan of action. We developed case studies of EDI activities in country programmes and delivered webinars for staff to explain what EDI means at MAG. We also developed our EDI data monitoring arrangements and appointed a Diversity & Inclusion Manager to drive this work forward.

## Governance

- We strengthened our risk management arrangements by finalising and commencing the rollout of our new Risk Management Framework. We also strengthened our internal audit function, through a multi-year arrangement with BDO to support our systematic review of key internal processes and controls across MAG's operations and Manchester office.





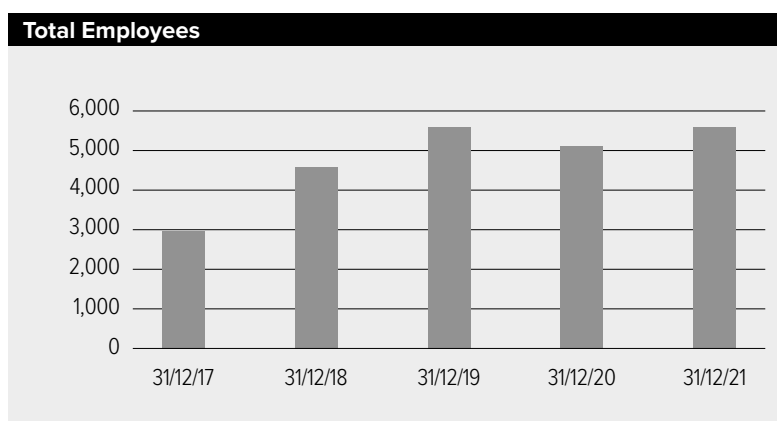
# The MAG Family: Our Employees

MAG's work relies on the commitment and hard work of its global workforce: a diverse, highly skilled and exceptionally motivated team of around 5,500 people.

On 31 December 2021, MAG employed 5,571 staff globally, 5,297 of whom (95 per cent) were nationals from the countries our programmes are based in, who were contracted on terms and conditions in line with local legislative requirements and customs. Consequently, MAG currently complies with 27 different labour codes worldwide, all coordinated by MAG UK.

MAG employed 160 'programme international' staff as at 31 December 2021, who are deployed to our country programmes to provide technical and management oversight to operations and activities.

A total of 114 staff were employed to support MAG's central office in the UK, or as 'roving' specialists, the majority of whom provide direct support to their in-country counterparts. This includes our operations development team, a group of senior specialists who provide roving and global support between MAG's programmes. However, eight of these 114 staff were employees of the Global Interagency Security Forum (GISF), an independent, NGO-led peer



**Employee Relations issues**

Allegation Type	Allegations	Disciplinary Actions Short of Dismissal	Dismissals
Employee Relations – Minor	2	0	0
Employee Relations – Major	10	3	0
Conflict of Interest	5	1	1

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

This means that, over the course of the last 24 months, MAG has remained relatively stable in terms of overall staff numbers.

MAG works in dynamic contexts, so change is inevitable, whether strategically planned or unexpected. Change processes

and procedures are in place to ensure the organisation responds appropriately, manages any associated risks and supports staff through times of uncertainty.

Where change leads to redundancies, these are managed in line with UK best practice and the applicable local legal framework. MAG also seeks to minimise the use of non-statutory severance payments wherever possible. In the course of the year the following payments, excluding payments

**Severance Payments 2020-2021**

Contract Type	Statutory Payments	Non-statutory Payments
UK, Remote and Roving	£6,130	N/A
Programme International	£14,358.11	N/A

**Locations of Staff**

Category	Percentage
Prog. National	95.08%
Prog. International	2.87%
UK, Remote and Roving	3.29%

for untaken accrued annual leave or payment in lieu of notice, were made to exiting HQ and internationally contracted staff

In total, there were five of our programme international staff made redundant, and three of our UK, remote and roving staff. MAG will always seek to redeploy staff in-country where possible and redundancy is the last resort.

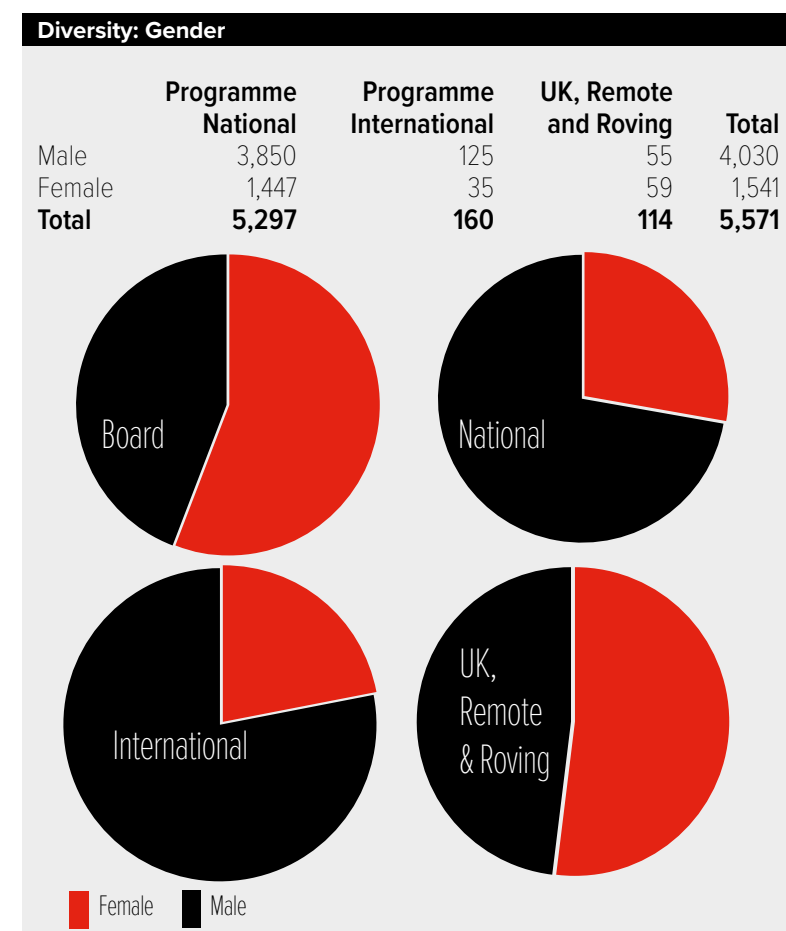
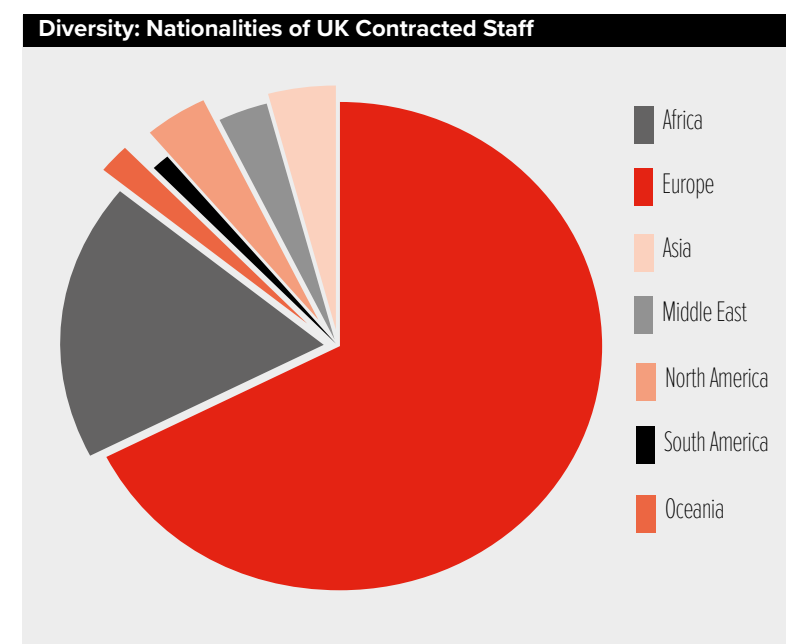
For national staff, where redundancy payments are required due to a reduction in funding for a programme or other appropriate reasons, payments are calculated and made in line with the local legal requirements present in the country of operation.

In addition to the safeguarding cases highlighted on Page 44, our UK based HR team also supported a large number of other employee relations issues (see Page 32). 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 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 2021, MAG developed a new Performance and Capability Policy and Framework, which was implemented in 2022.

MAG is a diverse organisation. On 31 December 2021, our UK contracted workforce (which consists of programme international and UK, remote and roving employees) originated from 55 different countries. In addition to this, MAG employed individuals as programme national employees in 27 different countries.

People are drawn to work for us from a diverse range of



backgrounds and we rely on this combination of skills, experience and perspectives to deliver our work to greatest effect and for the maximum benefit of those who need it. Relevant and appropriate

policies are in place, which ensure that decisions around recruitment, career progression, training opportunities and terms

Continued on Page 34



**Continued from Page 33**

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, remote and roving staff are 52% female, our programme international and programme national staff do not demonstrate such 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 due to the importance of this area, MAG's gender pay gap for staff contracted through the UK is reported to the Board of Trustees on a quarterly basis, focusing on median salary.

For UK based staff, we note a gap currently at 24.7%. For our non-UK staff, we note a gap of

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.

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

We are proud to be a Real Living Wage employer in the UK, with the lowest hourly rate currently being paid to our UK based staff of £9.90 per hour, matching the current UK-wide real living wage<sup>1</sup>. For our locally recruited staff, reliable local benchmarking data is used to ensure that salaries are competitive

<sup>1</sup> <https://www.livingwage.org.uk>

our reputation, ensure that MAG remains an employer of choice within the sector and that quality candidates are attracted to work for us. MAG's reward policies, which were reviewed, updated and relaunched in July 2018, have been developed with the key principles in the table, *below left*.

A review of MAG's reward policy and wider framework for UK contracted employees is scheduled to take place during 2022, anticipating that new salary scales will be implemented from 1 January 2023. This will again use independent external specialist consultants to ensure that it remains fair and appropriate, taking into account the needs of the organisation, and the need to offer value for money to our donors.

The overall remuneration strategy for MAG is reviewed by the Governance, Nominations and Remuneration (GNRC) Board sub-committee, which then makes a recommendation to the Board. The GNRC also reviews remuneration for the Chief Executive and Leadership Team, with the overall approach approved by the Board. Cost of living type increases for our HQ and Programme International staff are also approved by the Board.

For our UK based and remote employees, including our Leadership Team, information from a professional UK based and charity-focused benchmarking survey was used.

This is supplemented, where appropriate, by the global international NGO-focused data we use for our international staff. For our specialist technical staff, MAG commissioned a bespoke benchmarking survey in 2018, which gathered relevant reward data from other commercial and charitable organisations also operating in our sector.

This bespoke survey was designed and delivered by independent consultants, who also supported the wider review of



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

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.

For MAG's UK contracted staff, a review in 2021 was postponed by 12 months due to uncertainties caused by the COVID pandemic and other

**Continued on Page 36**

'UK' (UK based and remote employees)			
Grade	Band width	Female	Male
CEO	£97,776-£110,628	0	1
UK 9	£78,528-£88,860	0	1
UK 8	£71,184-£80,544	2	3
UK 7	£61,380-£69,444	3	2

Technical			
Grade	Band width	Female	Male
Technical 7	£84,000-£95,028	0	1
Technical 6	£79,500-£89,952	0	2



Continued from Page 35

operational priorities.

The table, *right*, shows the number of senior managers at MAG within key senior salary grades, based on job family. This is based on contractual basic salary alone, excluding allowances (eg cost of living allowance or hardship allowance for some programme international staff).

### Modern Slavery

Modern Slavery is the term commonly used to refer to illegal exploitation of people for personal or commercial gain.

Victims often find themselves trapped, against their will, in situations of domestic servitude, sexual exploitation, forced marriage, forced criminality, and forced labour often as the result of coercion, bribery, deceit or human trafficking.

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

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

- raise awareness and understanding across our programmes and teams to support and encourage the reporting of any concerns about our supply chain activities;
- understand our exposure to modern slavery risk and put in place appropriate controls;
- ensure our employment and remuneration practices are fair and transparent across all territories; and
- promote and enforce ethical standards with our suppliers and be vigilant that suppliers don't engage in any practice that could undermine any aspect of human dignity.

Some of the key initiatives that MAG has in progress that contribute



towards addressing modern slavery are:

- enhancing supplier due diligence;
- supplier management training; and
- embedding safeguarding practices across the organisation

A summary of progress against actions planned for 2021 are described *opposite*.

MAG systematically considers its exposure to the risks of modern slavery across the organization

within its risk management framework. Working across a wide range of geographical locations and using a mixture of local and international supply chains there is a level of complexity that MAG needs to consider ensuring that we are compliant with the principles of the Modern Slavery Act 2015. To navigate through this complexity MAG has a range of control and mitigation measures in place to minimise any possible occurrences of modern slavery.

Planned actions to 31 December 2021	Actions taken:	Planned actions to 31 December 2022:
<ul style="list-style-type: none"> <li>➤ Enhanced due diligence process for MAG international suppliers: any new international supplier will go through full-enhanced on-boarding process, including engagement on ethical and business practices</li> </ul>	<ul style="list-style-type: none"> <li>➤ Due diligence process for international supplier is strengthened and all suppliers provide contractual engagement to key MAG policies.</li> </ul>	<ul style="list-style-type: none"> <li>➤ No planned actions</li> </ul>
<ul style="list-style-type: none"> <li>➤ Develop and deliver training on suppliers' management (ethics/safeguarding, etc.). Target: First pilot finalised and second pilot arranged for Procurement &amp; inventory roll-out, this contains the practical procedural and process changes within suppliers mgmt. area. The roll-out will continue progressively into 2022 across all priority programmes (high-volume procurement).</li> </ul>	<ul style="list-style-type: none"> <li>➤ Due to incapacity to deploy to Programmes throughout 2021 there has been no roll-out at Programmes level. The project has been reviewed and the priority in the short term is to set minimum standards across all Programmes, including enhanced suppliers due diligence and new standard contract templates.</li> </ul>	<ul style="list-style-type: none"> <li>➤ By December 2022 the objective is to have top 10 MAG Programmes in terms of procurement volume to adopt new global minimum standards and use new contract templates.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Assess Suppliers Management Process in MAG and identify gaps. Target: First pilot finalised and second pilot arranged for Procurement &amp; inventory roll-out, this contains the practical procedural and process changes within suppliers mgmt. area. The roll-out will continue progressively into 2022 across all priority programmes (high volume procurement).</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gap is identified, but strategy to fix the issue is divided in several steps to allow programmes adoption in a combined approach of remote-field deployed support.</li> </ul>	<ul style="list-style-type: none"> <li>➤ By December 2022, the objective is to have top 10 MAG Programmes in procurement volume adopting standard supplier database and contracts follow up tool, increasing visibility on Programme-contracted Suppliers and allowing enhanced verifications and analysis.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Further embed, and continue to develop, our Safeguarding Strategy and work plan, taking into consideration the recommendations of the recent independent, expert external review. Continued focus on lessons learnt, and continual improvement within our Safeguarding framework.</li> <li>➤ Review complaints mechanisms, to ensure anyone who comes into contact with our work can raise a complaint, and it's dealt with appropriately. Ensure we have appropriate systems for monitoring complaints at an appropriate level, generating useful management information.</li> <li>➤ Continue to develop in-country Safeguarding units where possible, creating a network of experts within the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Work continued throughout 2021 to embed best practice on safeguarding throughout the organisation.</li> <li>➤ This included implementing improvements to our incident reporting register and reporting mechanisms, a review of policies, continuous training and revision of our safeguarding standards.</li> <li>➤ We have robust systems in place for dealing and reporting of concerns or complaints and we continuously review our practice.</li> </ul>	<ul style="list-style-type: none"> <li>➤ MAG's current safeguarding workplan is in place for 2022 and will continue to embed safeguarding policies and best practice across the organisation to ensure we reach the highest of standards. Our safeguarding work will be alongside our work on Equity, Diversity and Inclusion and embedding our new set of values that will work towards creating safe work environment.</li> <li>➤ This year we also intend to review our recruitment procedure and practice, alongside our induction process.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Ensure that MAG remains up-to-date on safeguarding best practice, through attendance at training, networking etc.</li> <li>➤ Continue to train staff on areas related to modern slavery, including safeguarding, reporting and safe recruitment, either through induction or ongoing annual training.</li> <li>➤ Further embed our background checks policy, ensuring that it is included in national staff handbooks and in-country HR processes. Provide support and training to in-country teams on its implementation.</li> </ul>	<ul style="list-style-type: none"> <li>➤ MAG continues to participate in sector-wide initiatives such as the Disclosure of Misconduct Scheme and the sharing of best practice across the section.</li> <li>➤ Our induction and refresher training refers to the areas that relate to modern slavery; all new staff receive an induction session and all existing staff are expected to attend refresher training once a year.</li> <li>➤ MAG has implemented a thorough background checks process including references, anti terrorism and, criminal records checks, as part of its recruitment process.</li> </ul>	<ul style="list-style-type: none"> <li>➤ See above.</li> </ul>



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

In 2021, 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 2021 and include the initiatives below.

In 2020, as a statement of MAG's commitment to reflection and action, we signed up to a diversity charter established by the Association of Chief Executives of Voluntary Organisations (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.

Throughout 2021, MAG's Board of Trustees engaged in discussion and received regular updates on the EDI work. They devoted time at a Board meeting in July 2021 to hear from an EDI expert on current thinking and who facilitated a further discussion on how MAG can progress its work in this area. EDI remains a standing item on committee and Board meeting agendas and we now also have an EDI focal point on the Board of Trustees who provides regular guidance on the direction of work.

One area of specific focus in 2021 has been the trustee recruitment process. We set out to recruit trustees who would give us a gender-balanced Board, representative of ethnic and racial

diversity, to have at least one trustee with lived experience of the community in which we are working and representatives who could reflect the voices of different generations.

With the help of an executive search company, we made great progress and now have a membership of eight females and six males, of whom three are people of colour.

The executive search company also helped us reach a diverse pool of applicants for a new leadership team position too.

The EDI Steering Group continued to meet during 2021, chaired by the Chief Executive, with membership of the group coming from all parts of our organisation and from multiple countries and programmes. The group has played a key role in shaping our strategy and the work plan moving forward.

In August 2021, a Global Equity, Diversity and Inclusion Manager was appointed to focus on driving our EDI workplan and to ensure that the high-level goals within the strategy are implemented across the organisation. The EDI Manager supports increased awareness, understanding, perceptions and approaches to EDI across MAG; identifies the key EDI issues that exist; and establishes the data sets that can inform MAG's current position and monitor future progress. They also advise on how MAG can build a culture which sets and adheres to the highest standards of EDI awareness and behaviour.

MAG acknowledges the importance of establishing and facilitating conversation spaces, to

allow for those voices not usually heard across the organisation. The model of the conversation space is designed to offer 'safe enough' spaces for people to share their experiences of their employment and work at MAG, whether positive or problematic, their insight and wisdom about the core issues under discussion and their ideas about how to progress the cause of greater equality, diversity, and inclusion at all levels and in all functions within the life of the organisation. MAG has so far conducted conversation spaces in some of our programmes and we

will continue this work further in 2022.

MAG recognises that it has an important role to play across the wider sector by acknowledging stark inequalities and the pressing need to eliminate discrimination. 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. In addition, our EDI Manager joined and participated in training 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.

As part of scaling up awareness on EDI, MAG's programmes

are being supported to include diversity and inclusion initiatives in their business plans. This includes but is not limited to, reaching out to communities, making efforts to reach the most marginalized; making sure that our recruitment practices are sensitive to the needs of all people within the community including women, people with disabilities and other marginalized or vulnerable groups. MAG has also launched a data collection project in order to map the diversity profile of our staff and trustees in order to shape our strategy accordingly for the future.





# Our Culture

## Our Values

MAG continues to work on initiatives that support and embed our new values, adopted at the end of 2021. This has included incorporating them into our annual appraisal process, our policies, job descriptions, recruitment process and induction programme.

We designed training sessions for all staff at every level to explain what the values are and why they are important to MAG. The sessions allow individuals to identify how they can support the values in their role and demonstrates how they support other cross organisational initiatives such as the strategic plan and our work on safeguarding, equity diversity and inclusion and management and leadership principles. Supporting materials include videos sent by our programmes to demonstrate how they uphold the values; and a short animation and posters explain the value in multiple languages.

## Employee Engagement

At the start of 2021 MAG ran a pulse survey which focused on Leadership Team performance, internal communications, duty of care, wellbeing, safeguarding, equity, diversity and inclusion and engagement. The results were positive and follow-up focus group discussions resulted in an engagement work plan that concentrates on creating more opportunities for improving employee voice, job satisfaction and enhancing our work around Equity, Diversity and Inclusion. We now also have a monthly session called 'Ask the Leadership Team' where all staff are invited to pose a question directly to a member of the Leadership Team on any topic. A virtual meeting is then held to discuss topics as a follow up. In

addition, efforts have been made to improve the focus of the monthly all-staff meetings where contributions are made by our programme staff in whichever language they feel most comfortable. The email address 'asktheceo' allows for questions, concerns or issues to be raised with the CEO directly. Our weekly organisational 'sit rep' continues to be published each week celebrating achievements and successes.

During 2021, MAG also ran a consultation exercise on the future of work as we started to think about changing our ways of working following lockdown, during the pandemic. The exercise focused on staff affiliated to the Manchester office and resulted in several proposals around agile working and measures to improve work life balance. Together with our new approach to how we contract staff, we anticipate this will give our staff more flexibility in their working arrangements and allow us to expand our recruitment markets to attract the best candidates.

## Wellbeing

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

We 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. In 2021 MAG also introduced psychological pre-deployment assessments for all programme-based staff deploying to a hardship location. The assessment identifies any additional support that might be required whilst working in a stressful environment. This has now been expanded and post-deployment debriefings are also being offered. Our Health and Welfare Handbook includes travel health and stress management guides, availability of counselling services and comprehensive medical and life insurance.

Managers are also encouraged to hold wellbeing conversations with staff in one-to-one meetings and during the annual performance and development review process.

As part of our organisational response to COVID-19 during 2021, MAG's wellbeing working group focussed on several initiatives to support employee wellbeing and mental health, including a virtual "take a break café" and information and resources on different topics. In addition, we continued to ensure that our staff and organisational working practises were COVID-19 safe. This included the continuation of training to staff, developing protocols for offices and developing an 'informed consent' approach to international travel, which was only approved when essential to support our operations. MAG also continued to monitor serious cases of COVID-19 among its staff. In 2021 there were two deaths within MAG's staff related to COVID-19.

We explain  
importance  
of our new  
values





# Our Commitment to Safeguarding

MAG considers the duty of care, to both our staff and those people living in the communities where we operate, as a key priority. Throughout 2021, we have continued to invest considerable time, energy, and care towards improving and strengthening our commitment to safeguarding.

Following our second independent review of our safeguarding culture and practice, we put in place an organisation-wide work plan to address the recommendations.

We now have two dedicated programme safeguarding units, in the Iraq Programme and Sri Lanka Programme, as well as global support from the Safeguarding Lead and Safeguarding Manager who were joined in December 2021 by a newly recruited Safeguarding Co-ordinator. We now also have identified roles or safeguarding focal points who will have responsibility alongside the Country Director for safeguarding in each programme. We also continue to have a Safeguarding Trustee Focal Point who acts as the point of immediate contact for the Board in relation to issues arising from safeguarding issues, ensuring that the Board is sufficiently aware of any incidents which take place and the management response being taken.

We continue to implement a clear and efficient reporting system and an organisational safeguarding strategy, work plan and budget. Our core policies are reviewed, updated, and re-issued on an annual basis. Any changes are to reflect elements of learning.



In addition, all staff are required to read and sign to confirm that they have understood our Policy on Personal Conduct. This is an exercise completed on an annual basis. We also continue to integrate safeguarding into our day-to-day procedures and activities, e.g. asking a safeguarding question in our induction survey and asking a safeguarding question in our exit interviews. Safeguarding refresher training continues on an annual basis for all staff in our programmes. In addition, we have conducted webinars offered to all staff during 2021 on Safer Recruitment, Safeguarding and Social Media,

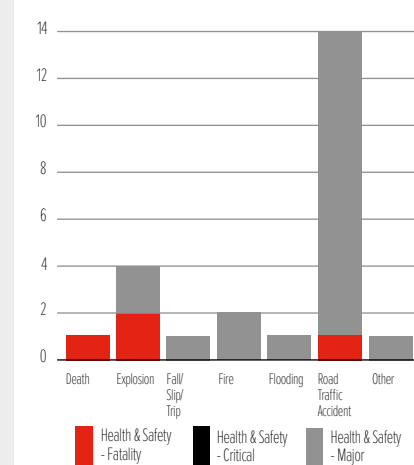
Safeguarding Investigations, Sharing of Best Practice across our programmes and we run a regular Introduction to Safeguarding webinars for new starters.

We ran a pulse survey for our UK affiliated and programme senior staff in the first quarter of 2021: 97% of all respondents confirmed their understanding of safeguarding and that they are aware of their responsibilities under the safeguarding framework; and 89% of respondents confirmed that they know how to raise a safeguarding concern and all other

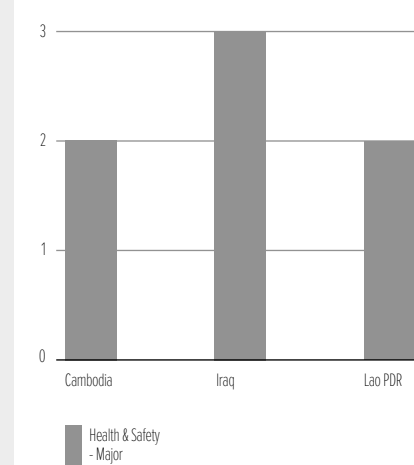
Continued on Page 44

## Safety and Security

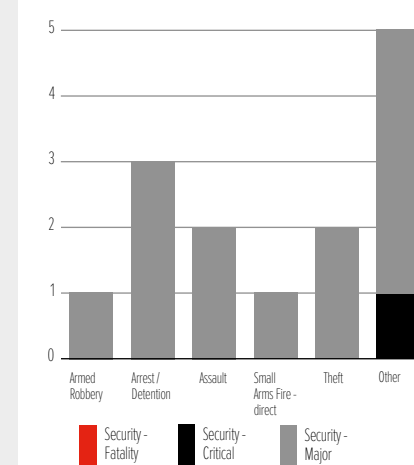
### Health & Safety Incidents



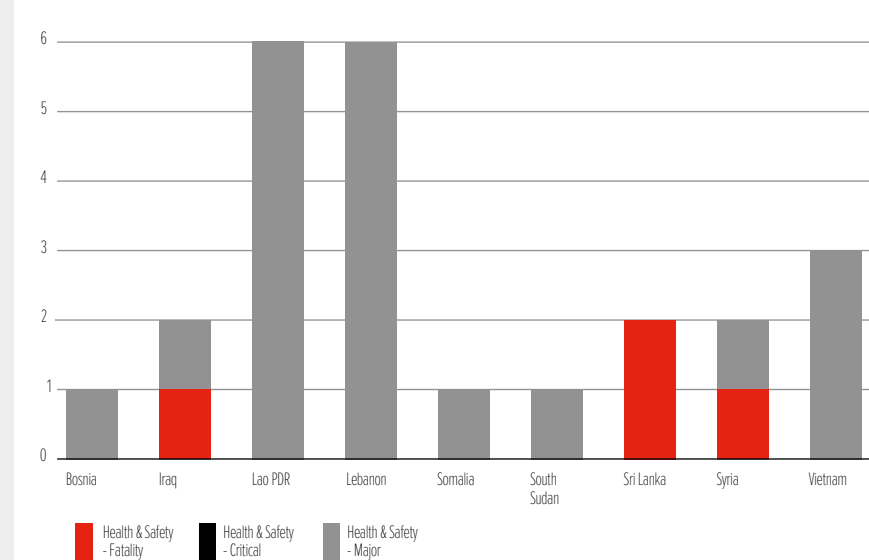
### Health & Welfare Incident Locations



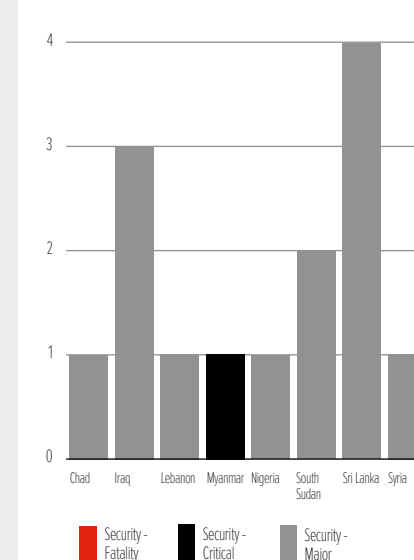
### Security Incidents



### Health & Safety Incident Locations



### Security Incident Locations



### Health and Safety Reporting

In 2021, we suffered the loss of eight valued colleagues: two died after contracting COVID, three died of other causes, two died following Road Traffic Accidents (RTAs) and one died following an explosion. Our thoughts remain with their families, colleagues and friends.

We dealt with 24 major, critical, or fatal MAG-related health and safety incidents

and seven major MAG-related health and welfare incidents across 15 programmes. There were four fatal MAG related incidents resulting in the deaths of five people during the reporting period.

Two people died following an RTA and two following explosions. In our Sri Lanka programme, we unfortunately had a staff member die due to natural causes whilst at work. Our programme

leadership supported all families during these difficult times.

Road traffic accidents (RTAs) remained the cause of the most injuries and we continue to increase staff awareness of the causes of RTAs and mechanisms to assist with improving safety behaviour across MAG.

Other incidents were related to ill health, fire, flooding and trips and falls.

### Security incident reporting

MAG dealt with 14 major or critical security-related incidents in 2021 in eight countries.

In the 2021 business year MAG reported a total of 72 incidents to the Charity Commission under their serious incident reporting requirements.

To date, 57 of these incidents have been closed by the Commission.



Continued from Page 42

concerns including behaviour, health safety and security.

We also worked on refreshing our safeguarding standards and supporting resources to align with, sector standards and with MAG's risk framework. In 2021, MAG joined the sector's Disclosure of Misconduct Scheme and completed a tender process for international criminal records checks.

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 HQ Human Resources and Safeguarding teams work closely with country teams to ensure issues are addressed thoroughly.

Support is provided to survivors (and all those involved in an investigation) as necessary, and we are rigorous when it comes to reporting onwards to the Charity Commission and donors. The Health, Safety, Security and Safeguarding Committee (HSC), HQ HR team and Safeguarding team have oversight of all investigations to ensure they are handled properly, and lessons are captured and learned.

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

As an organisation, we operate across a range of complex contexts. It is recognised that these challenges can present risks to the health, safety, security and safeguarding of all staff and the people who come into contact with

Safeguarding reports received				
	2021	2019/ 2020 (18mth period)	2018/ 2019	2017/ 2018
<b>No. of reports received relating to safeguarding</b>	<b>32</b>	<b>41</b>	<b>34</b>	<b>12</b>
No. of serious incidents reported to Charity Commission that related to Safeguarding	25	30	10	8
<b>Reports not investigated and now considered closed</b>	<b>9</b>	<b>9</b>	<b>18</b>	<b>2</b>
Reports investigated and now considered closed	23	32	16	10
<b>Out of the reports substantiated, no. of dismissals</b>	<b>3</b>	<b>9</b>	<b>3</b>	<b>3</b>
Out of the reports substantiated, no. of instances of disciplinary action	8	18	15	1
<b>Other remedial action – briefings, discussions or training</b>	<b>10</b>	<b>15</b>	<b>19</b>	<b>2</b>
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	9	4	1

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 in place, including in relation to the monitoring and reporting of incidents, to ensure the wellbeing and safety of our staff and the communities we serve.

Safeguarding reporting

We responded to a total of 32 safeguarding concerns in the business year 2021. Our safeguarding register monitors how the concerns were raised, and the key decisions taken when handling a complaint.

Reports received are always responded to. Where we do not need to carry out a full investigation (this can happen for several reasons) or the outcome is that no disciplinary sanction is necessary,

we may decide to follow up with a lessons learnt exercise which may consider, for example, further training and/or awareness-raising. We saw a rise in anonymous complaints in 2021 and often further information is not forthcoming. In these cases, we cannot take an investigation further but we log the concern and monitor it. We have also seen a rise in requests for mediation to resolve an issue between two individuals.

Any safeguarding-related concerns are reported to the Charity Commission and immediately shared with the Chair, Board Safeguarding trustee/Chair of the GNRC, and the Chair of the HSC.

Remaining trustees are kept informed by a weekly update, which gives them oversight of MAG's handling of concerns. A serious incident which is also considered to be a critical incident are communicated to the full Board immediately. A similar process is in place for reporting to our donors.





# Upholding Ethical and Environmental Standards

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

We review our significant environmental aspects annually to agree our environmental targets and objectives; one of which is to "reduce the overall 'embodied energy' within the products demanded by MAG to provide the services for our clients". The top two which are deemed to have the highest environmental impact are monitored monthly (electricity and paper/printed materials). Furthermore, we ensure that where wastes need to be disposed of, that the least environmentally damaging options are utilised.

We monitor and collect data on electricity usage, waste disposal and paper usage for our Manchester office as well as air and train travel for our Manchester affiliated staff, to measure our environmental impact. Where practicable, we consider the 'sustainability' of resources and materials procured: meaning the social and environmental effects of procuring resources and materials will be given equal weighting alongside the economic

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

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

Indirect emissions data generated from air and rail business travel by Manchester based staff are received from our Travel Management Company. Data is calculated using DEFRA (The Department for Environment, Food and Rural Affairs) standards and DEFRA greenhouse gas (GHG) conversion factors, and uses actual distances, class (economy as per MAG's Travel Policy) and travel type, to ensure carbon emissions are measured and presented correctly. All emissions are reported as tCO<sub>2</sub>e (tonnes of carbon dioxide equivalent), we set realistic maintenance targets to monitor our performance against these targets.

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



the environment. We analyse the results to allow us to identify key areas for improvement and encourage our staff to be part of our efforts to minimise our environmental impact.

To map our carbon footprint, we monitor and collect data on our electricity usage, waste disposal, paper usage and travel (to, from and within the UK) for our Manchester office. Our Environmental Policy is made available to all staff.

MAG is reporting our UK energy use for the 2021 business year which covers the accounting reporting period 1 January 2021 to 31 December 2021 and have shown the 2020 data to provide annual comparisons.

#### Methodology

➤ Emissions stated above are based on our Manchester office for periods 1 January 2021 – 31

December 2021. We collate actual electricity data from billing information. We have included business transport data for international and domestic flights and rail travel made by HQ staff to, from and within the UK, this data is collected from reports from our travel agents. UK Government GHG conversion factors are used to derive carbon emissions.

#### Intensity Ratio

➤ We have chosen to display tonnes of CO<sub>2</sub>e per Manchester staff member to enable us to compare year on year emissions as majority of our emissions are air and rail travel from staff business travel to our overseas programmes, as well as heating and lighting our HQ office.

#### Energy efficiency actions

➤ In early 2021 our Energy Savings

MAG's Carbon Footprint		
	2020	2021
Energy consumption used to calculate emissions (kWh)	383,238.01	
Scope 1	-	-
Scope 2 emissions in metric tonnes CO <sub>2</sub> e	41,542.64 kWh x 0.23314 = 9.178 tCO <sub>2</sub> e	46,381.90 x 0.21233 = 9.484269 tCO <sub>2</sub> e
Scope 3 emissions in metric tonnes CO <sub>2</sub> e Business travel in employee-owned and hired vehicles	613.8 miles 184.318 kgCO <sub>2</sub> e = 0.1843 tCO <sub>2</sub> e	516 miles 135,4242 kgCO <sub>2</sub> e = 0.1354242 tCO <sub>2</sub> e
Scope 3 emissions in metric tonnes CO <sub>2</sub> e Business travel: Flights (optional reporting)	78,163.08 kgCO <sub>2</sub> e = 78.163 tCO <sub>2</sub> e	51,469.89 kgCO <sub>2</sub> e = 51.46989 tCO <sub>2</sub> e
Scope 3 emissions in metric tonnes CO <sub>2</sub> e Business travel: Rail (optional reporting)	1,315.46 kgCO <sub>2</sub> e = 1.315 tCO <sub>2</sub> e	1,407.14 kgCO <sub>2</sub> e = 1.40714 tCO <sub>2</sub> e
Total gross emissions in metric tonnes CO <sub>2</sub> e	88.8403 tCO <sub>2</sub> e	62.4967 tCO <sub>2</sub> e
Intensity ratio tonnes CO <sub>2</sub> e per HQ staff member	1.185	0.7022

Opportunity Scheme (ESOS) energy audit was conducted, and recommendations provided in the report are being reviewed and where practically possible implemented.

➤ During the final quarter of 2021, MAG had a successful recertification of our ISO 14001:2015 (Environmental Management System) and ISO 9001:2015 (Quality Management System) following an external audit. The scope of our certification is UK only 'Central management of conflict prevention and recovery programmes'.

➤ In the first half of 2021, our Board of Trustees approved a new risk management framework which is comprised of a suite of Parent and associated Child Risks. All risks are analysed and reviewed, with treatment plans developed for any risks that are above an acceptable level. The outputs of

those risk analysis and treatment plans are reviewed by our Board Committee, with a summary and any recommendations presented to our Board of Trustees on a quarterly basis.

➤ As a result of that, we now have a specific Child Risk of 'items of environment / cultural / indigenous significance impacted/destroyed during, or as a result of operations' under our Parent Risk of 'Loss or Damage'.

During the latest risk review, this risk was deemed to have a low risk level.

MAG participates in the Environmental Issues and Mine Action (EIMA) Working Group. During the last quarter of 2021, MAG provided examples, photos and input to a report by Mine Action Review on Mitigating the Environmental Impacts of Explosive Ordnance and Land Release.



# Principal Risks and Uncertainties

MAG operates in unstable, complex environments around the world

## Our approach to risk management

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

In 2021 the Board of Trustees approved an updated Risk Management

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

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

## Governance of Risk

The Board of Trustees and the Leadership Team are responsible for setting, communicating and monitoring the Risk Management Framework.

The framework provides the platform for trustees and staff to make informed decisions, which are consistent with achieving the maximum benefit for the communities with whom we work, whilst working within tolerable levels that are aligned to our capacity to manage and absorb risk.

The Audit and Finance Committee (AFC) has responsibility for the overall Risk Management Framework.

Each of MAG's key risk areas, as identified in the corporate risk register, are assigned for oversight by one of the three Board Committees (AFC, GNRC or HSC).

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

## Risk, Compliance and Assurance

MAG's Risk Management Framework adopts the Three Lines operating model and throughout 2021 we have made progress in strengthening this approach across all three pillars. Of note is that in 2021 we completed our first full year of a structured internal audit programme which has taken as a long way forward in gaining assurance across a number of areas in the organisation.

Internal Audit plans are developed and informed by our risk framework and are approved by the AFC.

## Disruption and COVID-19

Carrying over from the previous year, 2021 continued to be a year that required constant adaptation to

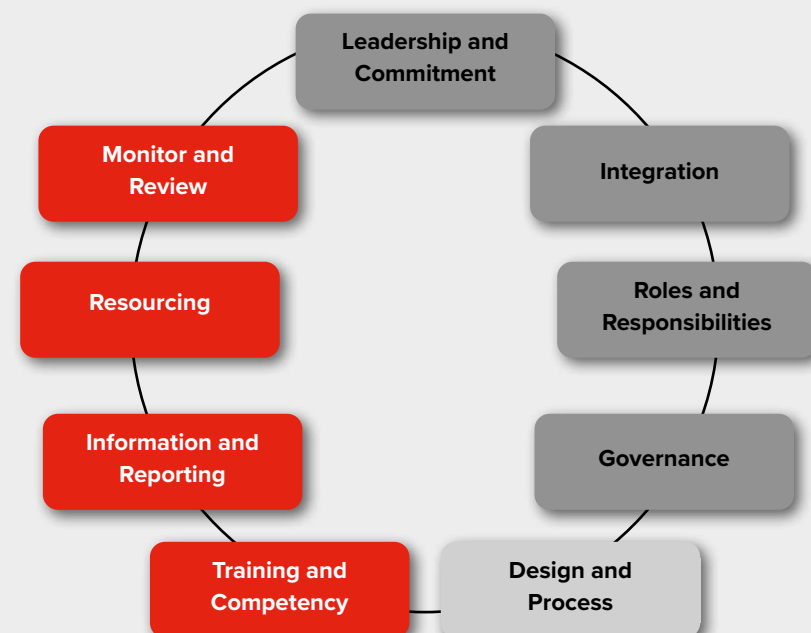
deal with various levels of disruption and restrictions. Some of the issues have been:

- recruiting and mobilising our global workforce;
- adapting operational activities to comply with local regulations,
- adapting to remote ways of

Continued on Page 50

## MAG's Risk Management Framework

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





Continued from Page 48

working and awareness of the health and wellbeing associated; and

- supply chain challenges and constraints.

Whilst navigating all these issues MAG has proven to be resilient

throughout the two-year pandemic period and has been successful in continuing to deliver on our strategy.compassionate guidance 24/7, covering a wide range of issues.

Services available include life support, legal information, medical information, bereavement

support and CBT (Cognitive Behavioural Therapy) self-help modules.

Principal risks to be managed in the year ahead

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

Key Areas of Risk	Response and Mitigation
<p><b>Digital and Data Protection</b></p> <p>Our responsibility to protect personal data and to prevent disruption to critical systems is vital. Cyber threats are a global challenge. Increased use of digital platforms and remote working arrangements increase our vulnerability.</p>	<ul style="list-style-type: none"><li>➤ We have, and continue to, strengthen our internal control environment by updating policies and procedures on data protection and data classification.</li><li>➤ We are developing a range of information and ICT security standards to ensure we are consistent and compliant in applying our controls</li><li>➤ We are developing our data culture through training and appointing data protection officers.</li><li>➤ We have undertaken an internal audit on our cybersecurity controls and have an action plan to address our areas of vulnerability</li></ul>
<p><b>Safeguarding</b></p> <p>With more than 5,000 staff and contact with more than 1 million beneficiaries, MAG understands our duty of care to ensure that all who work for us and come into contact with our work are protected in a safe and dignified way.</p>	<ul style="list-style-type: none"><li>➤ We continue to strengthen our commitment in keeping our staff and beneficiaries safe.</li><li>➤ We have a comprehensive Safeguarding Framework in place that covers a suite of Policies and Procedures.</li><li>➤ We undertake mandatory safeguarding training for all staff.</li><li>➤ We are further expanding our reporting mechanisms, for staff and communities.</li><li>➤ We are strengthening our response through appropriate investigation practices and procedures.</li><li>➤ We challenge ourselves to strive for best practice and open ourselves to external reviews with the aim to provide assurance that we are on the right track and inform and identify areas where we can improve further.</li><li>➤ We have developed a range of safeguarding minimum standards to ensure we are consistent and compliant in applying our controls.</li></ul>
<p><b>Health, Safety, Security, Wellbeing</b></p> <p>Each and every one of our 5,000+ staff has the right to work safely. Whilst we work in environments that are sometimes volatile, we do it in a manner that is based on a strong control environment and is informed and responsive to the contexts of the locations we work.</p>	<ul style="list-style-type: none"><li>➤ We have increased our investment in, and strengthened our security management capacity with global, regional and, where appropriate, country level security managers.</li><li>➤ We provide mandatory basic training and, where required, specific advanced training considering position and/or country contexts.</li><li>➤ We undertake incident and crisis simulation exercises to prepare ourselves to respond if an incident should occur.</li><li>➤ We have implemented a range of Global Technical standards to support safe delivery of our work.</li><li>➤ We have comprehensive policies, procedures and guidelines for Health and Safety, Security and Wellbeing.</li></ul>



Key Areas of Risk	Response and Mitigation
<p><b>Legal and Regulatory Compliance</b></p> <p>Having a working presence in nearly 30 countries, we are obliged to ensure that we are operating in accordance with local, regional, national and international legislation and regulations.</p>	<ul style="list-style-type: none"><li>➤ We maintain a global compliance database to capture the statutory requirements for each MAG programme, with data extracted from reviews of legislation, legal advice and sector knowledge/information sharing.</li><li>➤ We access and utilise specialist legal and professional services advice to address specific issues.</li></ul>
<p><b>Financial Crime</b></p> <p>Financial Crimes cover a range of risks including bribery and corruption, terrorist financing, money laundering and sanctions/export controls. The nature of the countries where we work increases our exposure to these types of risks.</p>	<ul style="list-style-type: none"><li>➤ We have updated our comprehensive Financial Crime policies and procedures in 2021</li><li>➤ We are rolling out new policies and procedures for procurement and inventory management</li><li>➤ We have increased our global logistics and procurement capacity for strengthened oversight and improving our systems and practices.</li><li>➤ We undertake screening activities of our staff, partners and suppliers in regard to counter-terrorist measures.</li><li>➤ We have strengthened our internal financial compliance capacity.</li><li>➤ We undertake external audits on export controls and have a sanctions working group to actively monitor and comply with sanctions</li></ul>
<p><b>Funding Environment</b></p> <p>The full effect of the economic fallout of COVID-19 is still uncertain and there is increasing potential for ODA funding cuts which are our primary source of income. Of particular concern are the UK Government and the implications of the FCO-DFID Merger that took place in 2020.</p>	<ul style="list-style-type: none"><li>➤ We implement donor engagement and advocacy strategies to reinforce our sector as a funding priority.</li><li>➤ We aim to diversify our funding sources as much as possible.</li><li>➤ We engage with the public to expand the support of our work.</li><li>➤ We regularly and actively monitor financial forecasts to respond to funding volatility.</li></ul>



# Our Plans for 2022

Our plans for 2022, as they were for 2021, are ambitious but deliverable. They strengthen us as an organisation, help us to prepare for the future and, critically, mean we can respond to new and emerging humanitarian needs in an ever-changing world.

## Areas of strategic organisational importance

As part of our plans for 2022, we have identified three broad areas of strategic organisational importance. These are areas where we believe additional attention will significantly strengthen MAG.

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

### Values-driven culture

- Embed and live our new values
- Strengthen staff engagement
- Continued focus on safeguarding, duty of care and equity, diversity and inclusion

### Risk-based management

- Embed use of our Risk Management Framework
- Learn from Incident Management reporting to inform our practice
- Establish an effective operational management and monitoring framework

### Ensuring a sustainable future

- Analyse our long-term financial sustainability
- Design the approach to develop



### MAG's next strategy

- Drive innovation in programme delivery and understand and maximise our impact
- Expand our policy and advocacy to cement and grow influence and support

### Organisational deliverables for 2022

We have agreed on several key deliverables which we would like to continue, commence or complete during 2022. These are categorized according to Strategic Aim and have been chosen either because they support programme delivery or support our three areas of strategic organisational importance – values-driven culture, risk-based management and ensuring a sustainable future – so will strategically strengthen MAG in 2022. Examples of deliverables per Strategic Aim are listed below.

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

- We will
- Roll-out the use of impact assessment tools for Risk Education

### and Clearance/Land Release

- Develop and use Theories of Change for AVR/WAM and HMA
- Respond to emerging opportunities for programme development

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

- We will
- Develop a conflict sensitivity framework with International Alert
  - Finalise our EDI strategy
  - Develop tools and tailored actions plans on Gender Sensitivity and deliver training and workshops to establish staff understanding on Gender Awareness
- AIM 3:** MAG will maximise the reach and impact of our work through external engagement and partnership.

- We will
- Create advocacy and policy thought leadership reports and events on thematic areas (EWIPA, youth, gender and SALW, and new contamination & completion) and provide programmes with support so they can leverage those

### thematic areas

- Conduct due diligence checks on all MAG partners and act on monitoring plans of all MAG contracted and subcontracted partnerships
- Increase MAG's income through voluntary giving

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

- We will
- Support all countries to use MAG's Risk Management Framework to conduct risk analysis
  - Improve financial systems and reporting
  - Embed values into the organisation through our HR processes

### Programme plans for 2022 Latin America and Rest of the World

In **Bosnia-Herzegovina**, the programme is planning an increase of its manual clearance capacity to eight teams and an expansion of its activities in the north-west of the country. MAG will continue to play an active role in the country

coalition efforts led by Germany, including in the revision of the national mine action strategy.

MAG's work in **Azerbaijan** is currently limited to capacity building of the national authority, however there has been an ongoing dialogue about whether MAG can also find a place as an operator within the Karabakh region. At present MAG is the only international non-governmental organisation (INGO) working in the country, which is no small achievement given the landscape for civil society organisations within the country has been complex for the last decade.

MAG is already engaged with a number of our core donors with regard to potential future expansion, continuing to support ANAMA in their capacity needs and, if the authorities agree, looking to establish mine action teams.

This will only be done with the express support and approval of the national authority and in liaison with the United Nations Development Programme (UNDP). MAG has expressed a firm interest in looking to recruit and train female deminers

in a traditionally male dominated national sector, but again this is subject to ANAMA's approval.

At the time of writing this report, MAG was establishing a programme in **Ukraine** and has signed a partnership agreement with a Ukrainian non-profit demining organisation to collaborate on risk education, training and other humanitarian mine action priorities. It was expected that our programming in Ukraine will scale-up significantly in the latter half of 2022.

The 2022 priorities of MAG in **Ecuador** are still linked with the expansion of our current work. We will continue to develop new funding opportunities with our core donor, WRA, to put in place an operational programme of work until 2025. We will also look to diversify the donor portfolio.

In terms of our operational activities, we aim to increase our support to a wider range of beneficiary entities, specifically expanding to work with the Ecuadorian Weapons Control Unit and the Ecuadorian Army.

In **Peru**, MAG will focus on rolling out dedicated PSSM activities with the overarching aim to reduce the threat of proliferation of arms, weapons and munitions in Peru and in the region and to enhance the national capacity to sustainably and safely manage all current and future risks in this regard. In order to leverage this overall goal MAG will engage key actors to develop new strategic partnerships at national and regional levels.

MAG will advocate and lobby with WRA to see if there is space for reviving our cooperation under the new Bicentennial Security Framework that the US has signed with **Mexico**.

### East and Southern Africa

At the time of writing, FCDO has reinstated all three HMA programmes in ESA till the end of

Continued on Page 54



Continued from Page 53

December. For 2022 the goal is to contribute to the Article 5 plans (under the Anti-Personnel Mine Ban Convention) to become landmine free by 2025 in **Zimbabwe, South Sudan and Angola**.

We will continue to position programmes to develop new partnership approaches in order to seek funding from non-traditional sources like the EU, United States Agency for International Development (USAID) and other US funds. We will place greater emphasis on articulating the impact of climate change on clearance programmes and the contribution clearance and SALW interventions make to agricultural, economic recovery, and livelihoods as well as supporting emergency responses.

New programmes will start cross border where significant gaps in SALW RE, HMA/EORE have been identified for displaced populations impacted by conflict, drought, unseasonal rains, flooding and famine – particularly in South Sudan/Uganda and Somalia, Ethiopia and Kenya. Both Ethiopia and Sudan remain on the watching brief for MAG along with the Mozambique/Tanzania axis.

Funding remains a challenge as global priorities shift. Inclusion, gender and national staff capacity development are key internal priorities with a review of support services on-going to ensure programmes are fit for purpose.

#### South and South East Asia

Maintaining and developing the existing five programmes in the region will remain the priority for the region over the coming year, coupled with enhancing regional engagement and collaboration as well as scoping out other opportunities for programming. Specifically for the existing programme countries, the plans in summary are as follows:

In **Sri Lanka**, MAG is continuing the resurvey process to inform



the NMAC on the remaining contamination in -ountry and extend the staff transition activities to Delvon Assistance for Social Harmony (DASH) and Skavita Humanitarian Assistance and Relief Project (SHARP) workforce. MAG will also provide input to the national mine action strategy, and support Sri Lanka to eventually reaching its objective of becoming mine free.

In **Vietnam**, priorities for 2022 include maintaining authoritative leadership in mine action expertise – providing technical support to the Vietnam National Mine Action Center (VNMAC) and the Landmine Working Group (LWG), exploring the potential for new operational areas and expanding the scope of work, scoping additional funding opportunities as well as maintaining the high quality of operations and safety of the staff.

In 2022 in **Lao PDR**, MAG will continue to implement the country strategy, prioritizing continued high quality and efficient operations

and maximizing and monitoring the impact of MAG's work for communities. More clearance teams will be deployed than in any previous year and MAG is forecasting to increase the amount of land cleared by 50%.

In **Cambodia** in the coming year, MAG will continue to work on high-impact minefields in Battambang and Ratanakiri province and cluster munition contamination in Ratanakiri province, where explosive remnants of war continue to impede access to safe land for agriculture, natural resources and infrastructure. MAG Cambodia will also continue its expanding activities in relation to research and development of more effective and efficient technologies/applications through ongoing and expanding partnerships with donors and other mine action operators in particular; of advanced detector technology, drone technology and animal detection systems such as Mine Detection Rats (MDR), Mine Detection Dogs (MDD) and the

newly started Technical Survey Dogs (TSD – conducting cluster munition technical survey in Ratanakiri).

Over 2022, based on an assessment involving communities, MAG **Myanmar** plans to:

- Shift approaches from 'working towards clearance' to 'emergency response' in the immediate future
- Broaden EORE to provide holistic life-saving information to conflict-affected communities
- Continue building the capacity of international and local organisations to deliver EORE
- Protect legacy contamination survey data and monitoring new contamination
- Respond to the increasing use of explosive devices in urban areas
- Develop conflict-sensitive public awareness campaigns
- Revamp coordination and advocacy initiatives.

#### Middle East

In 2022 MAG **Lebanon** will continue

working in line with the national mine action strategy in releasing contaminated land. This includes working towards supporting completion of Battle Area Clearance (BAC) operations in high impact and populated areas of South and West Bekaa and engaging with key stakeholders to lobby for increased funding and support to Lebanon's CCM Article 4 extension until May 2026.

The programme will keep on increasing operational efficiency and intensify the use of mechanical assets to remain the leading operator in minefield clearance. The land will be cleared from anti-personnel and anti-vehicle mines and handed over for agriculture, housing and infrastructure projects.

Along with exploring new Areas of Operations, one of the ultimate objectives for 2022 will be the completion of land release operations in Ras Baalbek and Arsal.

Aiming at having the Lebanese Mine Action Centre (LMAC) operating autonomously towards 2025, the programme will continue to support the national mine action authority to effectively lead and manage mine action functions and responsibilities in an independent and sustainable manner

On a WAM perspective of the operations, MAG Lebanon will support the Lebanese Armed Forces' (LAF) strategy for ammunition management and storage, as well as explore opportunities with other security forces.

Following a rapid growth expansion of the programme in 2021, MAG's strategic objectives in **North-East Syria (NES)** for 2022 should overall contribute to stabilize and strengthen the structure and operations in place.

With a total of five MATs and four MTTs, it is expected that productivity of clearance activities

will enhance, essentially through the mechanization of the response, as well as increased capacities in dealing with EOD spot tasks. With 20 MAG CLTs we will also start diversifying the portfolio of activities, focusing on identifying new Hazardous Areas, and developing innovative approaches such as digital explosive ordnance risk education (DEORE). MAG will also continue supporting two local partners for CL activities in order to draw the future 2023 expansion plan of the program in the areas of Sarine, Kobane and north Deir es Zor. Continuous efforts will also be made to contribute to the capacity building of the NESMAO in collaboration with the other actors in the HMA Working Group.

Land will be handed over for farming and housing

MAG NES is also intending to develop its expertise on cross-cutting issues, such as GDI, conflict sensitivity and environment. A communication plan has also been defined to start enhancing

MAG programme visibility in NES with a wider audience at local and international levels.

In 2022, the MAG **Iraq** programme will continue to address the widespread prevalence of explosive ordnance in Iraq, which is preventing the productive use of land and livelihoods in the Kurdistan Region of Iraq (KRI) and hindering the safe return and resettlement of IDPs as well as the productive use of land and livelihoods in Federal Iraq. Operations will continue to focus in MAG's core areas in northern Iraq, including the governorates of Ninewa, Dohuk, Sulaymaniyah and Diyala. Following a scoping study undertaken in Q1, MAG will explore opportunities to potentially expand into Kirkuk governorate. Furthermore, MAG intends to conduct an assessment into the issue of SALW in Iraq, in order to potentially start a new

Continued on Page 56



Continued from Page 55

pillar of programming. Efforts to link clearance activities with other humanitarian and stabilization projects will continue through collaboration with NGOs. MAG's budget is expected to remain stable, around \$20 million, with no major changes to staff (850) or teams (87).

To ensure MAG remains a cost-efficient organization and to support the localization agenda, MAG will develop a nationalisation plan which will include a roadmap for the nationalisation of key and senior staff positions currently held by internationals.

#### West Africa

In 2022 the region will continue to deliver its WAM / SALW activities focusing on increasing national capacity to manage the process independently, especially to ensure that interventions take place where most impactful, which are often inaccessible to MAG directly.

Across the region the HMA agenda is coming to the fore with opportunities to engage in institutional support and data management refinement in three countries with legacy contamination. In the Sahel countries the impact of improvised anti-personnel mines will become an increased area of focus.

As a result of the changing and challenging security context moving down from the Sahel towards the Gulf of Guinea states, more emphasis will be put on these countries and preventative activities.

Engagement through partnerships – CAVR, SAS and International Alert – will continue to be vital throughout the region as will MAG's ongoing relationship with ECOWAS.

In **Chad** and **Mali**, WAM activities are planned to continue into 2022 as well as EORE in Mali. In Mali, training activities in gender mainstreaming will also continue and a retraining process for SAA should be launched. Following



accidents in eastern Chad, an area not covered by the PRODECO project, MAG has proposed to the EU to implement mine and ERW EORE. Research into the impact of SALW on civilians in central Mali is due to be conducted mid-year.

In 2022, MAG will mobilise resources to support mine action in **Senegal, Guinea-Bissau** and **Mauritania** with an initial focus on building information management capacity. MAG will support destruction and WAM interventions based on priorities, focusing on transferring capacities to national authorities with increased on-the-job training. MAG will work with SALW National Commissions and civil society organisations to conduct research on SALW impact and develop holistic initiatives that aim to reduce armed violence in a fast-evolving region.

MAG will support **Burkina Faso** and **Niger** to implement key activities - marking and destruction of SALW/SAA/ ammunition and a range of SALW-RE/EORE related activities supporting armed violence reduction and prevention and gender mainstreaming in arms control, in addition to PSSM with emphasis on construction of Explosive Store Houses (ESH) for the armed forces in both countries.

A survey to understand the proliferation of SALW in the areas bordering Ghana and Ivory Coast will take place in Burkina Faso in mid-2022. Burkina Faso will develop a module on Women, Peace and Security (WPS) for the

military training school in Burkina Faso after extensive field research.

In **Nigeria**, HMA will focus on EORE, including the development of an EORE curriculum and a training manual for integration into educational children's activities in the Northeast.

The SALW project will focus on SALW RE and an AVR media/ radio campaign in the north-central and northwest. The programme will continue to carry out armoury assessments and construction/ rehabilitation.

In **The Gambia**, MAG will continue to support the development of the national commission on SALW and respond to SALW and ammunition needs in the country.

In **Ghana, Togo** and **Benin**, non-state actor violence against civilians and security forces is expanding into coastal West Africa. This includes instability exacerbated by ongoing conflicts and the increased flow of arms. MAG's focus in these countries will increase across 2022 and into 2023.

In 2022 MAG is looking for funds to support the development of an information management system and fulfil its clearance obligations. With support from SIDA, MAG will start training in armoury management and weapon storage facilities enhancement for Guinea Bissau. And in Ivory Coast, MAG will conduct a WAM scoping mission with the National Commission (NATCOM) and all relevant high rank officials from the different armed forces.

# Structure, Governance & Management

#### Legal Status

In the UK MAG's legal status is as a UK company limited by guarantee (Number: 4016409) and registered as a charity with the Charity Commission for England and Wales (Number 1083008).

The role and duties of the trustees are therefore governed by Charity law and Company law. As a charitable company, MAG is regulated by the Charity Commission for England and Wales and Companies House and therefore must comply with the policies and guidance of both regulators.

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

#### Governance and management in MAG

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

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

The Board have the powers to conduct the affairs of the charity, and many of these powers are delegated to the Leadership Team. The focus of the Board is on strategy, performance,



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

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

Leadership's primary focus is getting the organisation to perform, and dealing with the practicalities of running MAG. Its focus is on putting

into place the decisions of the Board and ensuring that strategic goals are met effectively, efficiently, legally, and sustainably.

Strategic planning is a core responsibility of trustees. Whilst the Leadership Team and staff undertake the work it is the trustees who decide the direction of MAG.

Trustees must act in the best interests of the charity's purposes and its present and future beneficiaries, so they need to balance short and long-term activities.

Continued on Page 58



### Continued from Page 57

The Board also hold the Leadership Team to account for the delivery of that strategy against agreed key performance indicators.

Our programmes are managed by a Country Director (CD) or Regional Programmes Manager (RPM), depending on the scope of operations, and are supported by a Finance Manager (FM) and Technical Operations Manager (TOM).

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

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

### UK Charity Governance Code

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

In early 2021, the Board commissioned an external governance and board effectiveness review in accordance

with the Code's recommendation that large charities carry out such a review every three years.

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

The next external governance review is planned for 2024.

### Trustees

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

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

In 2021 the Board held three scheduled virtual meetings and one scheduled hybrid meeting, each including a Trustee development session. In addition to the Board's typical business, the trustees in 2021 gave considerable focus to the impact of COVID-19 on MAG staff, finances, and work. The Board also approved an extension of the current strategy to the end of 2023.

Further, it approved the expansion of MAG's Charitable Purposes to provide members of the public and the charity with a more accurate picture of MAG's charitable aims.

The inclusion of advocacy and campaigning to mitigate impact on communities reflects the very direct linkages between our on-the-ground programming and advocacy.

Furthermore, expanding upon and better defining the Explosive Ordnance Risk Education (EORE) strand of our work gives a better reflection of its importance and scale. In addition to the proposed changes to MAG's Charitable Purposes, the Board agreed to increase the maximum number of trustees from 13 to 14.

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

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

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

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

The objective of the induction is to:

- build an understanding of the nature of MAG, its purposes and the communities in which it operates;
- develop the new trustee's understanding of the role, including legal duties and Board matters;

## Leadership Team

Led by the Chief Executive, the Leadership Team is made up of the Director of Governance and Business Transformation, Programmes Director, Finance Director, Technical Director, People and Culture Director and Fundraising and Engagement Director.

The Leadership Team's primary focus is organisational performance and efficacy and managing the week-to-week practicalities of running MAG. Its focus is on putting into place the decisions of the 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

- build a link with MAG's staff and other trustees; and
- build an understanding of MAG's main relationships.

None of the members of the Board received any remuneration for their work as a Trustee. All Trustees give their time freely. Trustees are permitted under



recommend strategy to the Board and provide day-to-day management including accountability and oversight for all legal, contractual, operational and financial responsibilities relating to the charity's business. The Leadership Team, being the key management personnel of the charity, is responsible for the stewardship of the organisation's human resources, assets and equipment. It also provides senior representation both

at national and international level. The Leadership Team meets regularly to review policy and monitor risks.

The organisation has an Operations Development Team (ODT) which reports to the Technical Director. The ODT monitors MAG's programmes and projects according to contractual obligations and planned activities, as well as ensuring compliance to safety and technical standards and best practice. The team plays a

key role in developing new programmes and projects, and assists in the evaluation of new technologies, bearing in mind cost-effectiveness, practicality and safety.

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

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

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

to the accounts.

There are regular governance reviews, including in 2021 an external Board effectiveness review.

### Board meetings

The Board holds formal scheduled

Continued on Page 56



Continued from Page 55

meetings at least four times a year, either hybrid meetings or remotely via Microsoft Teams, in addition to an annual Board Away Day. The Company Secretary submits a full agenda and background papers in advance via Diligent Board software.

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

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

The role of the MAG Officers is primarily to help prepare board/committee meetings, and to keep abreast of developments in order to fulfil their chairing responsibilities. Where requested MAG 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 three Board Committees, whose membership is appointed by the Board. The Chair of each committee reports back to the Board at its next formal meeting. Following the 2021 governance review, the Board agreed to conduct a review of its committee structure, membership, and operation to consider if the structure: remains appropriate; provides sufficient clarity; avoids duplication and strikes a balance between inward and external focus. Any changes to the committee structure, because of the review, will be reflected in the 2022 Annual Report.

#### **Audit and Finance Committee (AFC)**

The AFC takes delegated

## Our Diversity Goals

MAG's mission is driven by its staff, donors and the communities we work with around the world.

They have shaped MAG to be a global charity, made up of men and women from a huge variety of nationalities, ethnicities, experiences and faiths (and none); and socio-economic backgrounds, as well as people who bring their very individual and unique experiences.

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

decision making.

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

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

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

#### **Governance, Nomination and Review Committee (GNRC)**

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

#### **Health, Safety, Security and Safeguarding Committee (HSC)**

The Board of Trustees has ultimate responsibility for ensuring that MAG

is compliant with legal requirements in the UK and with local country laws and best practice.

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

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

Members of the Board must ensure that:

- health and safety arrangements are adequately resourced;
- they obtain competent health and safety advice;
- risk assessments are carried out;
- employees or their representatives are involved in decisions that affect their health and safety;
- health and safety performance of the organisation is reviewed at least once a year;
- MAG adheres to the policy and standards set out in our Safeguarding Framework;
- We have robust systems for

monitoring and reporting on any safeguarding concerns;

- The Board and nominated Safeguarding Trustee receive regular updates on the effectiveness of our safeguarding control measures;
- The Board Security Focal Point is the nominated trustee lead and receives regular updates from the Head of Global Security and Programmes Director;
- The Risk lead on the Board is the nominated trustee lead who has oversight of the effectiveness of

MAG's risk management function.

#### **Fundraising and Communications Focal Point (FFP)**

The purpose of the role is to provide additional advice and assurance to the Board on its fundraising and communications initiatives and responsibilities under any relevant legislation, regulation, and internal ethical and professional standards.

#### **Board Security Focal Point**

MAG operates across a complex

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

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

The Board Security Focal

Continued on Page 58





Continued from Page 57

Point is a member of the Health, Safety, Security and Safeguarding Committee and provides subject matter expertise to the committee on matters relating to security.

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

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

#### Safeguarding Trustee Focal Point

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

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

#### Board Diversity Champion

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

The Board Diversity Champion actively contributes to the work of the Diversity and Inclusion Steering Group to drive forward MAG's strategy and organisation wide ED&I activities. The role supports MAG's endeavours to ensure a strong culture, strategy and action plan



together with compliance and good practice in relation to diversity.

#### Board evaluation and Chair appraisal

The Board undertakes an annual self-appraisal exercise. A questionnaire is completed by the Board and the results form the basis of the annual self-appraisal session at the Annual Board Away Day.

As part of the Board evaluation process, informal trustee appraisals will also be arranged between individual trustees and the Chair. Similarly, trustees are invited to provide feedback to the Governance Committee Chair on the how the Board is working and

how it interacts with the Chair. This feedback forms the basis of the annual appraisal of the Chair.

Every three years an external evaluation is undertaken looking at the board's balance of skills, experience and knowledge, its diversity in the widest sense, how the board works together and other factors relevant to its effectiveness. An external evaluation was conducted in 2021, the next external governance review is planned for 2024.

#### Declaration of interests

Trustees must meet the HMRC fit and proper persons test and must declare all relevant interests.

Prior to appointment, trustees are also required to complete a Trustee Automatic Disqualification Declaration. This form is used by MAG to ensure that individuals who hold, or who are applying for, a trustee position are not disqualified from holding that position.

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

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

Under company law, a trustee of a charitable company must avoid a situation in which he or she has, or can have, a direct or indirect interest that conflicts, or possibly may conflict, with the interests of the company. The Charity Commission expects trustees to follow three steps to manage conflicts of interest:

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

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

Other standard-setting bodies

## MAG America

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

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

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

## MAG Belgium

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

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

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

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

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

MAG requires trustees to declare their interests on appointment; or, where they acquire an interest subsequent to their appointment. A declaration of interests form is provided for this purpose and the

Continued on Page 64



Continued from Page 63

Company Secretary maintains a Register of Trustees' Interests.

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

➤ Pre-selection: any prospective trustee is requested by the Company Secretary to complete a 'Contact and Interests' form prior to confirmation of appointment in order that relevant issues may be taken into account before confirming their appointment. An additional form must be completed by all trustees prior to appointment: Trustee Automatic Disqualification Declaration.

This form is used by MAG to ensure that individuals who hold, or who are applying for, a trustee position are not disqualified from holding that position.

➤ On arrival: every new trustee is required to complete a Declaration of Interests form at the time of appointment.

➤ Annually: During each Annual Retirement Meeting, trustees are asked to make statements of interests including any conflict other than those already stated.

➤ When anything significant changes: new matters should not await an annual declaration before being notified. It is the responsibility of each individual trustee to proactively declare any matters which they feel may present actual or potential conflicts, or the

## Handling of Complaints

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

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

expect from organisations and individuals delivering humanitarian assistance.

**Commitment 5 states:**

Communities and people affected by crisis have access to safe and responsive mechanisms to handle complaints.

**Quality Criterion:** Complaints are welcomed and addressed.

In addition, we adhere to the Fundraising Regulator Promise, which outlines the commitment made to donors and the public by fundraising organisations registered with the Fundraising Regulator. Those who register with the regulator agree to ensure their fundraising is legal, open, honest and respectful. The standards for fundraising are set out in the Code of Fundraising Practice.

perception of such conflicts.

➤ Verbally at any meeting where specific relevant conflicts may arise. Trustees must: **i)** identify conflicts of interest i.e. declare conflicts at the start of a meeting; **ii)** prevent conflicts of interests from affecting the decision i.e. withdraw from that part of the meeting; and **iii)** record conflicts of interest i.e. in the meeting minutes.

Failure to act properly where

there is a conflict of interest is a breach of the trustees' legal responsibilities.

In the event of a declaration by a trustee, the Articles of Association set out the framework for dealing with trustees' conflicts of interest.

The Articles allow conflicts of interest to be dealt with either by following a procedure set out in the Articles, or by having a conflict authorised by the other trustees subject to certain limitations.

➤ A conflict should be declared at the earliest opportunity

➤ A trustee who declares an interest should leave the meeting to allow the other trustees to decide whether his or her absence is necessary or appropriate

➤ The other trustees should agree how to deal with the conflict, for instance by allowing the conflicted trustee to speak on the matter concerned but not to vote

➤ The process must be properly minuted.

## Quality and Environmental Commitments and Standards

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

MAG recognises its role in

minimising the impact it has on the environment by working in a sustainable and environmentally friendly manner. The organisation is committed to improvement of its environmental performance through compliance with ISO 14001:2015 and all relevant environmental legislation.

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

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

**1** The likely consequences of any decision in the long term: In 2021 MAG trustees approved the extension of our current strategy to the end of 2023. The decision to extend the current strategy would allow more time to understand the economic impact of COVID-19 on aid budgets and to further develop financial forecasting tools. In addition, the extension provides more time to agree and establish resourcing arrangements for the new strategy's development and implementation. The Board will oversee the development of MAG's new strategy during 2023 to start in 2024.

**2** The interests of the company's employees: Please see Employee Engagement on Page 40. MAG undertook extensive consultation with staff as part of the mid-term strategy review. This included workshops with diverse staff from all levels of the organisation, with a focus on reflecting the culture we are aiming to move towards.

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

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

In turn, partnering agreements

are designed to ensure that any activities carried out by partners on behalf of MAG are in line with our own standards and practice. MAG values and ethics are at the heart of our procurement processes and all suppliers are expected to adhere to both the IAPG (Inter Agency Procurement Group (<https://www.iapg.org.uk/vendors/>)) and MAG Code of Conduct, Data Protection, Modern Slavery, Safeguarding, Financial Crime, Environmental and Ethical policies alongside other pre-qualification requirements. Please see Pages 28-29 for our engagement with supporters.

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

One of our trustees takes the role of Board safeguarding trustee and sits on the Health, Safety, Security and Safeguarding Committee, which receives regular updates on our safeguarding casework. An external safeguarding review took place in early 2021 and the results of which formed the safeguarding work plan for the year ahead.

MAG recognises its role in minimising the impact it has on the environment by working in a sustainable and environmentally friendly manner. The organisation is committed to continual improvement of its environmental performance through compliance with ISO 14001:2015 and all relevant environmental legislation. In line with our Environmental Policy, we recognise the importance of the impact of our

activities on the environment and that there is a need to constantly consider ways in which we can conserve energy and minimise waste in all activities that we undertake. Where practicable, we consider the 'sustainability' of resources and materials procured, the social and environmental effects of procuring resources and materials is given equal weighting alongside the economic ones where practical. Genuine attempts to minimise the social and environmental impacts of our procurement decisions are made.

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

Being guided by our values has become increasingly important as MAG has grown and using our values to guide decision making is recognised as important. During 2021, a review of our values was carried out, taking views from staff across the globe and consulting with them on the values which best reflect MAG. The five values identified – determined, inclusive, compassion, integrity and expert – were launched in December with work underway in 2022 to incorporate them into our existing decision making and process structures and frameworks.

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



# Financial Review

On 2 January 2020, MAG changed its accounting reference period to 31 December. The financial statements presented in this Annual Report represent the year ended 31 December and comparative figures are in relation to the 18-month accounting period from 1 July 2019 to 31 December 2020. The financial statements of the charity company can be found on pages 74 to 89.

## Overview of COVID-19 impact

During 2021 MAG continued to respond quickly and adapt to the global pandemic. There continued to be disruption to operations across programmes affecting staff mobility and travel restrictions, however processes and management actions established in 2020 allowed MAG to manage this effectively without a significant financial impact.

We continue to monitor the risk and impact of COVID-19 and do not expect the pandemic to impact our financial position for the foreseeable future.

## Income

Total income for the year was **£76.3m** which represents an 4.5% reduction in income compared to the previous financial period (2020: 119.9m - annualised **£79.9m**). This can largely be attributed to the appreciation of the USD (average of 1.37 vs 1.27 in 2020) and inability to deliver programme activity in certain regions due to external factors such as security and access issues and delays in approval to commence activities.

Total net income for the year was £843k for the period (2020: net

expenditure of £417k). This shift is due to the designated GISF income of £447k and foreign exchange gain of £396k during the year. Income from donations, legacies and other trading activities has continued to perform well at £0.9m (2020: £1.4m).

Unrestricted operating funds stand at £5.2m (2020: £4.6m). In arriving at its view of unrestricted reserves, the Board makes such transfers as it considers necessary from unrestricted operating funds to unrestricted designated funds. During the period, MAG utilised £200k of the Designated Unrestricted Foreign Exchange Fund to manage the crystallised foreign exchange risk. 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 2021 stands at £5.2m (2020: £4.5m).

Cash balances stand at £27.6m (2020: £17.2m) and are largely attributable to grant/contract payments received in advance of disbursement, the majority of which are held in UK accounts, where MAG's global treasury management is carried out. Funds are transferred to overseas programmes to cover their short-term working capital needs as required.

## Reserves Policy

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

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

During the financial year COVID-19 did present a new organisational risk but due to mitigating actions taken there was no material impact to reserves in the year. Consideration of the future

impact of COVID-19 was considered in setting the level of unrestricted reserves in the current policy. The Board considers the year-end balance of £5.2m of unrestricted reserves to be sufficient to cover the existing and immediate position of the charity company to respond to the risks identified in the reserves policy; a floor of £3.5m is approved in the reserves policy.

## Investment

To date the funding of the charity's

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

## Going Concern

Over 98% of MAG's income is restricted in nature and received through delivery of government and institutional donor contracts. Commitment and support from our donor base is strong and is

expected to remain so for the foreseeable future.

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

MAG has adequate resources to continue in operational existence

Continued on Page 68





### Continued from Page 67

for the foreseeable future, cash headroom has been analysed and is appropriate to current and forecast business levels and factoring in global inflation. In addition, MAG has the operational capacity, knowledge and expertise to continue to be at the leading edge of the post conflict recovery sector for the foreseeable future

### Principal financial risks to be managed in the year ahead

#### COVID-19

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

#### Contractual Compliance

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

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

#### Bribery and Corruption

MAG operates in areas of the world where the risk of bribery



and corruption is considered to be high. The Board of Trustees and Leadership Team recognise that bribery and corruption are contrary to the fundamental values of integrity, transparency and accountability and undermines organisational effectiveness.

We have in place necessary policies and procedures (including frameworks relating to financial crime, procurement, personal conduct, gifts & hospitality, conflict of interests, whistleblowing, and finance/HR) to reduce incidences of bribery and corruption to the lowest possible levels and to ensure proper reporting and sound management of any events which come to light. The AFC monitors bribery and corruption-related risks.

#### Sanctions

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

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

governments (collectively "sanctions regimes"). The cross department Sanctions working group advise on the internal Sanctions policy and associated procedures, monitor and assess sanctions risks and report on relevant sanctions matters to MAG's Leadership Team.

#### Foreign Exchange Risk

MAG operates in a multi-currency environment, receiving income and making payments in currencies other than its functional currency. As a result, MAG is exposed to both translation and transaction foreign exchange risk. MAG operates in many locations and under separate donor contracts and this gives rise to transaction foreign exchange risk should programme outflows in one

or more currencies exceed inflows in the donor currency as a result of adverse movements in exchange rates.

MAG manages its foreign exchange exposure on a net basis and mitigates these risks through prudent budget preparation, internal matching of currency flows and the use of treasury instruments.

The development of a long term foreign exchange strategy and potential use of foreign currency hedging products to lower transaction risk is being explored with Barclays following the migration of MAG's central treasury management. If combination of the above actions is not sufficient to mitigate the exposure, then foreign currency fluctuations may adversely

affect MAG's results and financial position.

#### Liquidity Risk

MAG is exposed to liquidity risk as the profile of receipts under donor contracts may not be timed to coincide with corresponding outflows. In order to mitigate liquidity risk, MAG considers the impact of contracting activity on current and future liquidity as well as on long-term financial resilience.

In addition to negotiating payments in advance, particularly where there is significant capital outlay on initiation or expansion of programmes, MAG manages the flows of funds to programmes from its head office and ensures the profile of cash inflows and outflows arising from donor contracts provides resilience in organisational liquidity.

During the year, MAG transitioned their UK held accounts from RBS to Barclays. In doing so, MAG also set up 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 AFC on a quarterly basis.

#### International Tax

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

These countries are also requiring employment taxes and social security to be paid at source by the employer. MAG is continuing to work with external providers to address risks highlighted during the review of MAG's current international tax obligations. Provision has been made for potential backdated liabilities relating to FY21 and prior years.



# Statement of Trustees' Responsibilities

➤ The Trustees (who are also directors of the Mines Advisory Group for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom accounting standards (United Kingdom generally accepted accounting practice) including FRS 102 "The financial reporting standard applicable in the UK and Republic of Ireland". Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable



company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and

➤ the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

*Julia Palca*

**Julia Palca**  
Chair of the Board of Trustees  
15 July 2022



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

- **Ms Karen Brown**, Chair (resigned 22/10/2021)
- **Ms Julia Palca**, Chair (appointed 22/10/2021)
- **Mr John Malik**, Vice Chair, Member of the Audit and Finance Committee (AFC)
- **Mr Anthony Collier**, Treasurer and Chair of the AFC
- **Mr Dominic Kendal-Ward**, Member of the Governance, Nomination and Review Committee (GNRC) (resigned 22/10/2021)
- **Mr Chris Kemp**, Chair of the Health, Safety, Security and Safeguarding Committee (HSC) and Board Security Focal Point
- **Mr Matthew Sherrington**, Board Fundraising Focal Point (resigned 11/11/2019)
- **Ms Jane Marriott OBE**, Member of the HSC
- **Prof. Bertrand Taithe**, Member of the GNRC
- **Ms Judith Greenwood**, Chair of the GNRC, Safeguarding Trustee Focal Point and Member of the HSC
- **Mr Khaleel Desai**, Board Diversity Champion and Member of the GNRC
- **Ms Sonia Bate**, Member of the GNRC
- **Ms Frances Milner**, Board

- Fundraising and Communications Focal Point and member of the AFC
- **Ms Renata Dwan** (appointed 22/10/2021)
- **Mr Peter Jones**, Member of AFC (appointed 22/10/2021)
- **Ms Harbinder Kaur**, Member of the GNRC (appointed 22/10/2021)
- **Ms Nesta Hatendi**, Member of AFC and HSC (appointed 22/10/2021)

### Leadership Team:

- **Mr Darren Cormack**, Chief Executive (appointed 15/05/20)
- **Mr Llewelyn Jones**, Programmes Director (to 28/01/2021)
- **Mr Greg Crowther**, Deputy Programmes Director (appointed 28/01/2021)
- **Ms Angela Mulholland-Wells**, Director of Finance (resigned 24/09/2021)
- **Ms Ria Ntabejane**, Interim Director of Finance (appointed 27/09/2021)
- **Ms Victoria Sennett**, People & Organisational Development Director (resigned 30/07/2021)
- **Ms Sam Wakefield**, Interim Director of People & Culture (appointed 12/10/2020)

- **Mr Mikael Bold**, Technical Director
- **Mr Jon Brown**, Fundraising and Engagement Director
- **Mr Jules Mason**, Director of Governance and Business Transformation (appointed 02/09/2021)

### Company Secretary:

- **Ms Sarah Howell**

### Independent Auditor:

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

### Bankers:

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

### Solicitors:

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

### Registered and Principal Office:

- Suite 3A, South Central, 11 Peter Street, Manchester, M2 5QR
- Company Number: **04016409**
- Registered Charity Number: **1083008**



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

# Our Auditors say ...

### REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

#### Opinion

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

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2021 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 cash flow statement; 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](http://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 trustees

about their own identification and assessment of the risks of irregularities.

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 and 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 fraud might occur in the financial statements.

Continued on Page 75





#### Continued from Page 73

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 specific procedures performed to address it are described below:

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

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

of any significant transactions that are unusual or outside the normal course of business.

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

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

#### REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

##### 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.

*Sarah Anderson*

##### Sarah Anderson FCCA (Senior statutory auditor)

For and on behalf of Deloitte LLP  
Statutory Auditor  
Manchester, UK  
1 September 2022



# 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 2021

FUNDS:	Note	Period ended 31 Dec 2021			Period ended 31 Dec 2020		
		Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
<b>INCOME FROM:</b>							
Charitable activities	5	-	74,772	74,772	-	118,251	118,251
Donations and legacies	6	635	201	836	1,078	249	1,327
Other trading activities	7	38	1	39	33	9	42
Investments	8	3	3	6	65	3	68
Other income	9	546	59	605	175	11	186
<b>TOTAL INCOME</b>		<b>1,222</b>	<b>75,036</b>	<b>76,258</b>	<b>1,351</b>	<b>118,523</b>	<b>119,874</b>
<b>EXPENDITURE ON:</b>							
Raising funds	10	368	-	368	603	-	603
Charitable activities	10	7,389	67,658	75,047	11,385	108,303	119,688
<b>TOTAL EXPENDITURE</b>		<b>7,757</b>	<b>67,658</b>	<b>75,415</b>	<b>11,988</b>	<b>108,303</b>	<b>120,291</b>
<b>NET INCOME/ (EXPENDITURE):</b>							
Transfer between funds	16	(6,535)	7,378	843	(10,637)	10,220	(417)
<b>NET MOVEMENT IN FUNDS</b>		<b>869</b>	<b>(26)</b>	<b>843</b>	<b>(403)</b>	<b>(14)</b>	<b>(417)</b>
<b>RECONCILIATION OF FUNDS:</b>							
Total funds brought forward	16	4,809	(3)	4,806	5,212	11	5,223
Net movement in funds for the period		869	(26)	843	(403)	(14)	(417)
<b>Total funds carried forward</b>	<b>16</b>	<b>5,678</b>	<b>(29)</b>	<b>5,649</b>	<b>4,809</b>	<b>(3)</b>	<b>4,806</b>

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 79 to 89 form part of these financial statements.

## The Mines Advisory Group - Company Limited by Guarantee Balance Sheet as at 31 December 2021

	Note	31 Dec 2021 £'000	31 Dec 2020 £'000
<b>FIXED ASSETS</b>			
Tangible assets	13	-	49
<b>CURRENT ASSETS</b>			
Stock		-	148
Debtors due within one year	14	8,043	9,355
Cash at bank and in hand		27,623	17,218
		<b>35,666</b>	<b>26,721</b>
<b>CURRENT LIABILITIES</b>			
Amounts falling due within one year	15	(30,017)	(21,964)
<b>NET CURRENT ASSETS</b>		<b>5,649</b>	<b>4,757</b>
<b>NET ASSETS</b>		<b>5,649</b>	<b>4,806</b>
<b>FUNDS</b>			
Unrestricted funds - General	16	5,227	4,591
Unrestricted funds - Designated	16	451	218
Restricted funds	16	(29)	(3)
<b>TOTAL FUNDS</b>	<b>17</b>	<b>5,649</b>	<b>4,806</b>

The notes on Pages 79 to 89 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 15 July 2022.

Signed on behalf of the Board of Trustees

*Julian Palca*  
Chair



**The Mines Advisory Group - Company Limited by Guarantee**  
**Statement of Cash Flows**  
**for the period ended 31 December 2021**

	Year ended 31 Dec 2021 £'000	Period ended 31 Dec 2020 £'000
<b>Net cash flows from operating activities</b>	12,414	4,752
<b>Cash flows from investing activities</b>		
Interest received	6	68
Purchase of plant and equipment	(1,702)	(4,469)
<b>Net cash flows from investing activities</b>	(1,696)	(4,401)
<b>Net increase/(decrease) in cash and cash equivalents</b>	10,718	351
<b>Cash and cash equivalents at beginning of period</b>	17,218	17,367
<b>Change in cash and cash equivalents due to exchange rate movements</b>	(313)	(500)
<b>Cash and cash equivalents at end of period</b>	<b>27,623</b>	<b>17,218</b>
<b>Analysis of cash and cash equivalents</b>		
Cash in hand	374	382
Bank accounts and Notice deposits (less than 3 months)	27,249	16,836
<b>Total cash and cash equivalents</b>	<b>27,623</b>	<b>17,218</b>
<b>Reconciliation of net income/(expenditure) to cash generated by operations:</b>		
Net income/(expenditure) for the period	843	(417)
<i>Adjustments for:</i>		
Interest receivable	(6)	(68)
Decrease in cash and cash equivalents due to exchange rate movements	313	500
Depreciation charges	1,751	4,863
Operating cash flows before movement in working capital	2,901	4,878
Decrease/(Increase) in stock	148	(148)
Decrease in debtors	1,312	1,212
Increase/(Decrease) in creditors	8,053	(1,190)
Cash generated by operations	12,414	4,752

## 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 71.

### 2 BASIS OF ACCOUNTING

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

On 2 January 2020, MAG changed its accounting reference date to 31 December. The financial statements presented in this Annual Report represent the year ended 31 December 2021. The comparative figures represent the 18-month accounting period ended 31 December 2020.

### 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 2023 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,

Continued on Page 80



Continued from Page 79

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

3.4 Fund accounting

Restricted funds represent income that has been received and recognised in the financial statements, which is subject to specific conditions imposed by the donor, client or grant making institution.

These funds are not available for the Trustees to apply at their discretion.

The purpose and use of the restricted funds is set out in the note 16 to the financial statements. Unrestricted funds are monies 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, except that the rent free period under the charity's lease of its UK head office is spread over the period to the first rent review in June 2020 as permitted under FRS 102 transition provisions.

3.6 Foreign currencies

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

in pounds sterling.

Transactions in foreign currencies are translated into sterling at average monthly rates. Assets and liabilities in foreign currencies are translated into sterling at the rate of exchange ruling at the balance sheet date.

Any gain or loss arising on translation is included in the statement of financial activities.

3.7 Tangible fixed assets

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

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

3.8 Stock

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

3.9 Taxation

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

3.10 Overseas programmes

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

3.11 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 2021 £'000	Period ended 31 Dec 2020 £'000
Belgian Ministry of Foreign Affairs	200	519
British High Commission	560	745
Canadian Department of Foreign Affairs, Trade and Development	1,557	2,290
Dutch Ministry of Foreign Affairs	2,961	4,015
European Commission	2,891	10,112
Fibertek	820	1,463
Foreign Commonwealth and Development Office (formerly DFID)	6,366	17,169
French Ministry of Foreign Affairs	-	1,108
German Federal Foreign Office	7,696	12,227
Irish Aid Department of Foreign Affairs and Trade	318	602
Japanese Ministry of Foreign Affairs	1,569	1,627
MAG America	36,974	45,140
Ministry of Foreign Affairs of Finland	1,303	826
Norwegian Ministry of Foreign Affairs	5,480	9,904
Swedish International Development Cooperation Agency	3,013	4,255
Stichting Vluchteling	257	238
United Nations Office for the Coordination of Humanitarian Affairs (OCHA)	372	461
United Nations Office for Project Services (UNOPS)	660	2,783
United Nations Development Programme (UNDP)	-	120
Trusts & Foundations	598	1,066
Miscellaneous Donors	1,177	1,581
<b>Total</b>	<b>74,772</b>	<b>118,251</b>

Note

Of the £36.97m from MAG America, £34.26m (2020: £44m out of £45.1m) had the U.S. Department of State's Office of Weapons Removal and Abatement and Office of US Foreign Disaster Assistance as the back donors.



**6 ANALYSIS OF INCOME FROM DONATIONS & LEGACIES**

	Year Ended 31 Dec 2021			Period Ended 31 Dec 2020		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	£'000	£'000	£'000	£'000	£'000	£'000
Public Donations, Appeals & Fundraising Events	229	124	353	543	62	605
Regular Giving (including gift aid)	203	2	205	225	56	281
Donations from Trusts, Foundations and Partnerships	21	71	92	119	20	139
Legacies	182	-	182	191	-	191
Coronavirus Job Retention Scheme	-	4	4	-	111	111
<b>Total</b>	<b>635</b>	<b>201</b>	<b>836</b>	<b>1,078</b>	<b>249</b>	<b>1,327</b>

**7 ANALYSIS OF INCOME FROM OTHER TRADING ACTIVITIES**

	Year Ended 31 Dec 2021			Period Ended 31 Dec 2020		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	£'000	£'000	£'000	£'000	£'000	£'000
Fundraising activities	38	-	38	33	-	33
Merchandise	-	1	1	-	9	9
<b>Total</b>	<b>38</b>	<b>1</b>	<b>39</b>	<b>33</b>	<b>9</b>	<b>42</b>

**8 ANALYSIS OF INCOME FROM INVESTMENTS**

	Year Ended 31 Dec 2021			Period Ended 31 Dec 2020		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	£'000	£'000	£'000	£'000	£'000	£'000
Bank interest received	3	3	6	65	3	68

**9 ANALYSIS OF OTHER INCOME**

	Year Ended 31 Dec 2021			Period Ended 31 Dec 2020		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	£'000	£'000	£'000	£'000	£'000	£'000
Insurance claims	-	20	20	-	-	-
Other income	546	39	585	175	11	186
<b>Total</b>	<b>546</b>	<b>59</b>	<b>605</b>	<b>175</b>	<b>11</b>	<b>186</b>

**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 £115k (2020: £138k), being management salaries attributable to the governance of the charity, trustee expenses, audit fees and other professional fees.

	Year Ended 31 Dec 2021			Period Ended 31 Dec 2020		
	Raising Funds	Charitable Activities	Total	Raising Funds	Charitable Activities	Total
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Activities undertaken directly</b>						
Overseas programmes - restricted	-	67,658	67,658	-	108,303	108,303
Overseas programmes - unrestricted	-	(54)	(54)	-	343	343
<b>Total direct activity expenditure</b>	<b>-</b>	<b>67,604</b>	<b>67,604</b>	<b>-</b>	<b>108,646</b>	<b>108,646</b>
<b>Support costs:</b>						
Staff related costs including travel	242	5,754	5,996	374	7,633	8,007
Premises, IT & Communications	83	967	1,050	100	2,027	2,127
Fundraising Events & Advertising	7	-	7	102	-	102
Professional fees & other costs	36	1,118	1,154	27	924	951
Exchange loss / (gain)	-	(396)	(396)	-	458	458
Total support costs - unrestricted	368	7,443	7,811	603	11,042	11,645
<b>Total Expenditure</b>	<b>368</b>	<b>75,047</b>	<b>75,415</b>	<b>603</b>	<b>119,688</b>	<b>120,291</b>



**11 NET INCOME/(EXPENDITURE) FOR THE PERIOD**

Net income is stated after charging/(crediting):

	Year ended 31 Dec 2021 £'000	Period ended 31 Dec 2020 £'000
Depreciation of tangible fixed assets owned by the charity	1,751	4,863
Foreign exchange loss/(gain)	(396)	458
Rentals under operating leases	1,662	2,520
Auditor's remuneration:		
- Fees payable to the charity's auditor for the audit of the charity's financial statements	82	82
- Fees payable to the charity's auditor for other services:		
Grant certification services	61	29
Taxation services	-	4

**Note**

In the comparative period, there were a higher number of employees with emoluments over £60,000 and disclosed within the higher salary band brackets due to the 18-month disclosure period as a result of the year end extension. The key management personnel of the charity are listed on Page 71. The total remuneration (including pension contributions and employers' national insurance) of the key management personnel for the year totalled £672k (18 month period ended 31 December 2020: £1.2m).

**12 ANALYSIS OF STAFF AND TRUSTEE COSTS**

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

	Period ended 31 Dec 2021	Period ended 31 Dec 2020
UK employees:		
- Overseas projects	51	193
- Programme support and administration	94	71
- Fund-raising information and education	7	8
Overseas national employees	5,297	4,929
<b>Total</b>	<b>5,449</b>	<b>5,201</b>
Their aggregate remuneration comprised:	<b>£'000</b>	<b>£'000</b>
Salaries and wages - UK employees (including those overseas)	14,961	22,029
Salaries and wages - Overseas national employees	29,624	49,022
Social security costs	516	583
Pension contribution	199	260
<b>Total</b>	<b>45,300</b>	<b>71,894</b>

There are no payments to temporary staff (2021: nil) which are not included in the notes outlined above.

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

	Year ended 31 Dec 2021			Period ended 31 Dec 2020		
	UK	Int'l	Total	UK	Int'l	Total
between £60,000 and £70,000 per annum:	4	33	37	7	21	28
between £70,000 and £80,000 per annum:	3	34	37	3	16	19
between £80,000 and £90,000 per annum:	1	14	15	4	22	26
between £90,000 and £100,000 per annum:	1	7	8	5	30	35
between £100,000 and £110,000 per annum:	-	1	1	1	17	18
between £110,000 and £120,000 per annum:	-	1	1	1	21	22
between £120,000 and £130,000 per annum:	-	-	-	1	5	6
between £130,000 and £140,000 per annum:	-	-	-	-	5	5
between £140,000 and £150,000 per annum:	-	-	-	1	3	4
between £150,000 and £160,000 per annum:	-	-	-	-	2	2
between £170,000 and £180,000 per annum:	-	-	-	-	1	1

**13 TANGIBLE FIXED ASSETS**

	Field Assets £'000	Equipment Fixtures & Fittings £'000	Total £'000
<b>Cost</b>			
At 1 January 2021	32,707	915	33,622
Additions	1,687	15	1,702
Disposals	(16,915)	-	(16,915)
<b>At 31 December 2021</b>	<b>17,479</b>	<b>930</b>	<b>18,409</b>
<b>Depreciation</b>			
At 1 January 2021	32,673	900	33,573
Charge for the period	1,721	30	1,751
Disposals	(16,915)	-	(16,915)
<b>At 31 December 2021</b>	<b>17,479</b>	<b>930</b>	<b>18,409</b>
<b>Net Book Value</b>			
<b>At 31 December 2021</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Book Value</b>			
<b>At 31 December 2020</b>	<b>34</b>	<b>15</b>	<b>49</b>

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

**Note**

All of the above assets are used in the administration of the charity or in support of its operations. During the year a review of the asset cost base per programme was completed. This has resulted in a historical adjustment of £16.9m to the accumulated cost and accumulated depreciation of tangible fixed assets. This has not impacted the Statement of Financial Activities or the net book value of assets as they are depreciated in full on acquisition.

**14 DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31 Dec 2021 £'000	31 Dec 2020 £'000
Trade debtors	1,823	2,625
Prepayments and accrued income	5,929	6,553
Other debtors	291	177
<b>Total</b>	<b>8,043</b>	<b>9,355</b>

**15 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31 Dec 2021 £'000	31 Dec 2020 £'000
Trade creditors	301	716
Deferred income (see note right)	23,100	15,194
Other taxation and social security	252	207
Derivative financial instruments (see note 20)	-	-
Accruals	702	885
Other creditors	5,662	4,962
	<b>30,017</b>	<b>21,964</b>
<b>Deferred income</b>		
Balance as at start of period	15,194	18,475
Amount released to income	(15,194)	(18,475)
Amount deferred in the period	23,100	15,194
<b>Balance as at end of period</b>	<b>23,100</b>	<b>15,194</b>

**Note**

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



## 16 MOVEMENTS IN FUNDS

	1 Jan 2021 £'000	Income £'000	Expenditure £'000	Transfers £'000	31 Dec 2021 £'000
<b>Restricted funds analysed by Programme</b>					
Middle East					
Iraq	(78)	15,074	(13,660)	(1,410)	(74)
Lebanon	-	6,249	(5,720)	(499)	30
Syria	(21)	2,907	(2,690)	(205)	(9)
East and Southern Africa					
Angola	-	2,803	(2,562)	(251)	(10)
Somalia	(8)	943	(866)	(77)	(8)
South Sudan	5	4,553	(4,079)	(473)	6
Zimbabwe	(4)	1,139	(1,047)	(90)	(2)
Sahel and West Africa					
Benin	-	455	(404)	(51)	-
Burkina Faso	6	931	(801)	(130)	6
Democratic Republic of Congo	7	560	(499)	(61)	7
Chad	8	2,477	(2,224)	(253)	8
Gambia	1	232	(219)	(14)	-
Guinea	(2)	151	(131)	(20)	(2)
Mali	12	1,512	(1,374)	(138)	12
Mauritania	(5)	818	(746)	(72)	(5)
Niger	(17)	324	(266)	(57)	(16)
Nigeria	(26)	1,485	(1,320)	(116)	(23)
Sierra Leone	1	239	(224)	(15)	1
Senegal	7	276	(181)	(94)	8
West Africa - non-country specific	-	635	(477)	(158)	-
South and South east Asia					
Cambodia	4	4,448	(4,032)	(417)	3
Lao PDR	81	8,526	(7,789)	(844)	(26)
Myanmar	4	666	(629)	(39)	2
Sri Lanka	42	5,231	(4,809)	(428)	36
Vietnam	(17)	7,798	(7,158)	(651)	(28)
Latin America and Rest of World					
UK	31	772	(333)	(427)	43
Libya	3	-	-	-	3
Bosnia and Herzegovina	(24)	1,983	(1,804)	(178)	(23)
Mexico	-	-	-	-	-
Peru	(11)	560	(468)	(92)	(11)
Ecuador	(2)	726	(645)	(81)	(2)
GISF	-	549	(492)	(57)	-
Azerbaijan	-	14	(9)	(6)	(1)
<b>Restricted funds</b>	<b>(3)</b>	<b>75,036</b>	<b>(67,658)</b>	<b>(7,404)</b>	<b>(29)</b>
<b>Unrestricted fund</b>					
General	4,591	775	(7,743)	7,604	5,227
Designated Opportunity Fund	-	-	-	-	-
Designated Foreign Exchange Fund	200	-	-	(200)	-
Designated GISF fund (see Page 85 panel)	18	447	(14)	-	451
<b>Total Unrestricted funds</b>	<b>4,809</b>	<b>1,222</b>	<b>(7,757)</b>	<b>7,404</b>	<b>5,678</b>
<b>Total funds</b>	<b>4806</b>	<b>76,258</b>	<b>(75,415)</b>	<b>-</b>	<b>5,649</b>

**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.

**Restricted funds analysed by Programme**

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

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 2021 £'000	Restricted Funds 2021 £'000	Total 31 Dec 2021 £'000	Unrestricted Funds 2020 £'000	Restricted Funds 2020 £'000	Total 31 Dec 2020 £'000
Tangible fixed assets	-	-	-	443	-	443
Net current assets	5,678	(29)	5,649	4,769	11	4,780
<b>Total</b>	<b>5,678</b>	<b>(29)</b>	<b>5,649</b>	<b>5,212</b>	<b>11</b>	<b>5,223</b>

## 18 OPERATING LEASE COMMITMENTS

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

	31 Dec 2021			31 Dec 2020		
Leases which expire:	Within one year £'000	2-5 years £'000	Over 5 years £'000	Within one year £'000	2-5 years £'000	Over 5 years £'000
Land and buildings	212	358	-	156	504	-
Other	20	-	-	2	-	-

## 19 FINANCIAL INSTRUMENTS

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

	31 Dec 2021 £'000	31 Dec 2020 £'000
<b>Financial Assets</b>		
Measured at undiscounted amount receivable		
- Trade and other debtors (see note 14)	8,043	9,355
- Cash at bank and in hand	27,623	17,218
Measured at fair value		
Derivative financial (liabilities)/assets (see note 20)	-	-
<b>Total</b>	<b>35,666</b>	<b>26,573</b>
<b>Financial liabilities</b>		
Measured at undiscounted amount payable		
- Trade and other creditors (see note 15)	(6,917)	(6,770)
<b>Total</b>	<b>(6,917)</b>	<b>(6,770)</b>

## 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 £199k (2020: £260k)

## 22 RELATED PARTIES

### Trustees:

Expenses reimbursed or incurred directly by MAG in respect of 13 Trustees during the period amounted to £2k (2020: 13 Trustees - £16k). Of this, £0k (2020: £6k) 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 £694 were received from the Trustees during the year (2020: £4,326).

In 2021 and 2020, Trustees were covered by the overall company indemnity insurance, the costs relating specifically to the trustees were not separately identified.

### Edit Development Limited:

Sonia Bate is a Director of Edit Development Limited. During the period the charity contracted consultancy services from Edit Development totalling £2.2k (2020: £16k).

### 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.

immaterial to MAG's financial statements.

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

## 23 CONTINGENT LIABILITIES

At the date of signature, there are no contingent liabilities to report (2020: 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, Diversity, 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 . . .

Much of our work is funded by government donors – listed below – who are helping to make a real difference to the lives of those impacted by landmines and armed violence and who have shown their commitment over a sustained period of time. Our work is also funded by trusts, foundations and other charitable organisations whose vital support is deployed strategically to make a real difference. MAG is also funded by ordinary members of the public who give up their time and their money to help us save and change lives every single day. None of what we have achieved would have been possible without this support. Thank you

- United States Department of State - Office of Weapons Removal and Abatement (PM/WRA)
- Office of U.S. Foreign Disaster Assistance (OFDA/USAID)
- United States Department of Defence – Humanitarian Demining R&D Program (HD R&D)
- German Federal Foreign Office (GFFO)
- United Kingdom Foreign, Commonwealth & Development Office (FCDO)
- United Kingdom Conflict, Stability and Security Fund
- Dutch Ministry of Foreign Affairs
- Norwegian Ministry of Foreign Affairs
- European Commission
- Global Affairs Canada
- Swedish International Development Agency
- Finnish Ministry of Foreign Affairs
- Australian Department of Foreign Affairs and Trade
- Belgian Ministry of Foreign Affairs
- Irish Aid
- Government of Japan
- LuxDev
- Shoulder 2 Shoulder
- United Nations Office for Project Services/United Nations Mine Action Service
- UN Trust Facility Supporting Cooperation on Arms Regulation
- United Nations Office for the Coordination of Humanitarian Affairs
- OCWAR-T
- Stichting Vluchteling (Netherlands Refugee Foundation)
- The Marshall Legacy Institute
- Small Arms Survey (SAS)
- Good Gifts
- World Without Mines Foundation (Welt Ohne Minen)



A person wearing a tan military-style uniform, a wide-brimmed hat, and a black face mask is using a metal detector in a field of tall grass. The person is holding the detector's handle with both hands, which are wearing blue and white patterned gloves. The detector's coil is on the ground, and a red string is stretched across the area. Two wooden stakes are visible in the ground, one on the left and one on the right, marking the search area. The background is a dense field of green grass.

This report is just one  
moment in our story.

Follow the rest of it online:  
**[maginternational.org](https://maginternational.org)**