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COMMUNICATION ON ENGAGEMENT (COE)

Period covered: 19 March 2018 - 19 March 2020

10th March 2020

Dear Secretary General,

I am pleased to reaffirm MAG's support to the United Nations Global Compact and its Ten Principles in the areas of Human Rights, Labour, Environment and Anti-Corruption.

As a leading international humanitarian mine action organisation with a diverse workforce of almost 5,000 staff working across 25 country programmes, MAG acknowledges the impact it has on communities around the world and the importance of working in line with humanitarian principles and the ten principles of the United Nations Global Compact.

In 2018-19, MAG's destroyed over 94,000 landmines and explosive remnants of war making communities safer and releasing more than 99 million square metres of contaminated land for productive use, such as agriculture or other livelihoods and development activities. This contributes to progress towards the 2030 Sustainable Development Goals (SDGs), particularly SDG 1: No Poverty, SDG 2: Zero Hunger and SDG 16 Peace, Justice and Strong Institutions. In addition, MAG's work to secure small arms and light weapons and ammunition and destroying surplus or obsolete weapons contributes to reduction of violence and more peaceful societies, in line with SDG 16.

In this Communication of Engagement, we reassert our pledge to keep supporting the Global Compact advancing these principles and make a clear statement of this commitment to our stakeholders, partners, supporters and general public. In addition, we describe the actions that our organization has taken to support the UN Global Compact and its Principles in the last two years.

Human Rights

Communities are at the heart of everything MAG does, and we are determined to deliver a safe future for the women, men and children affected by violence, conflict and insecurity. We believe in a world where people can exist with dignity and choice, where their human rights are upheld and where they can live free from the fear from landmines, explosive remnants of war and the impact of small arms and light weapons and ammunition. In 2018-19, MAG's work directly benefitted over 1.2 million people around the world.

As co-founder of the International Campaign to Ban Landmines (ICBL), MAG was co-recipient of the Nobel Peace Prize in 1997 for the advocacy work which led to the adoption of the Anti-Personnel Mine Ban Convention. MAG still advocates for the full implementation of this Convention and other humanitarian disarmament instruments, such as the Convention on Cluster Munitions, both directly and as an active member of the Landmine Free 2025 Campaign. In 2019, MAG also joined the International Network on Explosive Weapons (INEW), a network of NGOs calling for immediate action to prevent human suffering from the use of explosive weapons in populated areas.

In line with our commitment to humanitarian principles, MAG uses the language of human rights and human rights-based approaches in our policies and programming, placing people affected by armed conflict and violence at the core of our work.

Labour

MAG is opposed to all forms of unlawful or unfair discrimination and values equality in the workplace. MAG is committed to equal opportunities in employment regardless of marital status, gender, sexual orientation, disability, colour, race, religion or belief, nationality, ethnicity or age.

MAG has an Equals Opportunity policy which sets out MAG's position on equal opportunities in all aspects of MAG's work and it is applied to all MAG employees. This includes all aspects of programme management (e.g. design, implementation, monitoring, evaluation) and employment (e.g. recruitment, promotion and training).

Since 2018, MAG has undertaken an independent review of its health, safety and safeguarding policies and practice to ensure we fulfil our duty of care to our staff and those people in the communities in which we operate. The review of our safeguarding culture and practices enabled us to prepare a strong framework and action plan and we are now working to ensure it is effectively and consistently implemented throughout the organisation. To facilitate this, we have appointed an organisational Safeguarding Lead, a Safeguarding Manager and a Safeguarding Trustee Focal Point.

MAG is compliant with the Modern Slavery Act 2015. MAG's Modern Slavery statement is published on our [website](#) every year.

Environment

At an organisational level, MAG seeks to reduce its impact on the environment by working in a sustainable and environmentally friendly manner and is committed to continual improvement of its environmental performance through compliance with ISO 14001:2015 and all relevant environmental legislation. At HQ level, where the average headcount has increased by 13% over the last year, MAG has managed to reduce CO2 emissions by 19% and paper usage by 12%.

In our programmes, MAG has taken measures to promote environmental responsibility and sustainability. For instance, in field camps in Zimbabwe and South Sudan, MAG invested in solar panels to minimise the use of back-up generators. In several programmes, MAG set up in house workshops for mechanical assets and detectors, so there is no need to ship these to other locations to be repaired or buy new ones; by doing so we contribute to the reduction of our carbon footprint.

MAG also tries to reduce plastic consumption. For instance, at operational accommodation sites in Sri Lanka, MAG uses water purification systems, such as UV filters, to filter water from existing local wells, which helps avoid purchasing large numbers of bottles of water from suppliers. In Iraq, MAG started implementing a no-plastic policy in the Erbil office, substituting single-use plastic water bottles for water dispensers with an in-built filtering system, which is estimated to reduce pollution footprint by 100,000 plastic bottles per year.

Across MAG programmes, we are looking to transition to tablet-based data collection to reduce the amount of paper used and reduce data input error that, in turn, will reduce the need to re-check information and therefore reduce travel in the field and the resulting carbon footprint.

MAG is looking to expand many of these measures to more programmes in a continuous effort to mitigate the environmental impact of our operations.

Anticorruption

MAG is committed to a 'zero tolerance' culture across the organisation in which all forms of corruption and criminality are clearly viewed as unacceptable. MAG has a range of policies and mechanisms that provide a clear framework to define, reduce and respond to instances of corruption and fraud. These include an anti-bribery and fraud policy, finance manual, whistleblowing policy and a code of conduct, all of which are applied to MAG employees and, as far as is appropriate, MAG's partners as well. MAG's framework to minimise and address corruption focuses on four areas, namely awareness, prevention, reporting and responding, all of which ensure appropriate and efficient application of MAG's resources.

MAG continuously monitors its impact and ensures it is accountable and transparent. To keep our donors, partners and stakeholders informed of our operations, we share the difference we make every year in our annual reports and our website.

Sincerely yours,



Dr. Jane Cocking OBE

Chief Executive, MAG



MAG

saves lives builds futures

**Annual
Report
2018-19**

30 Years of Saving
& Changing Lives



MAG

saves lives builds futures

THE MINES ADVISORY GROUP

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

TRUSTEES' ANNUAL REPORT & FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2019

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Our impact
is greater
than ever

Message from the Chair & Chief Executive

The danger of landmines and unexploded bombs continues to blight the lives of some of the most vulnerable people in the world.

About 20 people are killed or injured every day by these indiscriminate weapons, with almost half of civilian casualties being children.

Millions of people still live in fear of landmines laid during conflicts decades ago, from Angola to Cambodia to Zimbabwe. And recent conflict in the Middle East is at the root of a new crisis, with increasing numbers of people being killed and injured by landmines of an improvised nature.

MAG is proud that over the last five years the scale of our programmes has almost doubled in response to what is effectively a decades-long humanitarian emergency. And we are especially proud in this, our 30th year of doing such important work, that our impact is greater than ever.

But we believe the clearance of landmines has to be accelerated and that governments must lead with commitment and funding. This is not an insoluble problem. The world *can* be landmine-free by 2025 – but only with sufficient political will.

MAG's work last year made a positive difference directly to the lives of more than 1.2 million people in 25 countries. We returned to communities more than 65 million square metres of land—the equivalent of 9,000 football pitches. Our teams found and destroyed 94,000 landmines, unexploded bombs and other explosive remnants of war. Our work in arms management and destruction (AMD) has also continued to grow in this time, with MAG destroying 1,683 small arms and light weapons and 358 tonnes of ammunition.

We are proud that in 2018-19 we removed almost twice as many anti-personnel and anti-tank landmines than in the previous year and that we cleared 40 per cent more contaminated land.

None of these achievements



Karen Brown
Chair of Trustees

would have been possible without the generous support of our institutional, corporate and individual donors. Our total income for the year 2018-2019 was £86.7 million, an increase of 42 per cent on the previous year. With an increasing focus on individual giving, we are encouraged to report that more than £145,000 of our income was raised by the British public during MAG's 2019 UK Aid Match campaign, a figure doubled by the British government.

MAG derives its strength from its staff, who are the lifeblood of our organisation, and over the last 12 months we have seen the MAG family grow to almost 5,000 people originating from 69 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. But despite the progress, we still need to improve our gender balance across MAG. While our Manchester headquarters is nearly 60 per cent female, the make-up of our international and national staff is not.

In 2018-19, our close-knit family suffered the loss of three extraordinary colleagues: one killed during an operational detonation in Iraq, a second by gunmen during a kidnapping in South Sudan and a third was the victim of a bombing in Somalia. These losses have been



Jane Cocking
Chief Executive

felt by their colleagues and by MAG as a whole. Our thoughts are with their families, who we continue to support.

MAG continues to face a challenging security environment in several countries. Over the last year, there have been 32 security incidents, an increase of 14 on the previous year, from the bombings in Colombo, Sri Lanka, to the continuing crisis in northeast Nigeria, which shows little sign of easing. There were also 95 health and safety incidents, an increase of 33. We commissioned an independent security management review in 2018 which has shown that MAG is well-resourced to manage the safety and security risks we are exposed to in our work.

Over the last year, MAG has reinvigorated the Landmine Free 2025 campaign we co-founded with our colleagues at the HALO Trust in 2017 and which now comprises four key partners. The campaign's activities accelerated as the sector and international community headed towards the Fourth Review Conference of the Anti-Personnel Mine Ban Convention in Oslo in November. The conference, a meeting of all the states and areas signed up to the Ottawa Mine Ban Treaty, was a key opportunity to lay the groundwork for an increase in funding necessary to ensure the promise of a landmine-free 2025 is deliverable.

MAG works in many different countries with many different legal and cultural contexts. But in each location the goal is the same: to provide a work culture which is respectful, inclusive and collaborative, and driven by progressive and responsible employment practices.

In 2018, we commissioned an independent review of our safeguarding culture and practices. The review has shown us that MAG has a good framework in place and we must ensure that it is consistently and effectively implemented throughout the organisation.

Since the review was completed, we have appointed an organisational Safeguarding Lead and a Safeguarding Trustee Focal Point. We have also redesigned and implemented a clear and efficient reporting system and an organisational safeguarding strategy, work plan and budget. Safeguarding training for all staff has been completed in our programmes.

We have also invested the necessary funding to support further safeguarding training and provide the organisation with access to external support.

We are committed to promoting a culture that is supportive of all those who come into contact with MAG and maintaining and demonstrating our integrity and transparency and continue to cooperate with the Charity Commission.

Overall, this has been a successful year for MAG and we are committed to developing and growing a strong, sustainable and effective organisation that enables communities to be free from danger and fear.

Karen Brown

Karen Brown
Chair of Trustees

Jane Cocking

Jane Cocking
Chief Executive

'Governments must lead with commitment and funding...'

We are



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

We have been operating for 30 years, delivering transformational change for some of the most vulnerable people in the world.

We find and destroy landmines, cluster munitions and unexploded bombs in places affected by conflict. Since 1989, we have helped over 18 million people in 68 countries rebuild their lives and livelihoods after war.

But still, every day, about 20 people are killed or injured by landmines and unexploded bombs

somewhere in the world.

Tragically, about half of the civilian casualties of landmines 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 which are recovering from conflict cannot access their land to grow crops and generate income.

Landmines deny already distressed people who have been

displaced by war the chance to return home safely.

Communities are at the heart of everything we do and we are determined to deliver a safe future for the women, men and children affected by violence, conflict and insecurity.

We believe in a world where people can exist with dignity and choice, where their human rights are upheld and where they can live free from the fear from landmines, explosive remnants of war and the impact of small arms and light weapons and ammunition.

We believe this is a world worth fighting for.

Our Values

- **Principled** We adhere to the humanitarian principles of humanity, neutrality, impartiality and independence, placing people affected by armed conflict and violence at the heart of our work.
- **Agile** We react quickly and efficiently to changes so that we can always offer the right solutions at the right time.
- **Determined** We are resolute in our desire to use our skills and resources to benefit those most vulnerable to armed conflict and violence.
- **Expert** We focus on areas where we have knowledge and expertise and build on these foundations.
- **Professional** We observe and measure ourselves against internationally-recognised sector standards.
- **Enabling** We aim to empower and support those most affected by landmines and the explosive remnants of war.



Our Strategic Direction

The world in which we work is becoming ever more complex and unequal, with an increasing and disproportionate impact on communities affected by violence, conflict and insecurity.

We recognise this changing world and our strategy is driven by it. We are responsive so that we can anticipate trends and changes while keeping people and the impact of our work at the heart of what we do.

Our five-year plan, which runs from 2018 to 2022, sets a framework to achieve that. It sets out five aims with objectives which are based on our core work.

But it also develops it and places a new emphasis on the wider needs of the communities with whom we work. At the heart of our work is a commitment to achieving the maximum impact for the maximum number of people in the world's most marginalised, vulnerable or forgotten communities.

We will work to achieve our mission by:

- Growing the scale of our own operations responsibly and being innovative, agile and collaborative.
- Multiplying the impact of our work by advocacy, campaigning and communicating.
- Striving for a world free of mines by 2025 irrespective of how or where they were made or who used them.
- Striving for a world free from cluster munitions and where explosive remnants of war do not pose a risk to communities and their safety.
- Establishing ourselves as a global leader and partner in

reducing the impact of small arms, light weapons (SALW) and ammunition on people and communities.

- Ensuring that our values underpin the way we work by being clear that everything we do is sensitive and accountable to communities and responsive to different vulnerabilities within the societies where we work, especially those of women and girls.
- Ensuring that our work is

sensitive to the increasingly complex dynamics of conflict.

- Working with others at all levels to maximise the impact of our work and building our reputation as a trusted partner.
- Being well managed and accountable in everything we do and the employer of choice for those in our field.
- We will be innovative, we will learn from our experience and we will be accountable and embrace

constructive challenge.

These commitments are expressed as five strategic aims to which the organisation is committed. They are underpinned by objectives to ensure their delivery. Our five aims are:

- 1** We will deliver high quality, large-scale, impact-driven mine action programming throughout the duration of this strategy, building on our existing expertise, profile and footprint.

- 2** We will become a global leader and partner in reducing the impact of small arms, light weapons and ammunition on people and communities.

- 3** We will ensure that our values underpin the way we work and our organisational profile. We will be sensitive to conflict and responsive to the communities with whom we work and promote the empowerment and full

participation of women.

- 4** We will work with others – at all levels – to maximise the impact and reach of our work, building our reputation as a trusted partner.

- 5** We will be a well-managed, accountable and sustainable organisation.

Progress against our aims: Page 44



Our Global Impact

Our global programme has continued to grow over the past 12 months, with activities implemented in 26 countries over the year.

The range and scope of these interventions ranges from large-scale and long-term programmes with over 1,000 staff to much smaller and time-bound interventions.

As a result, any consolidation of statistics from this range of programmes only provides a snapshot of activities.

During 2018-19, our activities directly reached over 1.2 million people. Whilst this was a slight decrease from the previous year, this can be attributed to fewer risk education sessions and beneficiaries than the previous year, which had seen a significant scale-up in response to the emergency in the Middle East.

Indirect beneficiaries have also fallen compared to the previous year following a reassessment of how

Beneficiaries of All MAG Activities		
	2018-19	2017-18
Direct Beneficiaries	1,252,758	1,372,292
Women	263,476	286,381
Girls	356,922	397,113
Boys	387,461	425,604
Men	244,899	263,194
Indirect Beneficiaries	1,048,731	1,633,155
Women	269,371	412,361
Girls	263,101	393,577
Boys	250,692	414,093
Men	265,567	413,124

these are calculated for explosive ordnance disposal spot tasks, particularly in Iraq.

At the same time, there was a significant increase in the amount of land cleared, and far greater numbers of landmines and cluster munitions removed than in previous years.

The range and scope of MAG's

technical interventions across the globe vary across the 26 countries where MAG has been active over the financial year.

The data reported represents the key headlines of MAG's consolidated outputs, and does not attempt to capture every operational activity being undertaken across all programmes.



HMA Key Indicators

	2018-19	2017-18
Land Release (m²)	99,494,381	140,528,194
Land Cancelled (through Non-Technical Survey)	87,064,175	87,064,175
Land Reduced (through Technical Survey)	6,647,830	6,647,830
Land Cleared	46,816,189	46,816,189
Items Removed/Destroyed	94,412	90,116
Landmines (AP & AT)	21,967	9,274
Improvised Landmine	9,572	12,336
Cluster munitions	29,923	24,168
UXO/AXO	31,239	41,422
All other improvised items	1,711	2,916
Mine Risk Education sessions delivered	48,607	54,131

Humanitarian Mine Action

In 2018-19 MAG more than doubled the amount of anti-personnel and anti-tank landmines it removed or destroyed compared to the previous year. This increase is predominantly due to the expansion of operations in southern Lebanon, while further funding in Laos in particular has seen a significant increase in cluster munitions removed.

In 2018-19, the total area of land release was 99,494,381 square metres (m²). The decrease in the amount of land released compared to the 2017/2018 was due to the previous year's outputs including cancellation from large resurvey projects in both Sri Lanka and Angola which have since finished. This reduction has been partly offset by a substantial increase in high-impact land release through clearance and technical survey.

AMD Key Indicators

	2018-19	2017-18
AMD Activities/Interventions		
Armoury assessments undertaken	165	189
Armouries/Munitions stores constructed	72	81
Armouries/Munitions stores refurbished	59	97
Weapons marked	11,182	23,576
Destruction of Ammunition & Weapons		
Small Arms Ammunition destroyed	3,563,153	758,333
Small Arms & Light Weapons destroyed	1,683	16,799
Ammunition & Weapons Training		
AMD Training courses conducted	79	82

Arms Management and Destruction

In 2018/19, 165 armoury assessments were undertaken, 131 armouries and munitions stores were constructed or refurbished, and more than 11,000 weapons were marked. The principal contributor to the increase in the number of small arms and ammunition destroyed compared to the previous year was the launch of the Peru programme. The decrease in the number of weapons marked is due to the reduction of MAG's programme in DRC.

Middle East & Europe

Across the **Middle East**, MAG removed more than 34,000 explosive items, made safe more than 23 million m² of land, and delivered over 35,000 risk education sessions to more than 570,000 people. In **Bosnia & Herzegovina**, MAG removed more than 480 landmines and other explosive items and declared safe more than 1.5 million m² of land.



MAG

saves lives builds futures

OUR IMPACT IN 2018 - 2019

Latin America

In **Peru**, MAG worked with the authorities to provide training and support the destruction of over 200 US tons of obsolete munitions, more than 35 portable surface-to-air missiles, and over 780 landmines. In **Mexico**, MAG has supported the Mexican authorities to destroy more than 245 weapons and over 1,000 items of small arms ammunition.

South & South East Asia

In **Cambodia, Laos, and Vietnam**, MAG removed more than 44,000 explosive items, cleared more than 50 million m² of land, and reached over 25,000 people with risk education sessions. In **Sri Lanka**, MAG cleared more than 4,000 explosive items and made safe over 1.25 million m² of land. In **Myanmar**, MAG delivered risk education to over 42,000 people.

Mine Action in Africa

Across **Angola, Chad, Nigeria, Zimbabwe, South Sudan, and Mali**, MAG removed more than 4,500 explosive items and declared safe more than 7 million m² of land. Mine risk education sessions also reached more than 254,000 people.

AMD in Africa

Across **West Africa, DR Congo, and Somalia**, as part of the Arms Management and Destruction (AMD) programme MAG destroyed more than 1,400 weapons, 180 US tons of ammunition, and 3,000,000 items of small arms ammunition.

WHAT WE DID

OUR WORK HELPED MORE THAN 1.2 MILLION PEOPLE

WE MADE SAFE MORE THAN 65 MILLION SQUARE METRES OF LAND

WE DESTROYED MORE THAN 94,000 LANDMINES AND OTHER EXPLOSIVE REMNANTS OF WAR

WE DELIVERED MORE THAN 48,000 RISK EDUCATION SESSIONS

The Middle East

MAG's Middle East programming remained a significant proportion of our work. Across **Iraq** and **Lebanon**, MAG continued to deliver high impact humanitarian mine action to support conflict-affected communities and displaced people.

Across all our Middle East programmes, over 34,000 explosive items were removed during the year, with over 23 km² of land released for safe and productive use. More than 35,000 risk education sessions were delivered to 570,000 people.

After substantial disruption to operations in **Iraq** during the previous year, due to changes in territorial control resulting from the Kurdish independence referendum, MAG was able to resume operations in Ninewa Governorate from July 2018, clearing principally AP mines of an improvised nature in areas formerly held by the so-called Islamic State (ISIS).

The support and understanding of MAG's donors throughout this challenging time has been vital in ensuring continuity of staffing, and enabling MAG to resume activities as soon as all necessary permissions were secured.

The majority of work in former ISIS areas is now under the administration of the Federal government, and MAG has established a presence in Baghdad to facilitate regular coordination with authorities and donor focal points based there.

With over 1.6 million Iraqis still internally displaced by June 2019, risk education activities have remained critical to support those transiting through contaminated areas. Of the risk education sessions MAG conducted worldwide during the year, 38 per cent were delivered in Iraq.



The programme has also sustained clearance capacity in the Kurdish region where MAG's presence dates back to 1992. The Kurdish region of Iraq remains heavily affected by conventional anti-personnel mines; the scale of which puts this area of Iraq alone in the top five most contaminated regions in the world. MAG will continue to advocate that clearance needs in this area of the country are not forgotten.

Iraq remained MAG's largest programme in terms of donor funding and staffing, and in the coming year, MAG will consolidate its operations and focus on strengthening internal processes and quality management across the programme.

In **Lebanon**, MAG began its first arms management and destruction interventions in the

Middle East, in coordination with the Lebanese Armed Forces. This new programming has developed alongside further expansion of mine clearance on the Blue Line in the south of the country, where MAG is addressing the densest minefield contamination of anywhere it works in the world.

Of the anti-personnel mines MAG cleared worldwide during the year, almost 55% were cleared in Lebanon alone.

Donor support to conduct this clearance has continued to expand, with 11 teams conducting clearance on the Blue Line by the end of the year.

Work to address historical cluster munition contamination has continued, and MAG has worked alongside mine action partners and the Lebanese Mine Action Centre to enhance the range of technical

approaches used to increase the efficiency of cluster munition clearance, drawing on international best practice and learning from other national mine action centres.

MAG has also commenced survey and clearance activities in more recent battle areas in the north east of the country where conflict in neighbouring Syria spilled over.

Working in partnership with Norwegian People's Aid and Lebanese authorities, MAG has begun addressing a range of conventional and improvised contamination that impacts local communities, establishing a new operational base and recruiting staff from this area of the country for the first time.

The innovative use of puppet shows to deliver risk education has enabled MAG to significantly increase the reach of this

'I have gained many new brothers'

The brother of Hamas Said Abdulkhader was killed by a mine in 1991.

Hamas, *left*, who has served for many decades as the village leader of Wiyawa, in the Sharbazher district of Sulaymaniah Governorate, Iraq, is living testament to the ravages of the Iran-Iraq war.

His village, now populated by 50 people, used to be home to 250 before the war. He and his fellow villagers fled the fighting, moving many times.

Twenty families attempted to return to rebuild Wiyawa following the Kurdish Uprising of 1991, but the presence of landmines made this impossible.

In December 1991 a man from the village lost a leg to a mine. Tragically, just ten days later, Hamas' brother

was killed. Hamas said: "He went up a hill to see what was left of the orchard and on his way back he stepped on a mine."

Between 1993 and 1994, there were two more accidents where villagers lost a leg. A year later, two children – seven-year-old Ako and nine-year-old Awat – came upon a mine and were both killed. Each year, the village lost about 50 animals: dogs, sheep, cows, and goats.

"There were mines to the north, east, south, and west of us, only 20 metres away from where we lived," Hamas continued. "Seven families stayed, the other thirteen left."

MAG began clearance in Wiyawa in 1996. One team worked in the village for two years and cleared prioritised

land close to the houses, on both sides of the road, and one of the minefields going up the hill. More than 200 landmines were removed from the village at the time.

MAG returned in 2016, setting to work clearing the remaining minefields.

In March 2019, MAG deminers found a watch in a minefield, at a spot close to where a mine had detonated. The supervisor working at the site knew Hamas and that his brother had been killed in the area, so called him.

"I asked him if it was a rectangular Orient watch, and he said that it was," Hamas said. "I felt my brother's spirit. I was both sad and happy at the same time. I lost my brother, but now I have gained many new brothers, the MAG staff."

messaging, and this approach is now being replicated in other countries where MAG works.

Throughout the year, MAG continued to be the only mine action NGO conducting clearance in north-east **Syria**, deploying manual and mechanical assets, as well as delivering risk education to returning and displaced communities.

Working across rural and urban areas, MAG has remained flexible and responsive to the changing context and maintained our commitment to humanitarian principles.



Our Global Impact

East & Southern Africa

The East and Southern Africa region witnessed growth in both humanitarian mine action and arms management and destruction operations during the year.

Angola, Zimbabwe and South Sudan increased the number of teams clearing landmines and other explosive remnants of war, while the Somalia programme expanded operations into Jubaland in the south of the country. Angola also secured its first funding for arms management and destruction.

The programmes in Angola, the **DRC**, South Sudan and Zimbabwe released over 4.6km² of land through technical survey and clearance, removing over 5,500 items of unexploded ordnance. A further 13.5km² was declared safe through non-technical survey in

Angola and Zimbabwe. Across the region, community liaison teams provided potentially life-saving mine risk education sessions to 91,583 women, girls, boys and men.

Over 60 per cent of those who took part in risk education sessions were children.

Significant milestones were reached in both Angola and DRC. In Angola, MAG completed the resurvey of the entire three eastern provinces – Moxico, Lunda Norte and Lunda Sul – which together span over a third of Angola. The completion of survey efforts with other organisations has now defined and prioritised over 1,200 minefields for clearance in the country.

MAG also completed humanitarian mine action operations in the DRC, confident that the DRC is approaching completion of its Article 5 commitments in MAG's operational areas.

The remaining humanitarian mine action clearance work is already either resourced by other agencies or remains in areas which are unsafe because of conflict.

The expansion of teams in Angola, South Sudan and Zimbabwe – a further four mine action teams in total – provided an opportunity to begin to address gender imbalance in technical teams. A

total of 34 women had been trained and deployed as deminers by June 2019.

At the same time, arms management and destruction (AMD) programming continued to grow.

Angola secured funding for its first AMD activities in Moxico province, with plans to undertake weapons destruction, training and improvements to arms storage infrastructure planned in the next financial year.

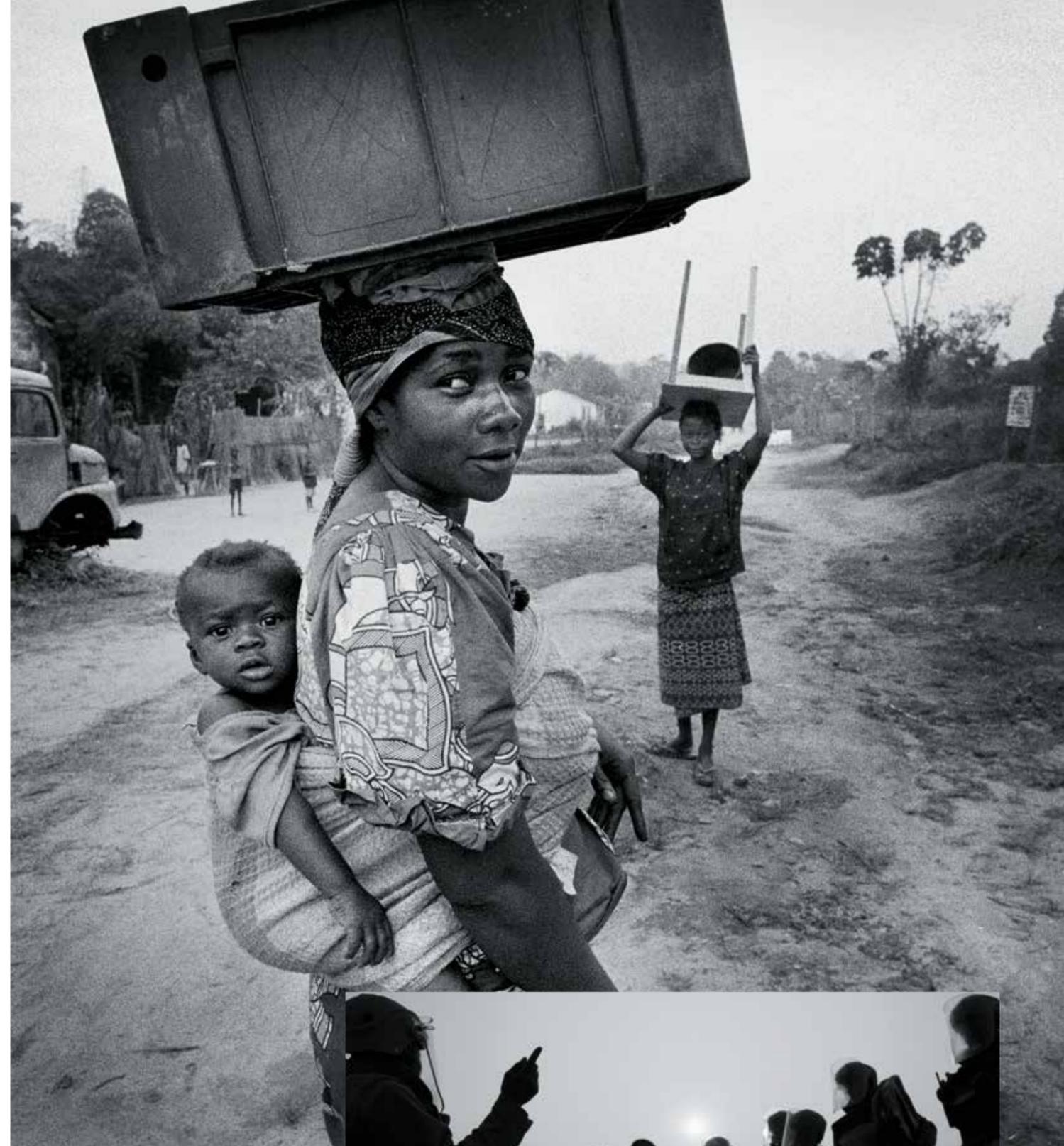
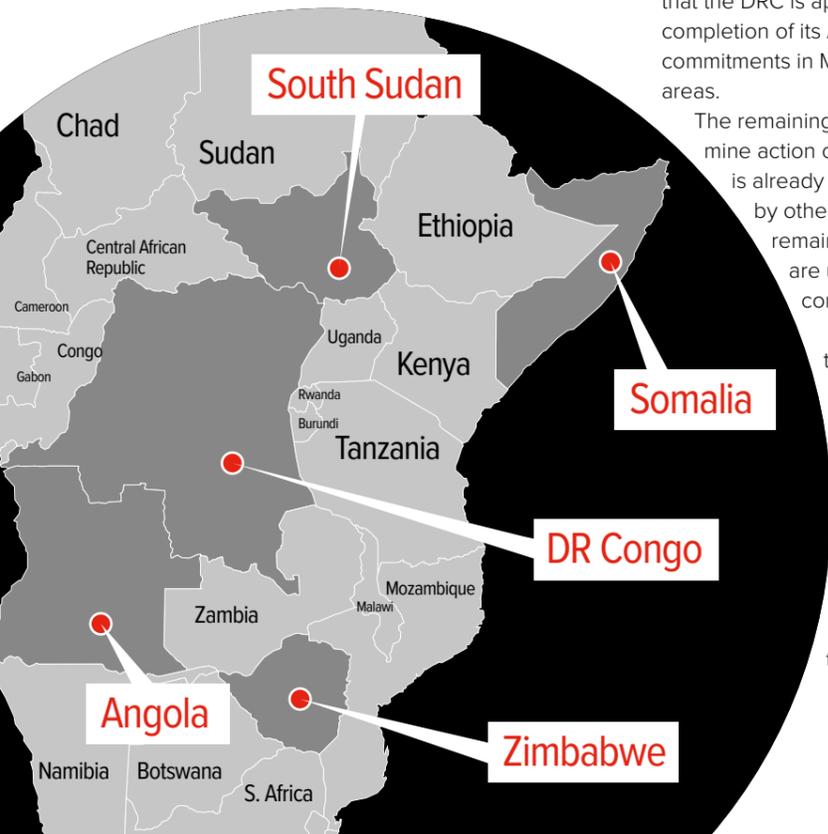
Weapons marking activities were also conducted for the first time in Jubaland and Somaliland by the **Somalia** programme. In DRC and Somalia, over 750 personnel from national security actors were trained in weapons and ammunition management at the same time as over 10,000 weapons were marked.

In the DRC, nearly 100 tonnes of obsolete munitions and 1,200 weapons were destroyed, while 13 armouries, 11 gun cabinets and 2 explosive store houses were constructed in Somalia to reduce the risk of arms and ammunition diversion to the illicit market.

In addition, notable steps were made in increasing the impact of MAG's AMD activities on communities in the DRC and Somalia.

In the DRC, focus group discussions were held with community leaders to gather information about the impact of the proliferation of illegal weapons.

The Somalia programme also began to collate data on the impact of small arms and light weapons on communities, with this information supporting a behavioural change campaign aimed at reducing the



number of accidents involving civilian-held weapons.

In all five programmes in the East and Southern Africa region, MAG's operations continued to have a marked impact on individuals and local communities. In total, 180,971 women, girls, boys and men benefitted from our work during the year.

Our Global Impact

South & South-East Asia

Cambodia is one of our longest running programmes and as the only international operator working in both the east and the west of the country, we play a significant role in the removal of anti-personnel and anti-tank landmines and other explosive remnants of war in a country where development is inhibited by widespread contamination.

Since beginning operations in 1992, MAG has destroyed 341,769 mines and unexploded bombs, releasing over 87 million square metres of land back to over 1.9 million beneficiaries who can now use their land in confidence and free from fear.

Since 1992, MAG has destroyed 341,769 mines and bombs

The programme saw a significant upscaling of teams in 2018-19. In the west of the country, we continue to conduct non-technical surveys, technical surveys and clearance on low/medium and densely contaminated minefields.

In the eastern province of Ratanakiri, we have worked closely with national authorities to ensure land cleared was of high priority, reflected the needs of the local community and supported proposed development projects, such as the building of four health centres in Ratanakiri on once-contaminated land. Cleared land has also been used for crop diversification, directly supporting

improved food security for some of Cambodia's poorest populations.

In **Laos**, we have 54 operational teams and over 1,000 staff, the highest in the history of MAG Laos, and we destroyed 18,784 unexploded bombs during the year, 91 per cent of which were cluster sub-munitions, and our activities have benefited more than 26,000 people.

Following its success in other countries in the region, the Laos programme introduced an emergency hotline to enable people to report dangerous items. The hotline, along with the non-technical survey process, has seen MAG teams respond to 1,500 call-outs this year.

In Xieng Khouang Province, MAG has made significant progress on technical survey work, with a total 137km² surveyed in the year.

Once complete, the survey will enable the government of Laos to provide accurate estimations of the time and resources required to clear cluster munition contamination.

Two visitor centres, one in Xieng Khouang and one in the capital Vientiane, welcomed over 3,000 people, enabling tourists and local residents to learn more about the important work MAG does in Laos and around the world. Given the success, the programme is planning to open a new centre in Khammouane Province in the next financial year.

In **Vietnam**, MAG has grown its operations in Quang Tri and Quang Binh provinces, two of the most heavily cluster munition contaminated areas of the country. We have also partnered with Catholic Relief Services and the local Youth Union to deliver risk education sessions to more than 50,000 people.

MAG has continued to provide support to the provincial mine action authorities to improve mine action coordination in Vietnam. Next year we expect to transfer the successful integrated survey and clearance approach implemented in Quang Tri province to Quang Binh province.

Additional capacity for MAG alongside other operators will aim at achieving province-wide cluster munition remnants survey and clearance of prioritised areas. In addition, MAG is supporting the provincial authorities in developing its first mine action strategy.

In **Myanmar**, the programme continued to work closely with communities and authorities, building trust and gaining access to restrictive environments and reaching vulnerable populations.

The level of contamination in Myanmar remains unknown. MAG began non-technical survey activities to measure the extent of contamination in Kayah State in July 2016 and has now expanded into Shan and Kayin states.

This year has seen the start of discussions with authorities to seek permission to undertake non-technical survey activities within Thanintharyi State and indications are positive. MAG has the widest national reach within the country, working from four operational bases and in partnership with three local organisations.

These local partnerships continue to be crucial to ensure the programme reaches areas that are otherwise inaccessible. This has placed MAG in a position to share information and lessons



learned with other stakeholders and continue to advocate for permission to begin the process of technical intervention such as marking and demining.

Advocacy at state level remains an essential activity and MAG, with continuing diplomatic support, continues to work with the government of Myanmar on the establishment of a national authority.

We are optimistic that mine-clearance or marking, in at least a limited capacity, will begin in the next few years. Meanwhile, mine risk education is the only means of saving lives, with over 43,306 affected people reached by MAG last year alone.

In **Sri Lanka** the government has declared its ambitious target to be impact free of landmines by 2020, in line with the re-launching of the national mine action strategy in March 2019. This declaration resulted in an increase of attention

from the international donor community to the national mine action programme. From January 2019, MAG Sri Lanka doubled the number of mine action teams from 18 to 36 and the mechanical support teams from 10 to 18.

The overall number of national staff has reached 600, the largest MAG Sri Lanka has seen.

In June 2019, MAG launched its first pilot arms management and destruction project which aims to assist the Sri Lankan armed forces to better secure and account for their stocks of firearms and small arms and light weapons in northern and

eastern districts by providing permanent storage facilities and armoury training.



Our Global Impact

West Africa & Sahel

In the last year, our West Africa portfolio has stabilised in its growth but ambition for the region remains high, with expectations that there will be a project implemented in three additional countries in the next financial year.

Over 2018-19, we further developed relationships with the National Commissions on small arms and light weapons and local units from the armed and security forces, improving our ability to access sites and personnel for

armoury constructions, rehabilitation and safe storage of weapons and ammunition.

Weapons marking training and activities have been carried out in several countries, with **Burkina Faso**

marking 613 weapons, **Mali** 569 and **Guinea** marking 1,000. Training on weapons marking has also been

conducted in **Mauritania**.

We also continued to build and renovate armouries in all West Africa programmes, improving physical security and reducing the risk of theft and diversion of state-held weapons and ammunition stockpiles. In the West Africa and Sahel region, a total of 103 armouries and explosive storehouses have been refurbished or built in the last financial year.

In **Chad**, over 120 metric tons of obsolete munitions and 10,000 rounds of small arms ammunition were destroyed to reduce the risk of accidental detonations, while a further 1,617 weapons were destroyed as part of efforts to reduce the risk of the diversion of arms to the illicit market.

In addition to the physical improvements to armouries and the provision of secure containers for weapons storage, MAG continues to build capacity so local security and armed forces can use facilities appropriately. Training in storekeeping and armoury management reached a total of 587 members of armed and security force staff across the region with over 44 courses in armoury storekeeping and ammunition management.

These storekeepers and armoury managers have been trained to International Small Arms Control Standards (ISACS).

As in 2017-18, MAG worked to improve awareness among mid-ranking officers around arms management and destruction topics,

to support the training lower-ranking officers have received.

MAG's strong relationships with the National Commissions on Small Arms and Light Weapons and armed and security forces across West Africa enabled the programmes to work strategically with these stakeholders.

In the 2018-19 financial year, MAG assisted the National Commission in Mali to develop its 2019-2023 National Action Plan (NAP), and also helped Burkina Faso to elaborate its NAP.

And, in partnership with the Small Arms Survey, MAG Mauritania is working to create a prioritisation matrix for AMD interventions and to elaborate a NAP.

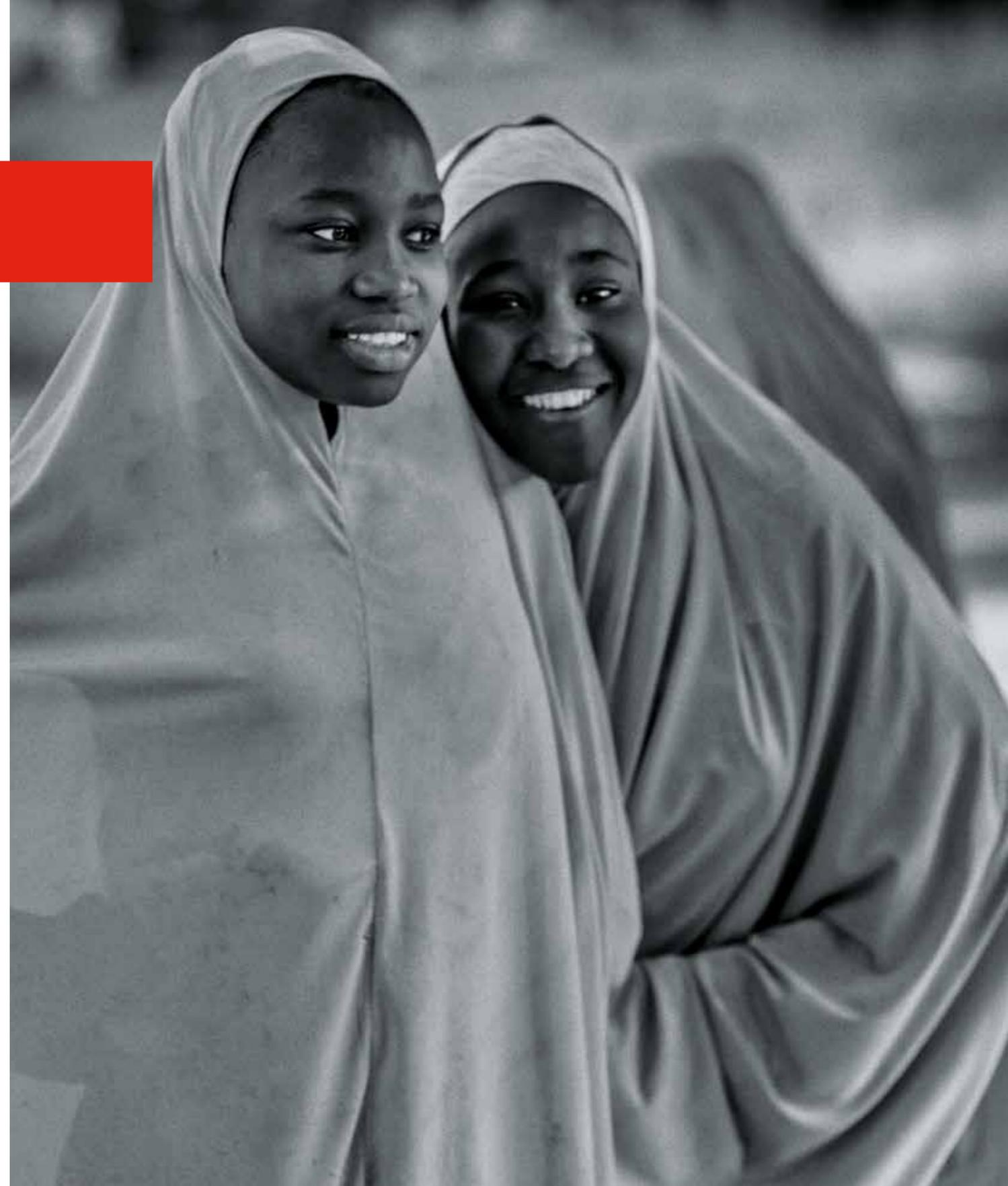
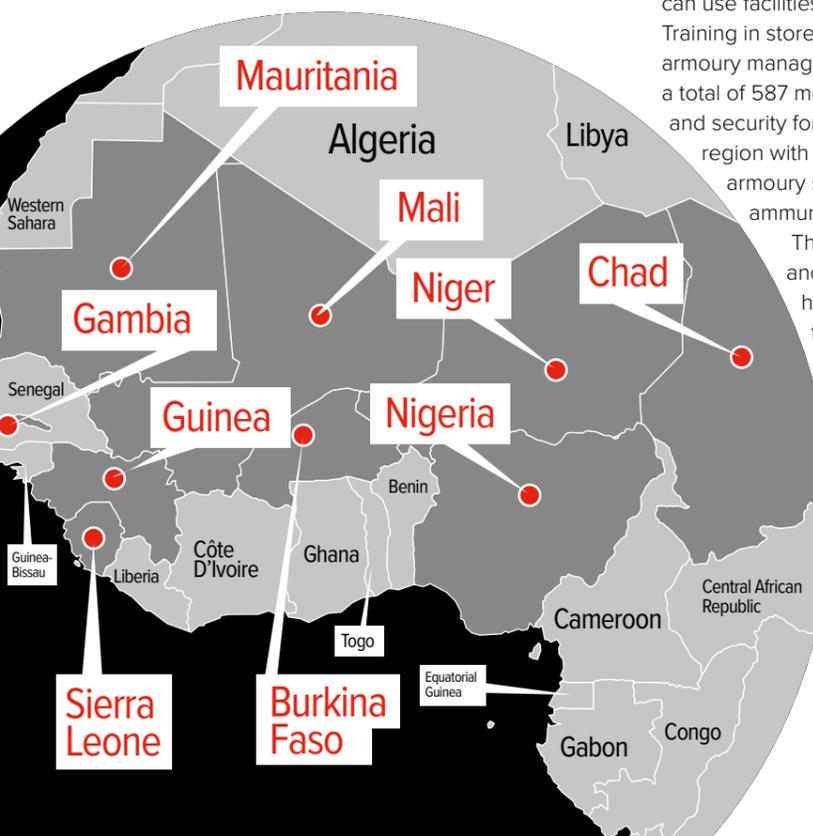
We also looked to the future of our work on small arms and light weapons through commissioning research on the impact we have had so far, particularly in West Africa, and the challenges we have faced. We are confident we are achieving change at an institutional level and will build on this by increased focus on local communities

Humanitarian Mine Action activities continued apace in Chad, Mali and **Nigeria**. In Chad, 49,000m² of land was released to local communities, while over 2,000 people received risk education. In Nigeria, MAG provided life-saving mine risk education to communities living at risk of improvised landmines and other explosive remnants of war.

Over 133,000 IDPs and host community members participated in risk education sessions.

As the conflict reached its tenth year, MAG redoubled its efforts to support risk education with children by introducing puppet sessions to increase the impact of risk education messaging.

MAG provided life-saving mine risk education to communities



We also supported the mapping of contamination by successfully trialling an innovative remote baseline contamination approach in Nigeria for the first time.

Mine risk education activities also continued in northern Mali, where community liaison teams have provided 1,920 risk education sessions to 27,719

beneficiaries in the last year, helping to keep people safe from the dangerous remnants of conflict that affect their communities.

Europe & Latin America



MAG has increased its capacity in **Bosnia-Herzegovina**, deploying six manual clearance teams alongside one mine detection dog team.

The programme operated across winter and summer seasons in tasks under both federation and republic administration. During the year, MAG has released over 1.5million square metres of land, through clearance and technical survey, and enabled the Bosnia-Herzegovina Mine Action Centre (BHMAG) to release a further four million square metres.

MAG teams have removed 454 landmines and 29 other explosive remnants of war this year. MAG

continues to engage with the wider mine action community in Bosnia-Herzegovina to support the development of new national standards that will enable even faster land release,

benefitting communities still at risk from devices laid more than 25 years ago.

In South America, MAG has been working in **Peru** alongside the Peruvian authorities to carry out

assessments and provide training and support on the safe management of weapons and ammunition held by the Peruvian Army.

Several people have been critically injured or killed as a consequence of unplanned explosions at munitions sites in Peru. In 2003, such an incident resulted in the death of seven soldiers, with a further 15 soldiers and 53 civilians injured and 710 houses and 27 schools damaged. According to the Peruvian National Institute of Civil Defence, over 4,250 people were affected by the explosion. Incidents such as this highlight the importance of ensuring that munition storage facilities are

properly managed and secured. In November 2018, MAG deployed to the Loreto Region of north-east Peru to support the army in the safe closure of four remote munition storage facilities near the Ecuadorian border.

The aim of the mission was to safeguard the ammunition stored in these facilities, thereby increasing the overall safety and security of indigenous communities living nearby. In total, we supported the destruction of over 50 US tons of munitions.

The Peru programme is now in its second year. The programme team has continued to maintain and strengthen its relationships with key stakeholders on the ground

‘We taught our children to respect mine signs’

In February 2019, MAG finished a task on the outskirts of Rotimlja village, two and a half hours south of the Bosnian capital of Sarajevo, which was to see 3.1km² of land returned to the local community.

Much of the area is forest, which the villagers use to collect firewood and hunt, as well as land which can be used for small-scale agriculture and livestock rearing. Emir (*inset*) is one of 2,000 people to benefit from access to this land.

In the early 90s the outskirts of the village became the scene of fighting between Bosnian, Croatian and Serbian forces, with concrete bunkers

and fighting positions still scattered across the land, behind the mine row that MAG is clearing. Much of the contamination in this area is made up of bounding fragmentation mines, a



particularly vicious device, designed to be triggered by a trip wire and propelled 60cm into the air before detonating, spraying fragmentation which can kill those in a 30m radius.

Emir fought in the conflict with the Bosnian forces, losing an eye and suffering leg injuries in a mine accident. For over 20 years since, he has lived in the area where he fought. Emir lives with his mother, wife and young daughter and is

delighted that he will finally have access to 70,000m² of his land that he has dared not to enter. “Land not covered by rocks is precious, many people here grow potatoes and grains, and need access to their forests for firewood. We have always been careful about where our children go, only letting them play around a monument in the village, and teaching them to respect the mine signs.”

Since beginning work on this site in November 2017, MAG has conducted clearance and technical survey to release almost 500,000m² removing 183 mines and five items of UXO.

In consultation with the national authorities this work will lead to the release of 3.1km² back to the local community, with villagers already accessing areas for hunting and firewood.

Deminer Nedžad Grebović, who joined MAG in April 2017, said: “I’m proud to use my skills to help clear my country of landmines and unexploded bombs.”

MAG benefits communities at risk from devices laid 25 years ago



and has safely destroyed over 200 US tons of obsolete munitions and small arms ammunition to date. This has included the destruction of 37 shoulder-launched surface-to-air missiles as well as over 780 anti-personnel mines.

The project has also supported the army in the closure of four remote munitions storage facilities in the Amazon, through the destruction of all obsolete and surplus munitions which were stored in the facilities.

The capacity building of national security forces continued with MAG providing on-the-job training to the ten military personnel who had previously completed EOD III training under the project. The

programme plans to scale up activities during 2019-20, including work with the Peruvian navy.

MAG’s **Mexico** programme was established at the end of August 2018 and supports the Mexican Secretariat of National Defence (SEDENA) in the safe and efficient destruction of small arms and light weapons (SALW).

By the end of June 2019, MAG Mexico had procured and installed six hydraulic shears at four locations, fabricated and installed three Small Arms Burning Tanks in three locations and delivered SALW destruction training to 28 SEDENA personnel.

During this training,

MAG supported SEDENA in the destruction of 264 weapons and 1,000 small arms ammunition.





Our Global Impact



Championing Change

We will work to influence issues at all levels

We will achieve our mission not just through the implementation of projects but also by campaigning and influencing global policy on humanitarian mine action.

MAG's approach to advocacy is 'impact driven' and – as a global organisation – we work to engage on and influence issues at local, national, regional and international levels. We draw on, document and share experience from our programmes, partnerships and subject-matter experts to inform and influence others who have decision-making authority.

We use our experience, insight and voice to influence those who can have a direct impact on our aims and the communities with whom we work.

MAG's policy and influence team doubled in size during 2018-19, firstly with the appointment of our first regional humanitarian policy advisor, embedded within the Middle East programme. The position has played a key role in supporting the organisation's

emergency response to the complex challenges of the regional conflict involving the so-called Islamic State. It also provides a strong basis for the development of policy and practice.

In addition, MAG appointed an External Relations Officer to support our global campaign and advocacy engagement work. This position, in particular, strengthens MAG cross-departmental projects and supports MAG's engagement with the global humanitarian disarmament community and campaigns, in particular, the Landmine Free 2025 campaign.

As a founding member of the Landmine Free 2025 campaign, MAG has co-led its development into a broader membership movement.

The campaign's aim is linked to the political commitment of the states party to the Anti-Personnel Mine Ban Convention to complete landmine clearance by 2025, known as the Maputo Declaration.

By the end of 2018, the campaign had successfully reversed the

"it isn't possible" narrative by quantifying the funding and political policy challenges which need to be overcome to achieve the goal.

The top priority was to prepare for the Fourth Review Conference of the Anti-Personnel Mine Ban Convention taking place in Oslo in November 2019 which would determine the course towards the 2025 goal.

MAG was primed to co-lead and contribute to a range of civil society working groups ahead of the event, feeding into and constructively challenging the development of a robust political agenda.

For the first time, MAG also engaged with UK party political conferences which helped raise the profile of new landmine contamination in Nigeria and its humanitarian impact.

Our presence also raised awareness of the continued need for mine action in the world's forgotten minefields, as well as the importance of the UK government's continued support for landmine clearance.

Working in Partnership

Partnerships with communities, donors and other NGOs and mine action organisations are at the heart of everything we do.

And we are committed to forging new partnerships to help us find new and innovative ways to serve communities at risk of or impacted by the deadly legacy of conflict.

In Myanmar, DR Congo, and Somalia and across the Middle East, MAG works with local partners to enable access to communities with whom MAG is

unable to work directly.

Our partnership work supports the training and empowerment of community-based organisations to help us better understand and address local needs.

With our new Strategic Direction, MAG has placed specific emphasis on partnerships as we aim to develop our networks and increase our impact on conflict-affected communities.

Throughout 2018/19, we've made significant investments

to strengthen our capacity to develop and advance a growing portfolio of local and international partners.

Key partners in 2018/19 included other humanitarian mine action organisations such as Norwegian People's Aid and the Halo Trust, with whom we have collaborated closely on important projects funded by the UK Government's Department for International Development and on campaigning and influencing work.

Our Global Impact

Public Engagement

With 60 million people around the world still living in fear of landmines, it is vital that the issue is kept in the spotlight to maintain the support and funding needed to continue to reduce the impact these indiscriminate killers have on people's lives.

In 2018/2019 MAG ramped up its public communication and fundraising with several high-profile moments that reached tens of millions of people, and raised hundreds of thousands of pounds from the public.

In November 2018 several members of the England cricket team, including captain Joe Root (pictured, with team mates), visited where MAG is removing landmines in north-west Sri Lanka. Journalists from several high-profile print and broadcast outlets went along with the players resulting in a massive media moment that was unprecedented for MAG, reaching an estimated 87 million people.

Shortly after this, the actor Rosamund Pike – having recently visited our work in Lebanon (inset) – appeared on the BBC's The Andrew Marr Show to talk about her experience. She spoke at length about how landmines and unexploded bombs are blighting people's lives in Lebanon, and globally, to an audience of politicians, journalists and other key stakeholders, significantly raising the profile of the landmine issue.

Also on Lebanon, we launched our Home Safe Home appeal in April 2019, to raise funds and awareness about the situation of people living near landmines there. The appeal raised an amazing £317,000 including more than £146,000 of matched giving from the UK government as part of the UK Aid Match initiative. The appeal



Members of the England cricket team visit MAG's work in Sri Lanka

also featured heavily in the media, including on the BBC and ITV and several newspapers and radio stations.

We also launched a campaign to raise awareness of the situation in north-east Nigeria after a MAG report highlighted a spike in casualties in the region from improvised landmines laid during the conflict involving Boko Haram. The campaign gathered more than 2,000 signatures to put pressure on politicians to include the region in humanitarian response planning. It also featured as a double-page

spread in the Guardian newspaper at the time of the party political conferences in the UK.

To support all of these moments, MAG launched a fantastic new website this year featuring a revised, responsive design with updated content to ensure better engagement with the public, donors and other stakeholders and providing a much better platform to showcase our work.

In February 2019, MAG held its fourth Wholesale and Convenience Sector bike ride, with 25 cyclists riding over 550kms through

Vietnam over five days, raising over £141,000. The fifth and biggest ride with this group is already planned for early 2020, where they expect to take their all-time donations to MAG to over £600,000.

As well as these high-profile moments many supporters and volunteers ran, did bike rides, organised church displays and collections and gave their hard-earned money and precious time to support MAG's work. For all of these amazing people we'd like to give a huge thanks, as without them much of our work would not be possible.



Actor Rosamund Pike in Lebanon

Our Commitment to Safeguarding

Safeguarding reporting

The increase in the number of reports received in 2018/19 compared to the previous year reflects our growth in size and also indicates, we believe, that people are starting to feel more confident in coming forward.

Reports received are always responded to. Where we do not need to carry out a full investigation (this can happen for a number of 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 changing behaviours, training and/or awareness-raising.

We have invested considerable time and care into a wholesale review of MAG's health, safety and safeguarding policies and practice to ensure we fulfil our duty of care to our staff and those people in the communities in which we operate.

This independent review of our safeguarding culture and practices enabled us to prepare a strong framework and action plan and now we are ensuring that it is effectively and consistently implemented throughout the organisation.

We have appointed an organisational Safeguarding Lead and a Safeguarding Trustee Focal Point. We have also redesigned

and implemented a clear and efficient reporting system and an organisational safeguarding strategy, work plan and budget.

Further, safeguarding training for all staff has now been completed in our programmes. We ensure that all of our staff have read and signed to say they have understood our policy on personal conduct.

Induction and refresher training will continue alongside further in-depth training on investigations, diversity and inclusion and complaints mechanisms. MAG's Leadership Team has approved a budget that will support this further safeguarding training and provide

the organisation with access to external guidance and support.

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

Where a safeguarding incident occurs, MAG has clear procedures on investigations and our head office human resources team work closely with country teams to ensure issues are addressed thoroughly. Support is provided to victims (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.

Any safeguarding-related concerns are reported to MAG's Health, Safety, Security & Safeguarding Committee (HSC) and also to the Governance, Nominations and Review Committee (GNRC) which establishes whether a reporting obligation has arisen and whether the incident should be reported to the Charity Commission.

The HSC, head office HR team and Safeguarding Lead have oversight of all country investigations to ensure they are handled properly and lessons are 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

Safeguarding reports received		
	2018/19	2017/18
Number of reports received relating to safeguarding	34	12
Number of serious incidents reported to the Charity Commission that related to safeguarding	10	8
Reports not investigated and now considered closed	18	2
Reports investigated and now considered closed	16	10
Reports investigated and are still considered open (as at the start of the new business year)	1	1
Out of the reports substantiated, number of dismissals	3	3
Out of the reports substantiated, number of instances of disciplinary action	15	1
Other remedial action – briefings, discussions or training	19	2
Instances where it was not possible to either proceed with an investigation or issue disciplinary sanctions e.g. resignations during investigation or where individual was in the process of exiting the organisation.	4	1

Safety and Security

Health and safety reporting

We dealt with 33 major, critical or fatal MAG-related health and safety incidents in seven countries.

Road traffic accidents remained the cause of the most health and safety injuries and we have reissued driver guidance to all programmes to try to reduce the number of accidents.

There was one operational detonation during the year, which took place in our Iraq programme in October 2018 and tragically led to one fatality.

Our Iraq leadership team supported the family during this difficult time.

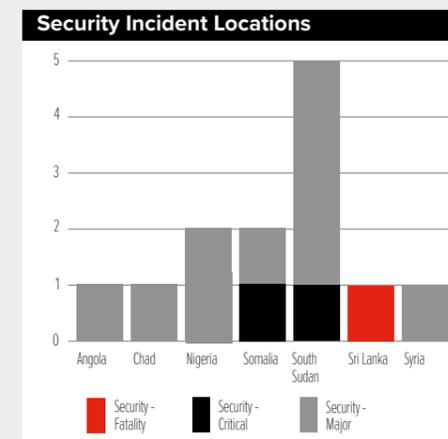
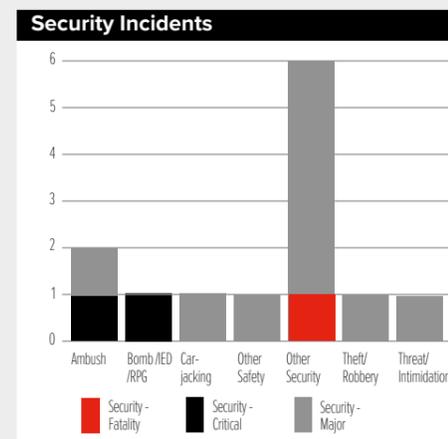
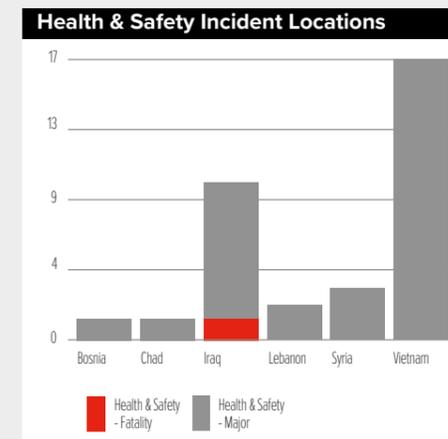
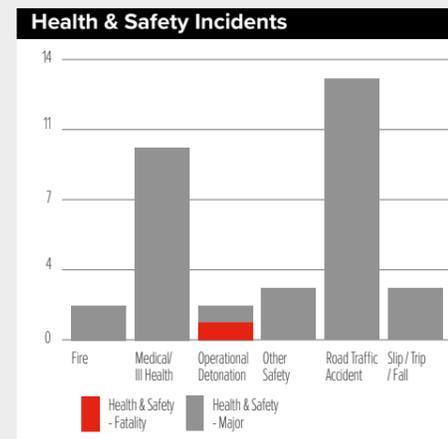
Other incidents related to ill health and trips and falls.

Security incident reporting

Any security-related incident which could potentially constitute a serious incident is reported to the GNRC who establish whether a reporting obligation has arisen and the incident should be reported to the Charity Commission.

MAG dealt with 13 major, critical or fatal security-related incidents in 2018/19 in seven countries.

Fatal incidents took place in Somalia and South Sudan. The incident in Somalia was



not MAG related, with a member of our Somali staff unfortunately being in a public place in his own time when it was targeted by a suicide bomber.

Our senior leadership in Somalia offered support to the family at this difficult time

and activated our personal accident insurance, making a claim on behalf of the family. The fatal incident in South Sudan was MAG-related, with a MAG convoy being ambushed by six armed attackers.

This incident also led

to the kidnap of nine staff. After a short period, all were released without major injury.

In the 2018/19 MAG reported a total of 11 incidents to the Charity Commission under their RSI (Reporting Serious Incidents) requirements.

progress of individual cases.

As an organisation, we operate across a range of complex contexts. It is recognised that these challenges can present risks to the health, safety, security and safeguarding of all staff and the people who come into contact with our work. MAG is licenced by the relevant national authorities in all operational areas, and is obliged to

adhere to national and International Mine Action Standards (IMAS).

Security plans, site risk assessments and standard operating procedures (SOPs) are in place across MAG programmes and are designed to ensure the safety and security of staff at all times. 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.

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.

Governance & Leadership

MAG is a registered charity (Number 1083008) regulated by the Charity Commission of England and Wales; it became an incorporated charity (limited by guarantee) on 16th June 2000 (Number: 04016409) and operates under a set of Articles and a Memorandum of Association. The organisation's goals and approaches are guided by its charitable purposes.

MAG's Board of Trustees is responsible for the strategic direction of the organisation, whilst operational decision-making is delegated by the Board to the Chief Executive and MAG's Leadership Team who coordinate and direct MAG's work worldwide.

Matters reserved for the Board are set out clearly and Trustees have established appropriate controls and reporting mechanisms to ensure that the Leadership Team operates within the scope of the powers delegated to it. The delegation of authority from the Board to Leadership Team is reviewed at least annually alongside the Board Reserved Powers.

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

Trustees are selected and appointed in accordance with the regulations laid down by MAG's Articles of Association. Trustees are appointed for up to two terms of three years; however, the Board can approve discretionary extensions provided 75 per cent of the Board agrees.

All new appointments follow a formal recruitment and induction process, covering all aspects of the role and organisation. Trustees also undertake overseas programme visits as part of their induction to MAG.

All Trustees give their time freely and received no remuneration or financial benefit in their capacity as trustees. Details of Trustee expenses are disclosed in note 23

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 seeks to reduce its impact

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

to the financial statements.

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.

In 2018/19, the Board had four all-day meetings in addition to an annual Board Away Day, during which the Board undertook an assessment of compliance with the Charity Governance Code and a plan for strengthening our



Board Diversity Champion

The appointment of a Board Diversity Champion was ratified, recognising, supporting and enhancing the Board's commitment to diversity and the value it brings.

Initially, the Board Diversity Champion will provide advice and support to the Board and its sub-committees where relevant to strengthen this commitment and ensure diversity is properly valued, represented and considered. We anticipate that the role of the Board Diversity Champion will further develop, to provide advice, support and guidance on diversity and related issues to MAG as a whole.

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 that of MAG, and are regulated by contract.

The accounts of MAG America are not consolidated in the financial statements contained in this report.

Governance, Nomination and Review Committee (GNRC)

The GNRC keeps the Board's governance arrangements under review and to make 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 the oversight of organisational development (OD) and ensuring appropriate strategic human

governance over the next year was established. We continue to adjust and strengthen our governance to reflect the growing range of responsibilities and the external regulatory context.

An Annual Meeting of the Trustees was also held during the year at which items such as the annual report and financial statements and the appointment/retirement of trustees and auditors were dealt with.

The Chair, Vice Chair and Treasurer 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 Board has delegated

specific responsibilities to three Board Committees, whose membership is appointed by the Board. The Chair of each Committee reports to the Board at quarterly meetings.

Audit and Finance Committee (AFC)

The AFC takes delegated 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 financial risk management, and supports the Board in fulfilling its legal duty.

Continued on Page 32

Continued from Page 33

resources policies are in place and for reviewing governance and OD risks.

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, with local country laws and with best practice. As such, the Board has appointed the HSC to communicate, promote and champion health, safety, security and safeguarding in MAG HQ and overseas and to review risks in these areas. The HSC meets quarterly to report to the Board and otherwise as required.

Declaration of interests

MAG requires all Trustees and staff to declare any interests upon appointment or if they subsequently acquire any relevant interest. Furthermore, the Board and Leadership team complete an automatic disqualification declaration form to ensure they are not disqualified from holding that position. The Company Secretary maintains a register of interests and all staff and Board members are asked to restate their interests on an annual basis.

Leadership Team

Led by the Chief Executive, the Leadership Team is made up of the Programmes Director, Finance Director, Technical Director, People & Organisational Director, Strategy & Government Relations Director and the Policy & Influence Director. A new Fundraising & Engagement Director was appointed after the year end, commencing full-time employment in November 2019.

The Leadership Team recommend strategy to the Board and provide day-to-day management including accountability and oversight for all legal, contractual, operational and financial responsibilities

Handling of Complaints

We cannot achieve our objectives without the commitment of our supporters and stakeholders. It is essential that all parties have a positive experience of MAG.

Occasionally things may go wrong or supporters or members of the public may be unhappy with something MAG has done. In such circumstances we react promptly and take complaints seriously, investigating them thoroughly, fairly and openly.

- Complaints will be logged and forwarded to the relevant member of staff.
- Complaints will be dealt with by a person independent of the event complained about.
- We will acknowledge any complaint within five working days of receiving it and aim to

provide a full response within 10 working days. Where we need to obtain additional information to respond fully, we will do so within four weeks of receiving it.

- Complaints may be passed to our Chief Executive/Leadership Team for further investigation and response.
- We will advise complainants of their right to escalate their use either to the Fundraising Regulator or Charity Commission for England and Wales.
- In 2018/19 we received five complaints relating to fundraising activity or communications (2017/18: four complaints).
- The Board reviews annually or as required any themes or lessons arising from complaints.

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.

The Board has appointed three focal points covering safeguarding, security and fundraising. The roles and responsibilities of the focal points are summarised here

Safeguarding Trustee Focal Point

The Board has appointed a Safeguarding Trustee Focal Point whose role, in conjunction with the Health, Safety, Security and Safeguarding Committee, is to:

- Ensure MAG has an adequate safeguarding policy, code of conduct and any other safeguarding procedures; and that these are regularly reviewed and updated to ensure they are fit for purpose.
- Monitor progress on the Safeguarding Strategy and Organisational Work Plan following the review.
- Identify possible risks, including risks to staff, partners and communities or to anyone else connected to MAG and any emerging risks on the horizon.
- Consider and input into how to improve the safeguarding culture within MAG.
- Advise and give input to the HSC on the appropriate means of verification and to, therefore be assured that everyone involved with MAG knows how to recognise, respond to, report, and record a safeguarding concern.
- Regularly evaluate any safeguarding training provided, ensuring it is current and relevant.
- Have oversight of a risk assessment process for posts ensuring checks and due diligence are in place where necessary.
- Have full oversight of MAG's Safeguarding Register and ensure that adequate procedures are in place to ensure cases are reported to donors, the

Charity Commission and other stakeholders.

- Periodically review safeguarding policy and procedures, learning from any serious incidents or "near misses".
- Support the Trustees' leadership in relation to promoting MAG's safeguarding culture.

Board Security Focal Point

MAG operates across a complex range of contexts. Security plans, site risk assessments and standard operating procedures (SOPs) are in place across MAG programmes and are designed to ensure the safety and security of staff at all times.

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

The Board Security Focal Point is a member of the HSC and provides support to the Crisis Management Team when it is activated. The Security Focal Point on the Board of Trustees is kept directly informed and up to date regarding any serious security incident.

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").

MAG strives to uphold high standards in all our fundraising activity.

We are registered with the Fundraising Regulator and are Organisational Members of the Institute of Fundraising. We adhere to the Fundraising Regulator's Code of Fundraising Practice and the Fundraising Promise.

In 2018-19 we rigorously monitored our compliance with fundraising regulation and data protection legislation following the introduction of General Data Protection Regulation.

Through our compliance handbook we instil a culture of best practice to fundraising activity, including ensuring that our actions are not overly intrusive or unreasonably persistent.

We follow guidance from the Institute of Fundraising on treating donors fairly and have a process in place to protect individuals who may be in vulnerable circumstances.

MAG undertakes a range of fundraising activity and uses a small number of external fundraising agencies to support us.

All external agencies we work with are required to follow best practice standards. We aim for all of our engagement with supporters and members of the public to be a positive experience.

Sometimes our activity generates complaints. All complaints are logged and responded to, in line with our Complaints Policy, and are reviewed by senior management and reported to our trustees.

In 2018-19 we received five complaints relating to fundraising activity or communications, compared to four in 2017-18. All were resolved.

Financial Overview

The financial statements of the charitable company can be found on pages 52 to 66. Total income has increased to £86.7m (2018: £60.9m), with a similar increase in resources spent directly on charitable activities: 2019: £84.5m (2018: £59.5m).

The increased scale of activities can largely be attributed to increased and emergent activity across most of MAG's programmes, particularly in Syria (£8.4m), Iraq (£7.3m), Lebanon (£3.5m), Vietnam (£2.5m), Laos (£1.8m) and Cambodia (£1.6m), partially offset by reductions in activity in the South Sudan (£0.9m) and Democratic Republic of Congo (£0.8m) programmes.

Total net income has been achieved of £1.8m in 2019 (2018: £1.1m). This change is largely due to a timing difference between a significant and emergent increase in programme activity and associated scaling up of organisational support costs. Net Income from donations, legacies and other trading activities has continued to perform well at £742k (2018: £674k).

Unrestricted operating funds stand at £4.1m (2018: £3.4m). In arriving at its view of unrestricted reserves, the Board makes such transfers as it considers necessary from unrestricted operating funds to unrestricted designated funds. At 30 June 2019, the Board set aside unrestricted designated funds of £750k (2018: £nil) to fund MAG's investment programme 2019/20, including the organisational and programmatic initiatives described on page 46 and £350k (2018: £nil) in anticipation of foreign exchange transaction risk as described on

page 38 which may crystallise in 2019/20. 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 30 June 2019 stands at £3.7m (2018: £3.0m).

Cash balances stand at £17.4m (2018: £20.6m) and are largely attributable to grant/contract payments received in advance of disbursement, the majority of which are held in UK accounts, where MAG's global treasury management is carried out.

Funds are transferred to overseas programmes to cover their short-term working capital needs as required. The reduction in cash balances of £3.2m in 2018/19 largely reflects timing differences between receipt of grants from donors and defrayment on programme expenditure.

In particular, in 2018/19, cash outflows of £9.8m (2018: £3.9m) relate to capital expenditure and these are partially offset by a reduction in deferred income to £18.5m (2018: £26.0m); deferred income represents the balance of billed grants/contracts, which are to be delivered in future periods and to which MAG is not yet entitled.

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 take into account business adversity, MAG's corporate risk register, working capital requirements, investment in new operational territories and in developing organisational capacity, provision of emergency response funding, managing foreign exchange exposures and the need to provide funds to offset short-term programmatic funding gaps.

In accordance with the current reserves policy, the Board considers the current balance of £3.7m

of unrestricted reserves to be sufficient to cover the existing and immediate position of the charitable company to respond to the risks and opportunities identified 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

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 at least March 2021, 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. In addition,

'All fathers worried about their kids'

MAG first met Hassan Shartouni, his six-year-old son Hussein and his nieces and nephews in the Meiss Al Jabal area of Lebanon in 2017.

His family had returned to their home after years of conflict only to find their garden backed onto a heavily mined area.

Members of his family had already been badly injured by landmines and. Hassan (left) knew his three young children were not safe.

He feared the worst when he saw two officials running up to his house, along with shouts that a child had gone through the fence into the mined zone and was still inside.

"I saw my six-year-old son inside the minefield," he said. "He'd gone in to pick wild asparagus and was still inside."

Amazingly, Hussein made it out of the minefield unharmed – his father pointed out places that looked safe to jump on and he made it back to the hole

in the fence by hopping from rock to rock.

"Every father in the village was worried about his kids," he said "You go to work but can't wait to go back home to check on your children"

We returned this year to see if things had improved. MAG had cleared the minefield and the land is now safe. The children now regularly play in the area that was mined and the garden has been extended at the back of the house.

Hassan's young family is now safe and can live without fear. The parents can live without the constant dread that something has happened to their children.

"Nothing is as scary as before," Hassan says.

He added: "The most important thing is that we thank MAG and the people working on the ground.

They risk their lives to save our lives and the lives of our children.

"Our thanks to them are endless, what they are doing is priceless."

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.

Change in Accounting Reference Period

On 2 January 2020, MAG changed its accounting reference period to 31 December. Financial statements will be prepared for the 18-month period ending 31 December 2020, and for the year ending 31 December thereafter.

Our Approach to Risk Management

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

In delivering all of our aims and objectives we therefore face significant risks on a daily basis and our staff are continually balancing different risks to ensure we can continue to implement and support activities to deliver on our charitable purposes.

The Board of Trustees and the Leadership Team are responsible for setting, communicating and monitoring an approach to risk

which empowers and enables staff to make decisions which are consistent with achieving the optimum benefit for the communities with whom we work as well as sustaining and

growing the organisation.

We will take levels of operational, security, safety and reputational risk in proportion to the level of impact we can have on the optimum number of people's lives whilst balancing an acceptance of low levels of financial, programmatic, business continuity, legal and regulatory risk to enable us to support our work as effectively and efficiently as possible.

Assessment of risk and opportunity is central to MAG's decision-making processes, planning and monitoring. We have an active risk management process in place to make sure appropriate steps are taken to manage and mitigate risk across the organisation:

- The Country Director or Senior Manager in Country is responsible for assessing risk in the locations they manage and putting in place mitigating measures in consultation with their line managers. In the case of non-country specific projects, the Project Manager is responsible.

- For each category of risk at a global level a member of the Leadership Team is responsible for compiling the assessment based on information from country assessments and other global and organisational considerations. They will work with the Chair of the relevant Board Committee where necessary.

- The Board is responsible for reviewing levels of aggregated risk quarterly and also approving acceptable levels of net risk.

Principal risks to be managed in the year ahead are:

Corporate Governance

As noted elsewhere in this report, MAG operates in inherently unstable environments and faces significant risks on a daily basis.

This complexity gives rise to the risk that MAG fails to ensure appropriate Corporate Governance to fulfil statutory and organisational requirements.

To mitigate this, the Board sets a five-year strategic direction of the organisation which incorporates key success indicators and is supported by members of the AFC, the GNRC and the HSC who, with a clear focus on risk management, assist the Board in fulfilling statutory and organisational requirements.

Security

MAG is exposed to safety and security risk in the delivery of its operations and this gives rise to the risk that MAG fails to prevent or appropriately manage programmatic safety and security.

In April 2018, MAG commissioned an independent security management review, the third of its kind, following previous reviews in 2014 and 2016. Both previous reviews were conducted using the European Inter-Agency Security Forum (EISF) Security Audit Tool, a recognised, impartial review procedure which utilises a three-level scoring system (red, amber, green) against a defined number of indicators, which assess an

organisation's security management framework. The review has shown us that MAG has a healthy risk management culture, which has been one of the most influential factors in MAG's significant increase in capacity to manage safety and security risk at the operational level over the last four years. MAG is well resourced to manage the safety and security risk that it is exposed to in the routine delivery of operations.

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 management. The AFC and the GNRC oversee all contract-related risks including a range of technical, personnel and operational risks.

Statutory Compliance

Because of the breadth, depth and reach of its operations, there is a

risk that MAG fails to ensure that it is operating in accordance with local, regional, national and international legislation, including company registration, operating permits, labour law, tax law and insurance regulations/requirements.

This risk is mitigated by our global compliance database which captures the statutory requirements for each MAG programme, with data extracted from reviews of legislation, legal advice and sector knowledge/information sharing. Where available, MAG joins NGO forums/networks to ensure obligations are delivered in line with best practice. Assumptions

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contained within the database are verified/audited no less than annually as part of MAG's compliance framework.

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 undermine 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.

Funding Environment

The majority of MAG's income is derived from government contracts. During 2018/19 we have continued to grow the total and improve the diversity of our funding portfolio, enabled by increased funding from a range of donors, including Germany and Norway.

However, given that 75 per cent of MAG's income derives from seven donors we recognise that we remain vulnerable to policy shifts that could divert funding away from our issues, resulting in a lack of working capital and, potentially, lead to the downsizing or closure of operations. We will continue to proactively engage and develop donor relations to ensure these risks are mitigated so far as possible.

MAG has been closely monitoring the potential implications of the UK's decision to exit the European

Union. As a result, one of our programmes has become ineligible for what would have previously been a potential source of funding. Otherwise the instruments from which our current funding comes are unaffected.

Conflict

MAG operates in regions which can be prone to rapidly re-emerging conflict or hostilities which require emergency partial or full evacuation or suspension of programme activity.

Beyond the inherent security risks associated with such eventualities there can be financial risks such as loss of assets, payroll and redundancy obligations and loss of grant income if programmes cannot be resumed.

MAG has in place robust and effective contract, donor and stakeholder management procedures, comprehensive insurances and effective financial, security and human resources policies, process, and procedures to manage unforeseen events.

Safeguarding

The failure to protect our staff, the staff of our partners or people in the communities where we operate would be a fundamental failing, causing harm to people whom we have a moral and legal duty to protect.

Such instances would also bring reputational risks which in turn might impact on funding. In mitigation, MAG has appointed an organisational Safeguarding Lead and a Safeguarding Trustee Focal Point. We have also redesigned and implemented a clear and efficient reporting system, an organisational safeguarding strategy, work plan and budget encompassing global training and awareness programmes and other measures.

Health and Safety

There are inherent health and safety risks associated with



MAG's operating environment and operational activities. These include unplanned detonations, illness and non-operational incidents such as road traffic accidents.

The risks are mitigated through extensive training and awareness programmes, rigorous review-based learning procedures and accurate monitoring of risks and incidents.

Extensive staff welfare programmes and appropriate insurances are also in place.

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 both to 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. If this is not sufficient to mitigate the exposure, then foreign currency

fluctuations may adversely affect MAG's results and financial position.

As noted in the reserves policy, as a result of the exceptional weakening of sterling against US dollars experienced between July 2019 and December 2019, a designated foreign exchange fund has been set aside to allow for transaction foreign exchange risk on sterling denominated donor contracts where a significant proportion of expenditure is denominated in US dollars or US dollar-linked currencies.

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.

The MAG Family

Our Employees and their Safety

MAG's work relies on the commitment and hard work of its global workforce: a diverse, highly skilled and exceptionally motivated team of more than 5,000 people.

On 30 June 2019, MAG employed 5,381 staff globally, 5,118 of whom (95 per cent) were nationals from programme countries who were contracted on terms and conditions in line with local legislative requirements and customs.

MAG currently complies with 27 different labour codes worldwide.

MAG's 183 international staff are deployed to our country programmes to provide technical and management oversight to operations and activities, whilst the majority of people employed at MAG HQ provide direct support to their in-country counterparts.

A further 13 members of staff make up MAG's Operational Development Team (ODT) who monitor and support the development of MAG's country programmes, primarily through targeted support visits.

On 30 June 2018, MAG employed a global workforce of 3,827 and current staff numbers represent a year-on-year increase of 40.6 per cent. The vast majority was driven by increases in the number of national staff recruited by MAG over the course of the year.



Modern Slavery

MAG takes its obligations under the Modern Slavery Act 2015 seriously and seeks to promote ethical working practices globally.

We have a zero-tolerance approach to slavery and human trafficking, both in our own organisation and also with our partners and supply chains. Our actions in 2018/19 to comply with the Modern Slavery Act have included:

- Reviewing and updating all policies that fall under the Safeguarding Framework; writing the Background Checks Policy and the Partnership Policy. We have also reviewed

our Disciplinary and Grievance Policies and Procedures.

- Holding briefings and providing ongoing training to our HQ and international managers on recruitment and safeguarding and we have continued the training on our Safeguarding Framework for all staff globally.

Conducting an independent review on MAG's safeguarding culture and practice and the recommendations from this have informed our Safeguarding Strategy and work plan.

- Appointing a Safeguarding Lead and Safeguarding Trustee Focal Point.

Our Growing Global Workforce			
	30 June 2019	30 June 2018	% increase
HQ	67	54	24%
International	183	170	8%
ODT	13	10	30%
National	5,118	3,595	42%

Locations of Staff	
Category	Percentage
National	95.11
HQ	1.25
International	3.40
ODT	0.24

Diversity

MAG is a diverse organisation. Currently, our workforce originates from 69 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.

Dignity at Work and Equal Opportunities policies ensure that decisions around recruitment, career progression, training opportunities and terms and conditions are made on the basis of merit.

Gender diversity remains an area of importance for MAG. Though our HQ is nearly 60 per cent female, our international staff and national staff are not. Whilst this is in part due to a historical preponderance of male international technical experts, MAG has continued to proactively seek to recruit and train female deminers as part of a long term and developing strategy to redress gender imbalance.

Due to the number of UK citizens employed by MAG (107 as at 30 June 2019), 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 HQ contracted staff, we note a gap currently at 17.59 per cent at our HQ. This is similar to the UK average of 17.9 per cent reported by the Office of National Statistics for 2018.

For our international staff we note a gap of 20.36 per cent above the UK average. A key component in the gender pay gap for international staff is our cadre of technical experts, which make up nearly 50 per cent of our international staff and are currently all male. This is a key area of focus; when removing these technical experts from the calculation, the gender pay gap is minus 7.89 per cent, showing that for non-technical international staff, women are on average paid more than men.

To help address these areas, we plan to review maternity leave and flexible working arrangements, as well as look to develop capacity

building and training initiatives to encourage more women to work in the technical areas of MAG's lifesaving work.

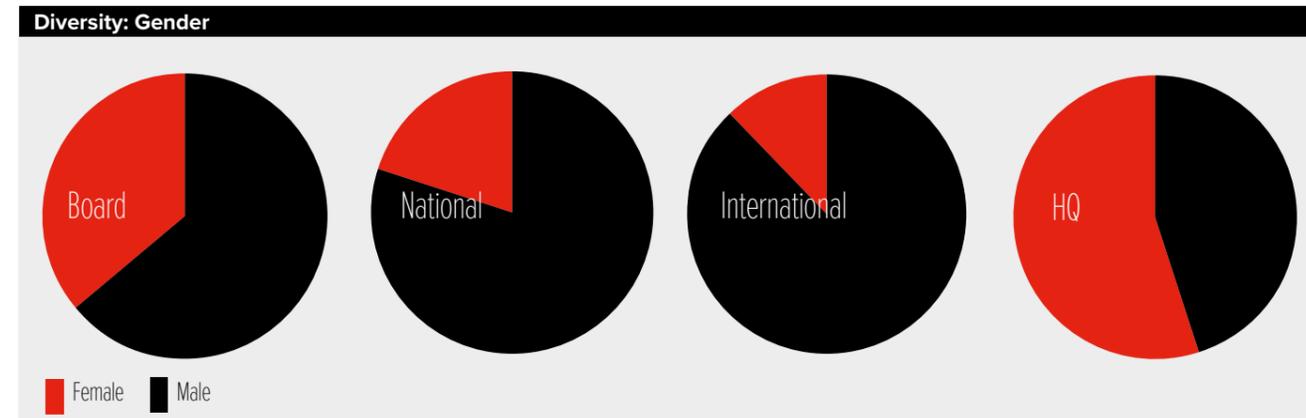
Diversity and inclusion will be a key area of focus for the future, with the welcome appointment of the Board Diversity Champion enhancing this area of work.

To support this, all HQ staff received training in July and August 2019 on diversity and inclusion and we plan to review our induction processes to ensure it is sufficiently discussed during staff inductions.

We are also exploring further training for managers related to enhancing and supporting diversity and inclusion considerations in recruitment.

With MAG's growth over the year, recruitment activity has been high, and the process of induction

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for new staff is therefore a key area. MAG ensures that all staff receive an induction appropriate to their role, with international staff either travelling to MAG's HQ in Manchester, or receiving a remote induction delivered using, for example, Skype calls. Inductions cover, as a minimum, information on our culture, terms and conditions, working practices and process and our Safeguarding Framework.

The quality of induction for HQ and International staff is measured using a '90-day new hire' survey to monitor and continually improve our

process. Further, the HQ HR team intends to review our induction processes during 2019/20.

Salaries and benefits for all employees are reviewed regularly to ensure they are appropriate. Where available, local benchmarking data is used to ensure that salaries are competitive and fair within local markets.

Our reward framework, as well as our reputation, ensure that MAG remains an employer of choice within the sector. MAG's reward policies, which were reviewed, updated and relaunched in July 2018, have been developed with the following key principles in mind:

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

Senior Management

The below shows the numbers of senior managers in MAG

receiving remuneration over £80,000 p.a. as at 30 June 2019.

This is not what they actually earned in the year prior to this date, but reflects the starting salary

of their salary band, plus any allowances paid through MAG's centralised payroll, on this date.

It does not include employer pensions, NI contributions or

Pay Bands	HQ Contracted		% of employees		Internationally Contracted		% of employees		Total		% of employees	
	18/19	17/18	18/19	17/18	18/19	17/18	18/19	17/18	18/19	17/18	18/19	17/18
£100,000 to £110,000	0	0	0.00	0.00	1	0	0.51	0.00	1	0	0.38	0.00
£90,000 to £99,999	1	1	1.41	1.80	3	0	1.54	0.00	4	1	1.50	0.43
£80,000 to £89,000	2	1	2.82	1.80	9	7	4.62	4.00	11	8	4.14	3.44

Responsible Employment

MAG recognises that often its employees work in demanding and challenging contexts. Consequently, a number of health and welfare initiatives are in place including pre-deployment and biennial medicals, our Health and Welfare Handbook, which includes travel health and stress management guides, availability of counselling services and comprehensive medical and life insurance.

Health and welfare initiatives will be an important area of focus for MAG's HR team in the 2019/20 financial year as MAG works to ensure that we meet our duty of care to all staff, and support them to have a healthy work-life balance.

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 practise and the applicable local legal framework. MAG also seeks to

Contract Type	Statutory Payments		Non-statutory payments	
	18/19	17/18	18/19	17/18
HQ	£6,604	Nil	£17,000	Nil
International	£1,016	£1,524	Nil	Nil

minimise the use of non-statutory severance payments wherever possible. In the course of the year the following payments, excluding payments for untaken accrued annual leave or payment in lieu of notice, were made to exiting HQ and internationally contracted staff.

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. MAG will always seek to redeploy staff in-country where possible and

redundancy is the last resort.

MAG seeks to provide a culture which is respectful, inclusive and collaborative, driven through progressive and responsible employment practices.

In our last staff survey, in early 2018, 96 per cent of respondents confirmed that they were proud to say they worked for MAG. We plan to run this survey again in the 2019/20 financial year, and the results will help shape future HR projects and initiatives and help drive continuous improvement throughout the organisation.

Business Area	Median Salary (p.a.)		High > Low Ratio (%)	
	18/19	17/18	18/19	17/18
HQ	£32,568	£37,887	5.03	5.03
International and ODT	£59,666	£57,962	3.67	3.99
Overall	£54,150	£53,238	5.42	5.14

payment of host-country income tax (where MAG pays this on behalf of the employee). Significant salaries for internationally contracted staff reflect the market for the highly qualified and experienced technical experts MAG employs to ensure the efficiency and, most importantly, safety of our complex technical work.

Further, at 1 July 2019, MAG paid the median salaries (right) for our HQ and international and ODT staff, based on FTE, with the ratios indicated between the highest

and lowest paid. The overall remuneration strategy for MAG is reviewed by the 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. Organisational cost of living type increases are also approved by the Board.

Our Progress Against Our Aims

Over the last 12 months, progress on MAG's aims has been as follows:

1

We will deliver high quality, large scale, impact-driven mine action programming throughout the duration of this strategy, building on our existing expertise, profile and footprint...

- Expanded operations in several key target countries, including some "legacy contexts" that were highlighted as part of the LMF2025 campaign such as Angola and Sri Lanka, as well as seeing significant additional staff trained in Laos, Vietnam and Lebanon.
- Work has been done to strengthen and make consistent the operational standards used in MAG programmes by beginning work on global SOPs, introducing standard beneficiary definitions in coordination with partners, and introducing standard approaches for assessing the effectiveness of our EORE activities.
- MAG delivered work through partners in several countries and convening survey, EORE, minefield clearance and capacity development. This enabled MAG to reach more people and communities and extend our activities in supporting national authorities and local delivery partners.

2

We will become a global leader and partner in reducing the impact of small arms and light weapons and ammunition on people and communities...

- Established an organisational perception survey on MAG's current arms management and destruction work.
- Developed and stress-tested an organisational Theory of Change for work with SALW and ammunition, based on expert external analysis of proposals, contracts and external data sources.

3

We will ensure that our values underpin the way we work and our organisational profile. We will be sensitive to conflict and responsive to the communities with whom we work and promote the empowerment and full participation of women...

- Conducted a baseline assessment of all programmes with regard to gender in terms of both programming impact, involvement and internal management (recruitment, promotion etc) to inform planning and prioritisation.
- Worked closely with partners on understanding whether mine action can improve the measurement of inclusion of disability more effectively.
- Introduced and implemented robust new safeguarding policies, processes and procedures.
- Conducted country conflict analyses for all programmes, working with specific programmes on integrating conflict sensitivity into programming (Myanmar and Somalia), identifying donor needs with regards to conflict sensitivity and mine action.



4

We will work with others – at all levels – to maximise the impact and reach of our work, building our reputation as a trusted partner...

- Over 2018/19 MAG has worked in partnership with a range of local and international partners to develop capacity and enable the delivery of services to communities impacted by landmines and ERW. These arrangements vary from small, local, community based partners working to enable access to remote communities, to large international INGOs such as DDG, NPA and The HALO Trust.
- Over the year, our priority has been to strengthen MAG's capacity to develop and manage partners through training and strengthening of our due diligence and subcontracting process.

5

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

- Work has been conducted on clarifying roles and responsibilities, first at senior levels and then across the wider organisation. This work will continue in the next year, including establishing clear levels of delegated authority throughout the organisation.
- Work on MAG's culture as part of our identity & branding is underway and will be developed further over the course of the next year with a view to embedding in all communications, inductions and staff discussions. MAG seeks to promote a respectful, inclusive and collaborative culture.
- MAG seeks to ensure that we manage the security and welfare of our staff as clearly and effectively as possible to ensure we meet our duty of care to all stakeholders. A Global Security Advisor was recruited in 2018/19 and a third independent security management review was commissioned, following previous reviews in 2014 and 2016.
- Introduction of a People and Organisational Development Director post is now complete and will ensure that our HR systems and approach promote effective and proactive people management and support organisational resilience where change is responsibly managed. Over the next year the new director will develop and begin implementation of an organisational development strategy including staff development, structured training, cross-programme learning and career development.
- Over the last year we have taken steps to strengthen our financial and logistics systems and processes in the light of MAG's recent growth to enable them to be fit for a larger and more complex organisation. The new Global Head of Procurement and Logistics is developing and implementing the global logistics plan, and we initiated a wide-ranging digitalisation agenda.

Our Plans For The Future

MAG has set a range of priorities for 2019/20 to ensure we can continue to deliver our transformational work to save and change lives across the world.

These priorities were established to underpin our strategic aims and to ensure continued organisational resilience, efficacy and focus in the face of considerable growth and an increasingly complex geo-political environment.

Organisational

- Business Processes and Digitalisation agenda – a wide-ranging business transformation project to align digitised business processes across all MAG's programmes within a coherent, innovative and integrated digital framework
- Financial infrastructure review – investment in and redesign of our HQ finance department
- Internal communications – review and implementation of a new internal communications strategy to better serve the needs of our diverse and committed workforce
- Performance indicators – a review and overhaul of existing KPIs to better reflect our expanding programmes and working methodologies and to ensure we remain on track to deliver against our strategic objectives

Programme delivery

- Programme quality – continuation of gender, conflict sensitivity and partnership initiatives to ensure continued excellence and best-in-class delivery

- Security and safety – review and enhancement of our security policy to meet our evolving needs and the changing contexts of the countries where we operate
- New projects – the identification of and initiation of project extensions and new projects in communities and countries where we can deliver positive impact
- Data integration – design and implementation of an integrated online data portal to ensure live, comprehensive and consistent mapping of programme outputs

Policy and influence

MAG's policy and influence team grew during 2018/19 with the appointment of a regional humanitarian policy advisor, embedded within the Middle East programme, and an external relations officer. These new positions reflect the increased prioritisation of MAG's advocacy

and campaigning work in 2019/20, including:

- Engagement with the global humanitarian disarmament community and with policy-makers at the most senior level in both government and civil society
- Assuming a lead role in the Landmine Free 2025 campaign in partnership with the Halo Trust and Norwegian People's Aid
- Enhanced engagement with UK political parties through party conferences and parliamentary channels
- Delivery of a concentrated advocacy and policy campaign to influence the outcomes of the critically important Fourth Review Conference of the Anti-Personnel Mine Ban Convention taking place in Oslo, with a focus on gender, risk education, mines of improvised nature and Landmine Free 2025 campaign/ completion



The Public Benefit We Deliver

In setting out our activities each year, we consider the Charity Commission's public benefit guidance. The target beneficiaries of MAG's work are those whose lives are endangered by, or whose development is blocked by, the explosive remnants of war. The general public, in the locations where MAG works, are the beneficiaries of our work, as indeed are future generations in those locations where threats to life and obstacles to development are removed by MAG.

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.

The purposes of the charity, as set out in the governing document, are:

- a) the relief of suffering and distress throughout the world, in particular in areas where conflict causes human fatality or injury due to the presence of the debris of war such as landmines, unexploded ordnance, stockpiles of weapons and ordnance and other residual contamination; and to deliver such relief by (but not limited to):
 - the provision of training and assistance in clearance and



- reconstruction;
- undertaking any preventative measures that improve human security including (but not limited to) safely managing, storing, destroying or reducing the availability of stockpiles of ammunition, arms and weapons;
- providing necessary medical support and education needed; 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.

- MAG's core charitable activity is the creation of conditions of improved safety and security for those affected by armed violence, conflict and insecurity, with key interventions including (but not limited to):
 - the survey and clearance of land contaminated by landmines and cluster bombs/munitions;

- destruction of unexploded and abandoned ordnance;
- delivery of Mine Risk Education (MRE) sessions to at-risk communities;
- supporting states to destroy stockpiles;
- addressing and mitigating immediate humanitarian risk resulting from Unplanned Explosions at Munitions Stores (UEMS) and similar events;
- destruction of Small Arms and Light Weapons (SALW);
- promoting safe and secure state storage and management of weapons and munitions;
- destruction of small arms ammunition;
- destruction of surplus and obsolete munitions;
- construction and rehabilitation of armouries and explosive stores;
- building capacity to strengthen the resilience of communities to conflict or armed violence; and
- development of national standards and approaches.

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.
- The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees' Report, including the Strategic Report, was approved by the board and signed on its behalf by:



Karen Brown
Chair of the Board of Trustees
7 February 2020

Legal & Administrative Information

Board of Trustees for the Year Ending 30 June 2019 and thereafter:

- **Ms Karen Brown**, Chair
- **Ms Diane Reid**, Chair of the Governance, Nominations and Review Committee (resigned 11/11/2019) and Vice Chair (resigned 07/02/2020)
- **Mr Anthony Collier**, Treasurer and Chair of the Audit and Finance Committee

- **Mr Dominic Kendal-Ward**, Legal Trustee and Member of the Governance, Nominations and Review Committee
- **Mr John Shinnick**, Chair of the Health, Safety, Security & Safeguarding Committee and Member of the Audit and Finance Committee (resigned 21/02/2020)
- **Mr Matthew Sherrington**, Board Fundraising Focal Point (resigned 11/11/2019)

- **Dr Tapera Knox Chitiyo**, Trustee (resigned 12/11/2018)
- **Mr Neil Turton**, Member of the Audit and Finance Committee (resigned 11/11/2019)
- **Ms Kathy Peach**, Member of the Audit and Finance Committee (resigned 11/11/2019)
- **Mr Chris Kemp**, Board Security Focal Point and Member of the Health, Safety, Security & Safeguarding Committee

- **Ms Jane Marriott OBE**, Board Diversity Champion and Member of the Health, Safety, Security & Safeguarding Committee
- **Prof. Bertrand Taithe**, Member of the Governance, Nominations and Review Committee
- **Ms Judith Greenwood**, Safeguarding Trustee and Member of the Health, Safety, Security & Safeguarding Committee (appointed 12/11/2018), Chair of the Governance, Nominations and Review Committee (appointed 07/11/2019)
- **Mr John Malik**, Member of the Governance, Nominations and Review Committee (appointed 12/11/2018), Member of the Audit and Finance Committee (appointed 11/11/2019) and Vice Chair (appointed 07/02/2020)
- **Mr Alexander Ayin**, Trustee (appointed 11/11/2019)
- **Mr Khaleel Desai**, Trustee (appointed 11/11/2019)
- **Ms Frances Milner**, Trustee (appointed 11/11/2019)

Leadership Team:

- **Dr Jane Cocking OBE**, Chief Executive
- **Mr Llewelyn Jones**, Programmes Director
- **Ms Angela Mulholland-Wells**, Finance Director (appointed 06/01/2020)
- **Ms Bren Hutchinson**, Interim Finance Director (19/03/2019 to 05/01/2020)
- **Mr Andy Ewart**, Finance Director (01/07/2018 to 28/02/2019)
- **Ms Victoria Sennet**, People & Organisational Development Director (appointed 06/01/2020)
- **Ms Anna Segall**, Interim Organisational Development Director (14/03/2019 to 31/12/2019)
- **Ms Rhian Cooke**, Human Resources Director (01/07/2018 to 31/12/2018)
- **Mr Darren Cormack**, Strategy & Government Relations Director
- **Mr Chris Loughran**, Policy & Influence Director



'Children want to know more...'

In the UK children might only sit down to watch a puppet show on a day trip to the seaside or fair or perhaps at a birthday party. But in places like Lebanon, these shows can save lives.

Almost half of civilian casualties of landmines and unexploded bombs globally are children. Getting the message across about the dangers posed by these deadly devices is essential, as children's natural curiosity can have devastating consequences in Lebanon, and many other countries.

This is why we use puppet shows to give children important safety messages about how to recognise, avoid and report explosive items. Important messages delivered in a fun and engaging way also make them more likely to

be remembered, reducing the risk of death or injury.

Mawaheb Shuaib (above) has been working for MAG in Lebanon for two and a half years, and has been helping deliver puppet shows with safety messages. We met her in Nabatieh in the south of Lebanon where she was delivering her first MAG puppet show for children with learning disabilities.

After the show Mawaheb told us: "These children might go to play in their garden or a field and come across landmines, and they need the information and knowledge that might keep them safe. Children may be more vulnerable because they are playing in the fields. And children are curious, they want to know more and more."

She added: "We are

doing what we can do and may God also protect them."

The children were clearly loving the show and there was a lot of laughing and shouting at the puppet characters to "watch out!"

Since beginning work on this southern border area in April 2017, MAG has removed more anti-personnel landmines in Lebanon than anywhere else we work in the world.

But with huge swathes of land that need to be cleared it's vital that everyone knows what to do if they come across a landmine – and that includes young children.

So far, we've provided over 200,000 risk education programmes worldwide – and with your help we can provide many more.

- **Mr Mikael Bold**, Technical Director
- **Mr Jon Brown**, Fundraising and Engagement Director (appointed 04/11/2019)
- Company Secretary:
Ms Sarah Howell
- Independent Auditors: **Deloitte LLP**, 2 Hardman Street, Manchester, M3 3HF
- Bankers: **The Royal Bank of**

Scotland plc, 36 St Andrew Square, Edinburgh, EH2 2YB

- 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: **4016409**
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 30 June 2019 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 (including income and expenditure account);
- the balance sheet;
- the statement of cash flows; and
- the related notes 1 to 25.

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

We are required by ISAs (UK) to report in respect of the following matters where:

- the trustees' use of the going concern basis of accounting in preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

We have nothing to report in respect of these matters.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual

report, other than the financial statements and our auditor's report thereon. 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.

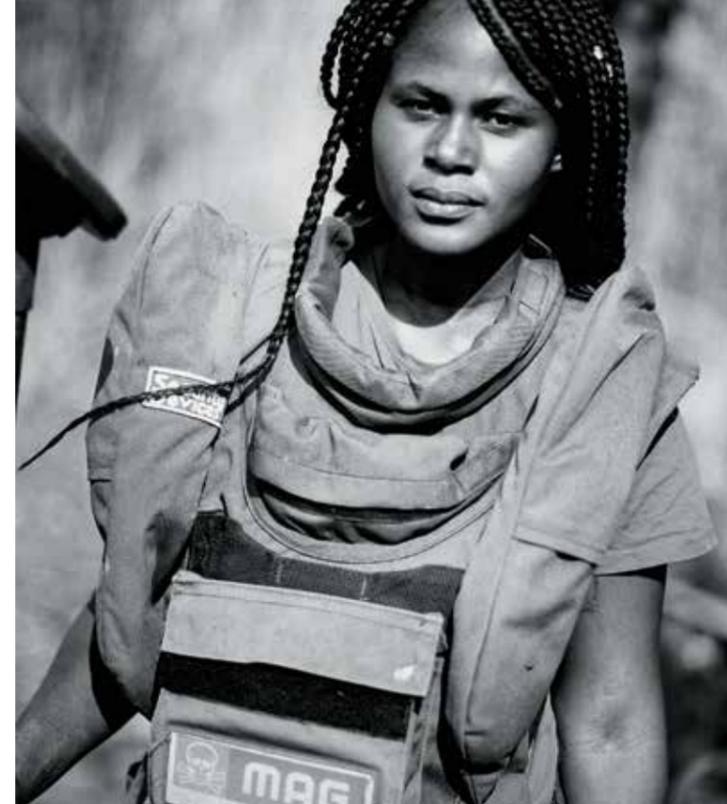
In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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 respect of these matters.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees (who are also the directors of the charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from



material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these

financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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, United Kingdom
6 March 2020

Financial Statements

The Mines Advisory Group - Company Limited by Guarantee Statement of Financial Activities (including income and expenditure account) for the year ended 30 June 2019

FUNDS:	Note	2019 Unrestricted £'000	2019 Restricted £'000	2019 Total £'000	2018 Unrestricted £'000	2018 Restricted £'000	2018 Total £'000
INCOME FROM:							
Charitable activities	5	-	85,719	85,719	-	59,680	59,680
Donations and legacies	6	575	206	781	592	49	641
Other trading activities	7	52	10	62	132	-	132
Investments	8	65	-	65	11	2	13
Other income	9	89	31	120	377	29	406
TOTAL INCOME		781	85,966	86,747	1,112	59,760	60,872
EXPENDITURE ON:							
Raising funds	10	432	-	432	242	-	242
Charitable activities	10	5,776	78,702	84,478	5,035	54,488	59,523
TOTAL EXPENDITURE		6,208	78,702	84,910	5,277	54,488	59,765
NET INCOME/ (EXPENDITURE):							
Transfer between funds	16	(5,427)	7,264	1,837	(4,165)	5,272	1,107
NET MOVEMENT IN FUNDS		1,826	11	1,837	1,318	(211)	1,107
RECONCILIATION OF FUNDS:							
Total funds brought forward	16	3,386	-	3,386	2,068	211	2,279
Net movement in funds for the year		1,826	11	1,837	1,318	(211)	1,107
Total funds carried forward	16	5,212	11	5,223	3,386	-	3,386

There were no other recognised gains or losses other than those listed above and the net income for the year. All income and expenditure derives from continuing activities. The notes on pages 55 to 66 form part of these accounts.

The Mines Advisory Group - Company Limited by Guarantee Balance Sheet as at 30 June 2019

	Note	2019 £'000	2019 £'000	2018 £'000
FIXED ASSETS				
Tangible assets	13		443	385
CURRENT ASSETS				
Debtors within one year	14	10,567		11,447
Cash at bank and in hand		17,367		20,557
		27,934		32,004
CURRENT LIABILITIES				
Amounts falling due within one year	15	(23,154)		(29,003)
NET CURRENT ASSETS			4,780	3,001
NET ASSETS			5,223	3,386
FUNDS				
Unrestricted funds - General	16		4,112	3,386
Unrestricted funds - Designated	16		1,100	0
Restricted funds	16		11	0
TOTAL FUNDS	17		5,223	3,386

The notes on pages 55 to 66 form part of these financial statements. These financial statements of **The Mines Advisory Group (Company number 4016409)** were approved by the Board of Trustees and authorised for issue on 7 February 2020.

Signed on behalf of the Board of Trustees



Karen Brown, Chair of the Board of Trustees

The Mines Advisory Group - Company Limited by Guarantee
Statement of Cash Flows
for the year ended 30 June 2019

	2019 £'000	2018 £'000
Net cash flows from operating activities	6,293	6,649
Cash flows from investing activities		
Interest received	65	13
Purchase of plant and equipment	(9,803)	(3,915)
Net cash flows from investing activities	(9,738)	(3,902)
Net increase/(decrease) in cash and cash equivalents	(3,445)	2,747
Cash and cash equivalents at beginning of year	20,557	17,550
Change in cash and cash equivalents due to exchange rate movements	255	260
Cash and cash equivalents at end of year	17,367	20,557
Analysis of cash and cash equivalents		
Cash in hand	432	452
Bank accounts and Notice deposits (less than 3 months)	16,935	20,105
Overdraft facility repayable on demand		
Total cash and cash equivalents	17,367	20,557
Reconciliation of net income/(expenditure) to cash generated by operations:		
Net income for the year	1,837	1,107
Adjustments for:		
Interest receivable	(65)	(13)
Increase in cash and cash equivalents due to exchange rate movements	(255)	(260)
Depreciation charges	9,745	3,827
Operating cash flows before movement in working capital	11,262	4,661
(Increase)/decrease in debtors	880	(5,702)
(Decrease)/Increase in creditors	(5,849)	7,690
Cash generated by operations	6,293	6,649

Notes to the financial statements

1 LEGAL STATUS OF THE CHARITY

The 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 13 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 49.

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 2015)" applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), as updated 1 January 2016; and the Companies Act 2006.

3 ACCOUNTING POLICIES

The principal accounting policies are set out below:

3.1 Preparation of financial statements - going concern basis

The trustees consider MAG to be operating on a going concern basis due to the number, value and financial viability of contracts secured through to February 2021 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. In addition, MAG has the operational capacity, knowledge and expertise.

The Trustees, therefore, consider that the going concern assumption is an appropriate basis on which to prepare these financial statements.

3.2 Income recognition

Income from charitable activities, including income received under contracts and grants where entitlement to funding is subject to specific performance conditions, is recognised as earned (as the related goods or services are provided).

Performance conditions may be stipulated explicitly by the client or donor, or may be implicit as per MAG's operational proposal. Grant income included in this category provides funding to support activities and is recognised where there is entitlement, probability of receipt and the amount can be measured reliably.

Income is deferred when the donor has imposed conditions which must be met before the charity has unconditional entitlement or the donor has specified the funds can only be utilised in future accounting periods. In the absence of any stipulation from the funder, multi-annual grants where there is entitlement to income to cover more than one year, are recognised in line with project activity.

Donations, legacies and income from other trading activities are recognised where there is entitlement, probability of receipt and the amount can be measured reliably.

Gifts in kind received are accounted for in the Statement of Financial Activities as soon as it is prudent and practicable to do so. They are valued as by the donor in the grant documentation.

Investment income is recognised on a receivable basis. Interest on funds held on deposit is included when receivable and the amount

can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

3.3 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is analysed between the activities in furtherance of the charity's objects, cost of generating voluntary income and support costs. Expenditure is recorded in the financial statements in the period in which it is incurred, adjusted for creditors and accruals where material, and is inclusive of any VAT which cannot be reclaimed.

Charitable activities include direct costs, salaries and overhead costs of assisting communities affected by conflict overseas. Costs of raising funds include the salaries and overhead costs of UK staff involved in fund-raising and increasing public awareness.

Support costs comprise staff, head office and governance costs. The majority of staff and head office costs support charitable activities and are so allocated.

Support costs that are fully attributable to that activity are charged directly to that activity. Costs are apportioned to the activity based on the amount of staff time absorbed by each activity. Governance costs comprise costs involving the public accountability of the charity and its compliance with regulation and good practice, as well as costs associated with the strategic direction of the organisation. These costs include costs related to statutory audit and legal fees.

Continued on Page 56

Continued from Page 55

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 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.

3.9 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 accounts.

3.10 Subsidiary undertaking

Explosive Risk Solutions Ltd (Company Number 04030037) is a 100% subsidiary of MAG. The results of the subsidiary undertaking are not material to the combined group and have therefore not been consolidated into MAG's financial statements.

ERS was dissolved on 11 December 2018 however the funds held by ERS were not transferred to MAG. A restoration by court order is currently underway to recover funds from the Duchy of Lancaster. The amounts involved are immaterial to MAG's 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 year.

Differences between contributions payable in the year 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.

	2019 £'000	2018 £'000
Belgian Ministry of Foreign Affairs	185	239
British High Commission	440	-
Canadian Department of Foreign Affairs, Trade and Development	2,968	1,548
Department for International Development	12,272	5,547
Dutch Ministry of Foreign Affairs	3,098	5,062
European Commission	10,380	3,484
Fibertek	792	636
Foreign and Commonwealth Office	214	246
French Ministry of Foreign Affairs	2,124	1,339
German Federal Foreign Office	6,881	3,704
Irish Aid Department of Foreign Affairs and Trade	473	183
Japanese Ministry of Foreign Affairs	1,468	1,569
MAG America	26,040	20,592
Ministry of Foreign Affairs of Finland	571	483
Norwegian Ministry of Foreign Affairs	8,780	7,313
Swedish International Development Cooperation Agency	3,049	1,273
Stichting Vluchteling	159	194
United Nations Office for the Coordination of Humanitarian Affairs (OCHA)	519	542
United Nations Office for Project Services (UNOPS)	2,195	2,893
United Nations Development Programme (UNDP)	160	841
United Nations Regional Centre for Peace and Disarmament in Africa (UNREC)	610	621
Trusts & Foundations	1,187	615
Miscellaneous Donors	1,154	756
Total	85,719	59,680

Note

Of the £26.0m from MAG America, £24.8m (2018: £19.7m out of £20.6m) 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

	Unrestricted Funds 2019 £'000	Restricted Funds 2019 £'000	Total Funds 2019 £'000	Unrestricted Funds 2018 £'000	Restricted Funds 2018 £'000	Total Funds 2018 £'000
Public Donations, Appeals & Fundraising Events	388	66	454	357	22	379
Regular Giving (including gift aid)	149	2	151	192	2	194
Donations from Trusts, Foundations and Partnerships	28	45	73	11	25	36
Legacies	10	93	103	32	-	32
Total	575	206	781	592	49	641

7 ANALYSIS OF INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted Funds 2019 £'000	Restricted Funds 2019 £'000	Total Funds 2019 £'000	Unrestricted Funds 2018 £'000	Restricted Funds 2018 £'000	Total Funds 2018 £'000
Fundraising activities	51	-	51	130	-	130
Merchandise	1	10	11	2	-	2
Total	52	10	62	132	-	132

8 ANALYSIS OF INCOME FROM INVESTMENTS

	Unrestricted Funds 2019 £'000	Restricted Funds 2019 £'000	Total Funds 2019 £'000	Unrestricted Funds 2018 £'000	Restricted Funds 2018 £'000	Total Funds 2018 £'000
Bank interest received	65	-	65	11	2	13

9 ANALYSIS OF OTHER INCOME

	Unrestricted Funds 2019 £'000	Restricted Funds 2019 £'000	Total Funds 2019 £'000	Unrestricted Funds 2018 £'000	Restricted Funds 2018 £'000	Total Funds 2018 £'000
Insurance claims	39	-	39	346	-	346
Other income	50	31	81	31	29	60
Total	89	31	120	377	29	406

**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 £94k being management salaries attributable to the governance of the charity, trustee expenses, audit fees and other professional fees.

	Raising Funds 2019 £'000	Charitable Activities 2019 £'000	Total 2019 £'000	Raising Funds 2018 £'000	Charitable Activities 2018 £'000	Total 2018 £'000
Activities undertaken directly						
Overseas programmes - restricted	-	78,702	78,702	-	54,488	54,488
Overseas programmes - unrestricted	-	258	258	-	937	937
Total direct activity expenditure	-	78,960	78,960	-	55,425	55,425
Support costs:						
Staff related costs including travel	218	3,553	3,771	126	3,035	3,161
Premises, IT & Communications	98	1,331	1,429	6	441	447
Fundraising Events & Advertising	101	-	101	99	-	99
Professional fees & other costs	15	715	730	11	1,029	1,040
Exchange loss / (gain)	-	(81)	(81)	-	(407)	(407)
Total support costs - unrestricted	432	5,518	5,950	242	4,098	4,340
Total Expenditure	432	84,478	84,910	242	59,523	59,765

11 NET INCOME/(EXPENDITURE) FOR THE YEAR

Net income is stated after charging/(crediting):	2019 £'000	2018 £'000
Depreciation of tangible fixed assets owned by the charity	9,745	3,827
Foreign exchange gain	(81)	(407)
Rentals under operating leases	2,467	1,672
Auditor's remuneration:		
- Fees payable to the charity's auditor for the audit of the charity's financial statements	75	56
- Fees payable to the charity's auditor for other services:		
- Grant certification services	20	30

12 ANALYSIS OF STAFF

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

	2019 No.	2018 No.
UK employees:		
- Overseas projects	191	170
- Programme support and administration	58	49
- Fund-raising information and education	7	7
Overseas national employees	4,508	3,219
Total	4,764	3,445

All employees are engaged in carrying out MAG's charitable activities. Their aggregate remuneration comprised:

	£'000	£'000
Salaries and wages - UK employees (including those working overseas)	13,696	10,890
Salaries and wages - Overseas national employees	28,849	19,504
Social security costs	276	278
Pension contribution	121	80
Total	42,942	30,752

There are no payments to temporary staff (2018: nil) which are not included in the notes outlined above.

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

	2019			2018		
	UK	Int'l	Total	UK	Int'l	Total
between £60,000 and £70,000 per annum:	2	30	32	3	31	34
between £70,000 and £80,000 per annum:	2	29	31	2	8	10
between £80,000 and £90,000 per annum:	3	9	12	-	10	10
between £90,000 and £100,000 per annum:	1	4	5	1	1	2
between £100,000 and £110,000 per annum:	1	-	1	-	-	-
between £110,000 and £120,000 per annum:	-	1	1	-	1	1

Key management personnel are listed on Pages 48&49. The total remuneration (including pension contributions and employers' national insurance) of the key management personnel for the year totalled £510k (2018: £472k).

13 TANGIBLE FIXED ASSETS

	Field Assets £'000	Equipment Fixtures & Fittings £'000	Total £'000
Cost			
At 1 July 2018	18,809	541	19,350
Additions	9,485	318	9,803
At 30 June 2019	28,294	859	29,153
Depreciation			
At 1 July 2018	18,432	533	18,965
Charge for the year	9,470	275	9,745
At 30 June 2019	27,902	808	28,710
Net Book Value			
At 30 June 2019	392	51	443
Net Book Value			
At 30 June 2018	377	8	385

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

14 DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2019 £'000	2018 £'000
Trade debtors	640	1,554
Prepayments and accrued income	9,442	8,177
Other debtors	485	1,716
Total	10,567	11,447

15 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2019 £'000	2018 £'000
Trade creditors	419	289
Deferred income (see note right)	18,475	26,000
Other taxation and social security	169	78
Derivative financial instruments (see note 20)	-	271
Accruals	940	443
Other creditors	3,151	1,922
	23,154	29,003
Deferred income		
Balance as at start of period	26,000	18,295
Amount released to income	(26,000)	(18,295)
Amount deferred in the year	18,475	26,000
Balance as at end of period	18,475	26,000

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

16 MOVEMENTS IN FUNDS

	1 July 2018 £'000	Income £'000	Expenditure £'000	Transfers £'000	30 June 2019 £'000
Restricted funds analysed by Programme					
Middle East					
Iraq	(13)	21,682	(20,264)	(1,484)	(79)
Lebanon	7	6,655	(6,171)	(491)	-
Syria	(29)	17,279	(15,920)	(1,351)	(21)
East and Southern Africa					
Angola	(29)	1,936	(1,775)	(131)	1
Somalia	(5)	1,358	(1,272)	(85)	(4)
South Sudan	(3)	5,048	(4,468)	(571)	6
Zimbabwe	1	1,248	(1,143)	(103)	3
Sahel and West Africa					
Burkina Faso	3	743	(690)	(54)	2
Democratic Republic of Congo	7	1,236	(1,121)	(115)	7
Chad	7	1,890	(1,813)	(76)	8
Gambia	-	137	(126)	(10)	1
Guinea	-	406	(381)	(26)	(1)
Mali	15	2,151	(1,990)	(165)	11
Mauritania	(4)	476	(451)	(25)	(4)
Niger	-	421	(406)	(31)	(16)
Nigeria	6	1,374	(1,293)	(96)	(9)
Sierra Leone	2	363	(344)	(20)	1
Senegal	7	2	(2)	-	7
West Africa - non-country specific	-	401	(83)	(318)	-
South and South east Asia					
Cambodia	(33)	3,830	(3,339)	(411)	47
Laos	6	5,394	(4,913)	(467)	20
Myanmar	3	707	(646)	(60)	4
Sri Lanka	31	2,432	(2,229)	(193)	41
Vietnam	(12)	6,430	(5,843)	(585)	(10)
Other					
UK	65	274	(132)	(178)	29
Libya	3	-	-	-	3
Bosnia and Herzegovina	(25)	1,439	(1,332)	(107)	(25)
Mexico	-	187	(168)	(19)	-
Peru	(10)	467	(387)	(81)	(11)
Restricted funds	-	85,966	(78,702)	(7,253)	11
Unrestricted fund					
General	3,386	781	(6,208)	6,153	4,112
Designated Opportunity Fund	-	-	-	750	750
Designated Foreign Exchange Fund	-	-	-	350	350
Total Unrestricted fund	3,386	781	(6,208)	7,253	5,212
Total funds	3,386	86,747	(84,910)	-	5,223

Unrestricted fund
General
Designated Opportunity Fund
Designated Foreign Exchange Fund
Total Unrestricted fund

Total funds

Restricted funds analysed by Programme

	1 July 2017 £'000	Income £'000	Expenditure £'000	Transfers £'000	30 June 2018 £'000
Restricted funds analysed by Programme					
Middle East					
Iraq	45	14,355	(13,271)	(1,142)	(13)
Lebanon	8	3,146	(2,938)	(209)	7
Syria	-	8,853	(8,072)	(810)	(29)
East and Southern Africa					
Angola	13	1,397	(1,343)	(96)	(29)
Somalia	1	1,641	(1,432)	(215)	(5)
South Sudan	30	5,984	(5,114)	(903)	(3)
Swaziland	-	65	(58)	(7)	-
Zimbabwe	(8)	533	(448)	(76)	1
Sahel and West Africa					
Burkina Faso	-	778	(729)	(46)	3
Democratic Republic of Congo	17	2,050	(1,909)	(151)	7
Chad	4	2,533	(2,349)	(181)	7
Guinea	-	242	(228)	(14)	-
Mali	-	1,965	(1,799)	(151)	15
Mauritania	-	191	(181)	(14)	(4)
Niger	-	47	(44)	(3)	-
Nigeria	-	1,328	(1,231)	(91)	6
Sierra Leone	1	351	(330)	(20)	2
Senegal	2	109	(85)	(19)	7
West Africa - non-country specific	-	258	(189)	(69)	-
South and South east Asia					
Cambodia	61	2,265	(2,128)	(231)	(33)
Laos	27	3,597	(3,318)	(300)	6
Myanmar	4	924	(756)	(169)	3
Sri Lanka	8	1,825	(1,685)	(117)	31
Vietnam	(20)	3,887	(3,545)	(334)	(12)
Other					
UK	15	151	(149)	48	65
Libya	3	-	-	-	3
Cyprus	-	320	(266)	(54)	-
Bosnia and Herzegovina	-	729	(676)	(78)	(25)
Peru	-	236	(215)	(31)	(10)
Restricted funds	211	59,760	(54,488)	(5,483)	-
Unrestricted fund					
	2,068	1,112	(5,277)	5,483	3,386
Total funds	2,279	60,872	(59,765)	-	3,386

Note

The restricted funds balance is the consolidation of individual grant and contract balances in country programmes carried forward to next year in line with the individual terms and conditions of these grants and contracts. These balances are consolidated by country to show the

level of activity being undertaken in each country. General Unrestricted funds are spent or applied at the discretion of the trustees to further the charity's purposes. The trustees have set aside £750,000 to a Designated Opportunity Fund to further the charitable objectives of the organisation. The Designated Unrestricted

For Ex Fund relates to cash flow deficits expected to arise from adverse currency movements. Transfers from restricted to unrestricted reserves include contributions by donors/clients, who have agreed 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 2019 £'000	Restricted Funds 2019 £'000	Total Funds 2019 £'000	Unrestricted Funds 2018 £'000	Restricted Funds 2018 £'000	Total Funds 2018 £'000
Tangible fixed assets	443	-	443	385	-	385
Net current assets	4,769	11	4,780	3,001	-	3,001
As at 30 June	5,212	11	5,223	3,386	-	3,386

18 OPERATING LEASE COMMITMENTS

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

Leases which expire	2019			2018		
	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	170	40	-	219	205	-
Other	16	-	-	4	-	-

19 FINANCIAL INSTRUMENTS

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

	2019 £'000	2018 £'000
Financial Assets		
Measured at undiscounted amount receivable		
- Trade and other debtors (see note 14)	10,567	11,718
- Cash at bank and in hand	17,367	20,557
Measured at fair value		
Derivative financial (liabilities)/assets (see note 20)	-	(271)
Total	27,934	32,004
Financial liabilities		
Measured at undiscounted amount payable		
- Trade and other creditors (see note 15)	(4,679)	(2,732)
Total	(4,679)	(2,732)

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).

The net exposure of each currency is monitored and managed by the use of forward exchange contracts. 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. Most forward exchange contracts mature within 12 months of the contract date; where MAG is awarded a multi-year funding contract, it may enter into a forward exchange contract which matures on the anticipated date of the final payment of funds. As at 30 June 2019, MAG

has no outstanding forward exchange contracts. Forward foreign currency contracts are valued using quoted forward exchange rates and interest rates corresponding to the maturities of the contracts.

The following table details the forward foreign currency contracts outstanding as at the year end together with the Fair Value of the Forward Contracts and Put Option as at close of business on the balance sheet date:

Outstanding contracts	Average contractual exchange rate		Notional Value		Fair Value	
	2019	2018	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Forward Exchange contracts						
Selling EUR to purchase USD	1.05	1.05	-	2,103	-	(271)
Total			-	2,103	-	(271)

Gains of £138k (2018: losses of £557k) have been recognised in the Statement of Financial Activities.

21 DONOR SPECIFIC NOTES

Included in the Statement of Financial Activities are the following Income and Expenditure for Charitable Activities funded by the British Foreign and Commonwealth Office.

	1 July 2018 £	Income £	Expenditure £	Transfers £	30 June 2019 £
Guinea	-	26,682	(25,770)	(2,425)	(1,513)
Lebanon	-	187,800	(179,120)	(8,680)	-
United Kingdom	(823)	-	-	-	(823)
Total	(823)	214,482	(204,890)	(11,105)	(2,336)
	1 July 2017 £	Income £	Expenditure £	Transfers £	30 June 2018 £
Burkina Faso	-	45,909	(45,909)	-	-
DR Congo	-	200,000	(178,572)	(21,428)	-
United Kingdom	-	-	-	(823)	(823)
Total	-	245,909	(224,481)	(22,251)	(823)

22 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 £121k (2018: £80k).

23 RELATED PARTIES

Trustees:

Expenses reimbursed or incurred directly by MAG in respect of 13 Trustees during the period amounted to £14k (2018: 8 Trustees - £10k). Of this, £2k (2018: £2k) 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.

A total of £1,608 in donations was received from the Trustees during the year (2018: £nil).

In 2019 and 2018, Trustees were covered by the overall company indemnity insurance, the costs relating specifically to the trustees were not separately identified.

MAG America:

MAG and MAG America work together to assist countries affected by armed conflict. MAG America is a 501(c)3 organisation that raises awareness of, and funds for, MAG's life-saving work from US Government donors, foundations, corporations and individuals. MAG and MAG America are separately constituted and have independent boards.

Explosive Risk Solutions Ltd (ERS):

ERS (Company Number 04030037) is a 100% subsidiary of MAG. In the year ended 30 June 2019, ERS



reported a loss of £nil (2018: £2k) and the aggregate amount of share capital and reserves at 30 June 2019 is a net deficit position of £26k (30 June 2018: £26k).

MAG provides financial support to ERS by way of a loan; as at 30 June 2019 the balance outstanding was £41k (2018: £41k).

ERS was dissolved on 11 December 2018, however the funds held by ERS were not transferred to MAG.

A restoration by court order is currently underway to recover funds from the Duchy of Lancaster. The

amounts involved are immaterial to MAG's financial statements.

24 CONTINGENT LIABILITIES

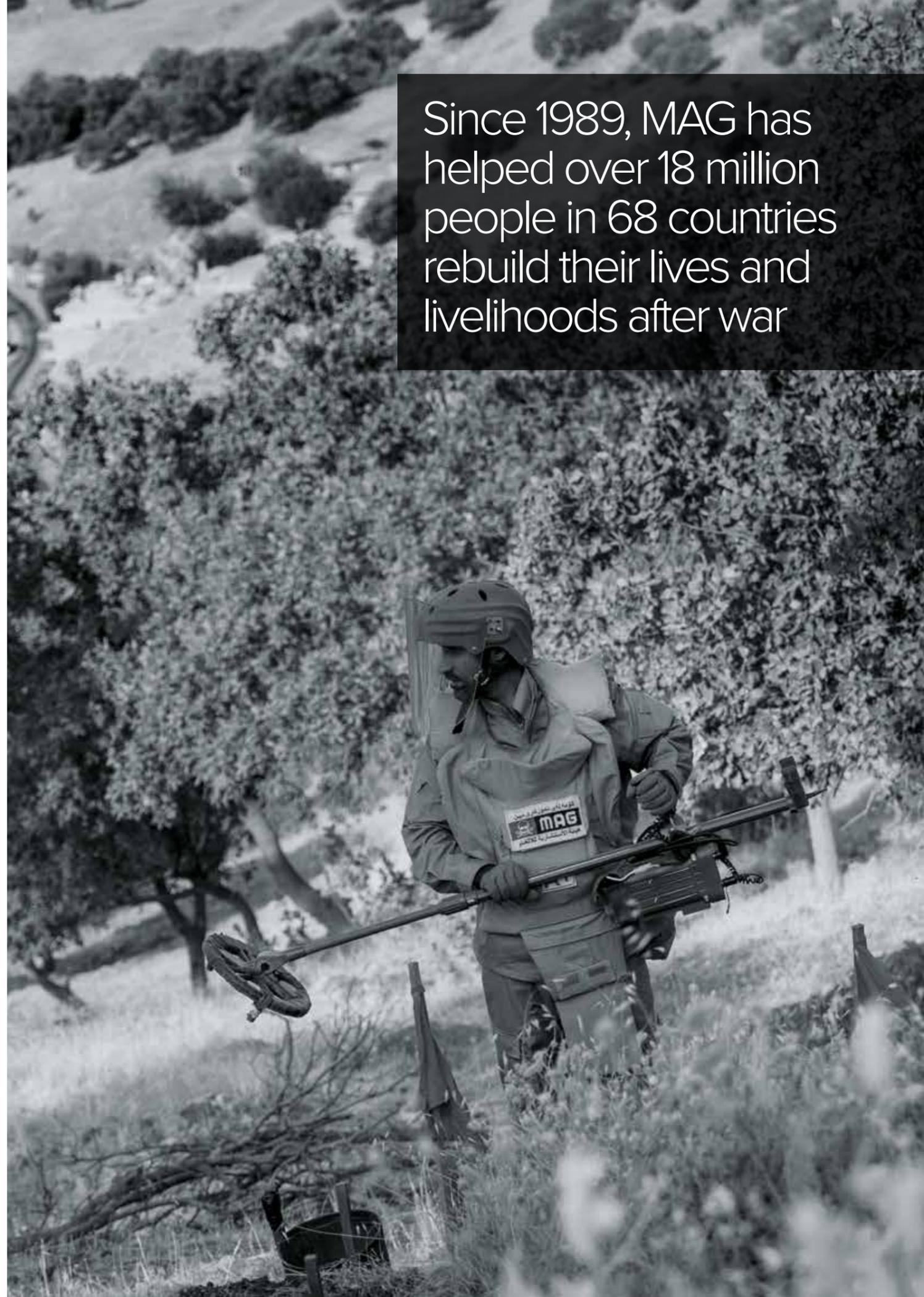
At the date of signature, there are no contingent liabilities to report (2018: nil).

25 POST BALANCE SHEET EVENTS

In October 2019, MAG suspended all operations in North East Syria due to conflict in the region.

As at 30 June 2019, there are no unrecorded liabilities which need to be taken into consideration.

Since 1989, MAG has helped over 18 million people in 68 countries rebuild their lives and livelihoods after war



Thank You . . .

Our work is funded by governments, trusts, foundations and other charitable organisations. It is also funded by ordinary members of the public who give up their time and their money to help us save and change lives every single day. None of what we have achieved would have been possible without this support. Thank you.

- United States Department of State - Office of Weapons Removal and Abatement (PM/WRA)
- Office of U.S. Foreign Disaster Assistance (OFDA/USAID)
- United States Department of Defence – Humanitarian Demining R&D Program (HD R&D)
- German Federal Foreign Office (GFFO)
- United Kingdom Department for International Development
- United Kingdom Foreign & Commonwealth Office
- 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
- French Ministry of Foreign Affairs
- Finnish Ministry of Foreign Affairs
- Australian Department of Foreign Affairs and Trade
- Belgian Ministry of Foreign Affairs
- Irish Aid
- Japanese Government
- South Sudan Humanitarian Response Plan
- South Sudan Common Humanitarian Fund
- United Nations High Commissioner for Refugees
- United Nations Regional Centre for Peace and Disarmament
- United Nations Office for Project Services/United Nations Mine Action Service
- Stichting Vluchteling (Netherlands Refugee Foundation)
- The Sir Bobby Charlton Foundation
- Terra Renaissance
- DIGGER Foundation
- United Methodist Committee on Relief
- ITO Supporting comity
- Oxfam
- The Freeman Foundation
- The Kirby Laing Foundation
- Guernsey Overseas Aid Commission
- Good Gifts (Charities Advisory Trust)





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