



MAG

saves lives builds futures

Trustee
Candidate Pack

OCTOBER 2019

Dear Candidate

Thank you for your interest in the role of Trustee/ External Advisor with MAG.

MAG's considerable strength and reputation in the sector derives from 25 years of steadfast on-the-ground work in humanitarian demining, and continuous financial growth.

Although it is more than twenty years since the late Princess of Wales walked in the minefields of Angola, and since MAG shared the Nobel Peace Prize for its part in the international campaign to ban landmines, much remains to be done to create safe and secure futures for civilians living in the aftermath of conflicts. MAG is committed to staying relevant to the shifting nature of conflict and the changing needs of those affected by it.

In an ever more challenging world, it is essential that MAG is able to prove, and continuously improve, the impact of what we do and the difference we make to individuals and to communities. We know that people are key to delivering our strategy, and to demonstrating our values on a day-to-day basis.

It is crucial that MAG demonstrates professional management and effective use of its resources, and MAG's Board of Trustees and External Advisors have an important role to play in supporting this.

We know that quality and adaptability are key determinants of growth and success in a changing world, hence our focus on quality and effectiveness (internally and programmatically), and on developing our work as the needs of conflict affected communities change. It is also essential that our hard-earned reputation is managed and protected, though effective management of our country programmes.

I am proud of the life-changing work that MAG does, and hope that you would like to support that work, too.

Yours faithfully,



Karen Brown

MAG Chair of the Board of Trustees



People returning home after working close to a minefield in the Democratic Republic of Congo.

Who we are

The Mines Advisory Group (MAG) is a global humanitarian and advocacy organisation that finds, removes and destroys landmines, cluster munitions and unexploded bombs from places affected by conflict.

MAG also provides education programmes, particularly for children, so people can live, work and play as safely as a possible until they clear the land.

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

We believe it is unacceptable that millions of people are trapped in danger and poverty for years after wars end.

We aim to help communities get on with their lives, and get back their futures.

With a headquarters in central Manchester, MAG is registered in England and Wales as a charity and company limited by guarantee. MAG America is MAG's representative partner organisation in the United States, based in Washington DC. MAG America is a registered 501(c)(3) organisation, with an independent Board of Trustees.

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 always offer the right solutions.

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 this foundation.

PROFESSIONAL

We adhere to and measure ourselves against internationally-recognised sector standards.

ENABLING

We aim to empower and support those most affected by landmines and explosive remnants of war.



Recent and ongoing conflict means demand for MAG's expertise is greater than ever.

Strategic plan

MAG (Mines Advisory Group) is committed to a clear, bold and exciting direction over the coming five years. During the next five years we will aim to achieve the maximum impact for the maximum number of people in the world's most marginalised, vulnerable or forgotten communities.

The world in which we work is becoming ever more complex and unequal, increasing the impact on communities affected by violence, conflict and insecurity. Their expectations and the views of those who support our work are also evolving. This creates challenges for impact-driven organisations like MAG, but they must be turned into opportunities that achieve results for people.

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

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

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

We will use our core skills and distinctive competence to save lives through the removal of mines and ERW, and reduce the impact of SALW and ammunition on people and communities.

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

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

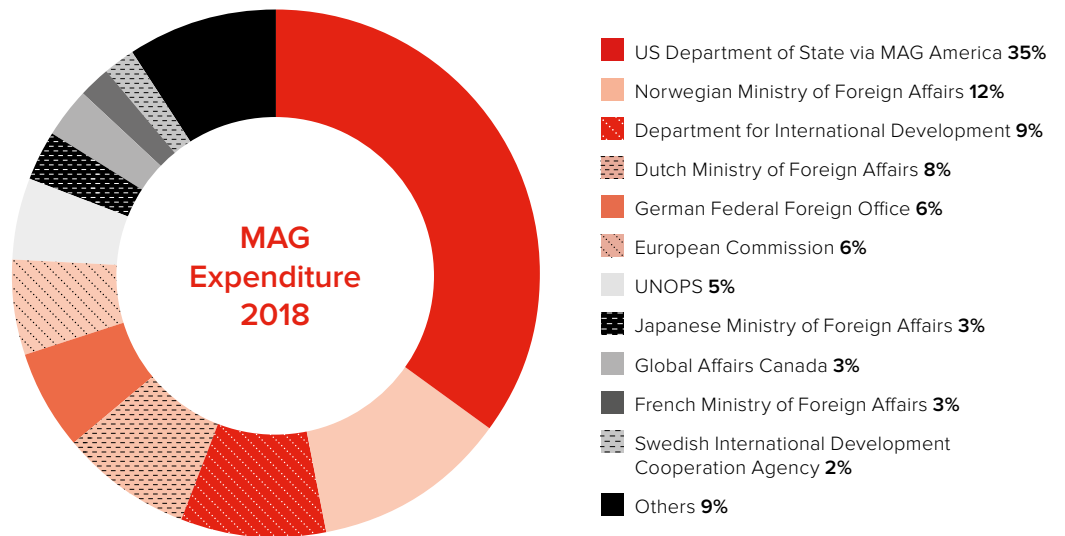
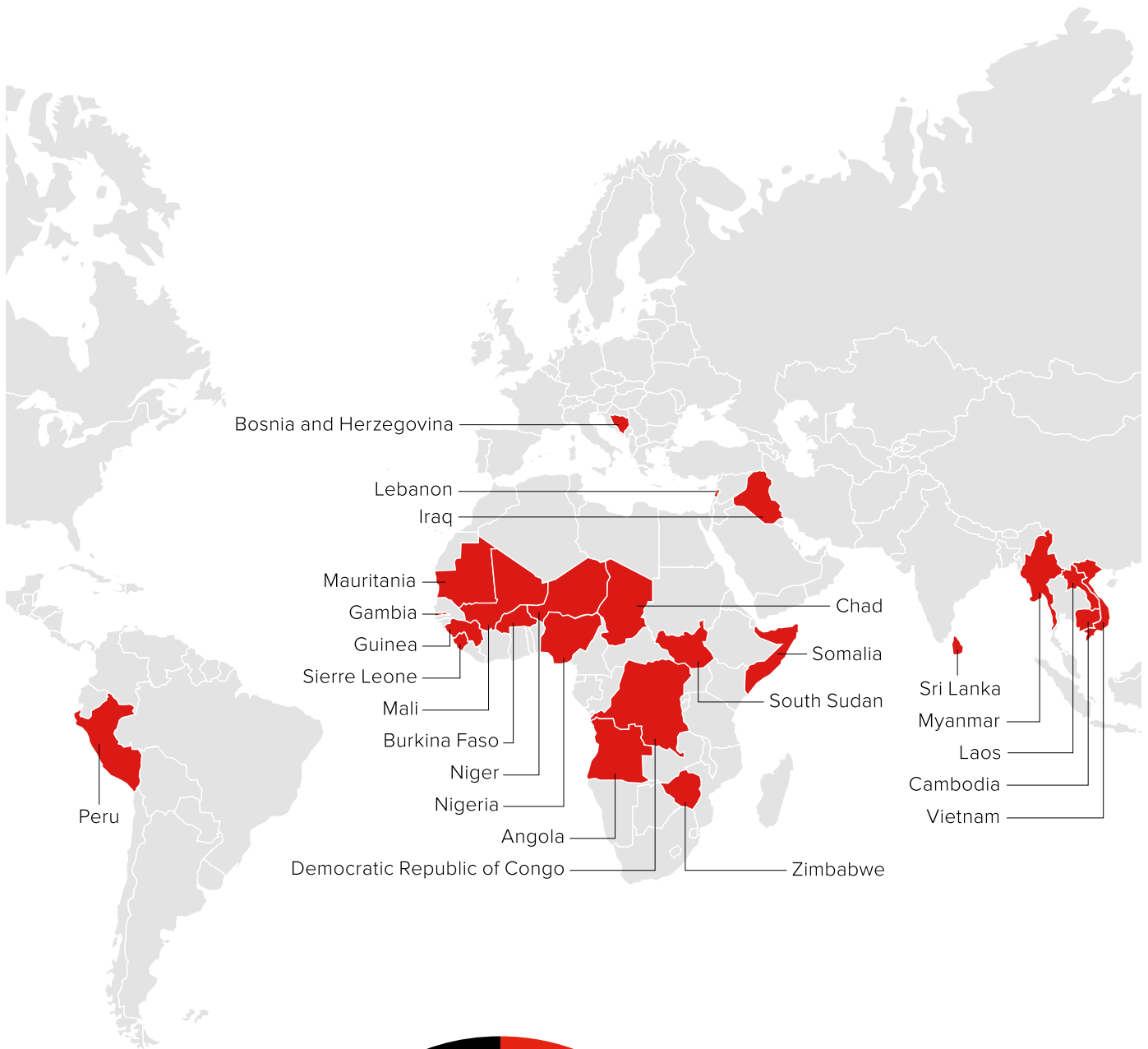
We will grow the scale of our own operations responsibly and sustainably and we will transform the impact of what we do by linking our work to that of others in related fields and influencing key decision makers. We will be able to assess and measure the impact we are having.

MAG's Strategic Position

We will strike a balance between achieving impact through the implementation of projects and influencing the institutions and systems within the sectors in which we operate. We aspire to be a leader in these sectors. We will strike a similar balance between working alone and working in partnership with other organisations and networks.

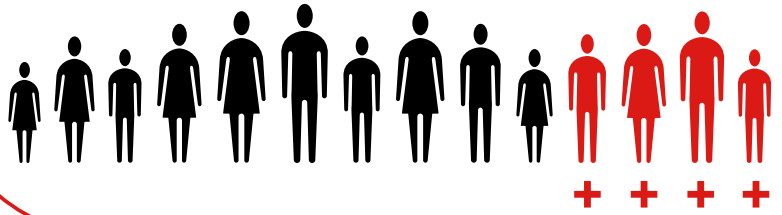
MAG will grow sustainably throughout the plan period. Decisions will be taken on a case-by-case basis as to when and how to expand operations or other areas of work, taking into account the need to provide adequate support and accountable management.

Where we work



MAG in 2018

Our work directly benefited over **1.4 MILLION** women, girls, boys and men allowing them to live free from fear



This is **400,000** more people than last year

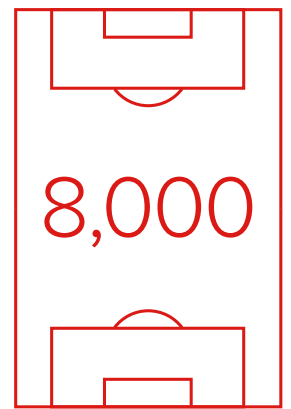


100,000

Over **100,000** landmines and unexploded bombs were removed and destroyed

Which means **55 million square metres** of land was given back to communities to rebuild their lives after conflict

That's almost the size of **8,000 football pitches!**



8,000



52,000

We gave **52,000** life-saving risk education lessons

This helped over **ONE MILLION**

people to stay safe until their land was cleared



9,000

More than **9,000** weapons were destroyed, helping communities to be safer



Mine risk education in Nigeria

MAG's people and culture

MAG is an exciting and professional place to work. Our 4,700 staff feel close to the work we do and can readily see they are contributing to changing people's lives.

We are a diverse organisation. In line with our commitment to capacity building, approximately 95% of all staff are locally recruited, trained, guided and managed by around 190 international experts and supported by around 65 staff in our head office in the UK.

Our workforce originates from over 60 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.

Using our succession planning to identify, develop and retain talent, MAG is a place where people can develop their skills and further their careers.

In addition to this, MAG has robust operating procedures on Safeguarding, health, safety and security management and, with a focused effort over the last couple of years, duty of care is given high priority across the organisation and staff feel supported when they need it.

MAG's last biennial employee engagement survey had an 85% response rate and our staff said that they feel motivated and committed, recognised, respected and proud to work for MAG. We are considered to be a fair employer.

MAG is committed to equal opportunities in employment, reducing discrimination in the ways we work, valuing differences and maximising them to achieve our goals. This is formalised in a range of MAG organisation wide and cross-cutting policies, including our gender policy.

We recognise that we have grown to a scale where our organisational structures, systems and ways of working need to evolve to respond to increasing demands. At the same time we must not lose the feel of family and commitment which makes MAG what it is. This challenge is an exciting one which we are looking forward to seizing over the coming years.

Role overview: Trustee

Principal Responsibilities

- **Trustees are responsible for the proper administration of the charity**
Trustees must make sure that the charity's assets and resources are used only for the purposes of the charity. They must make sure that the charity is run in accordance with its constitution, charity law and all other laws and regulations which affect its activities.
- **Trustees must accept ultimate responsibility for everything the charity does**
The trustees are responsible for the vision, mission and management of the charity and are accountable if things go wrong.
- **Trustees have to act reasonably and prudently in all matters relating to their charity**
The law imposes a duty of care on the trustees of charities. This is sometimes expressed as a duty 'to exercise such care and skill as is reasonable in the circumstances'. The duty will be greater if a trustee has (or claims to have) any special knowledge or experience, or if their business or profession means they can reasonably be expected to have special knowledge or experience. In matters where trustees are not expert, they will be expected to take appropriate advice.
- **Trustees must safeguard and protect the assets of the Charity**
A charity's assets include its investments, cash, land, intellectual property, staff and reputation.
- **Trustees have a duty to act collectively**
Decisions and responsibilities are shared, so all trustees should take an active role. Trustees can act by majority (unless the constitution says otherwise), but all the trustees are collectively responsible for decisions made by the trustees (unless they make it clear that they disagree with a particular decision, but they are overruled).
- **Trustees must act in the best interests of their charity**
The interests of the charity are paramount. Trustees should not allow their personal interests or views to override this: they must exercise independent judgment.
- **Trustees must avoid any conflict between their personal interests and those of the charity**
The main implication of this is that, unless there is specific legal authority, charity trustees cannot receive any benefit from the charity. The law is very strict about ensuring that trustees cannot influence decisions in their favour.

Role overview: Trustee

Person Specification

Each trustee must have:

- Integrity
- a commitment to MAG and its objectives
- an understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- a willingness to devote the necessary time and effort to their duties as a trustee
- strategic vision
- good, independent judgement
- an ability to think creatively
- willingness to speak their mind
- an ability to work effectively as a member of a team

Resources

Companies House

<https://www.gov.uk/government/organisations/companies-house>

Charity Commission

<https://www.gov.uk/government/organisations/charity-commission>

ICSA (The Governance institute)

<https://www.icsa.org.uk>

MAG

<http://www.maginternational.org>

Structure, Governance and Management

Structure

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 16 June 2000 (Number: 4016409) and operates under a set of Articles and a Memorandum of Association.

Governance

MAG is overseen by a Board of 13 Trustees chaired by Karen Brown. The Board of Trustees is responsible for the strategic direction and oversight of the organisation. Operational decision-making is delegated by the Board to the Chief Executive and the Management Team who coordinate and direct MAG's work worldwide.

The Board holds formal scheduled meetings at least four times a year in addition to an annual Board Away Day. The meetings are timetabled to achieve the following, in addition to the regular and ongoing business of the Board:

- May: Business Plans and Budgets
- September: Board development session
- November: Approval and signing of audited Annual Report and Accounts/Annual Meeting of the Trustees
- November (Away Day): Long-term plans and strategic issues (including a closed Board session)
- February: Board development session

The following Board sub-committees also meet at least four times a year:

- Audit and Finance sub-committee (AFC)
- Governance Nominations and Review sub-committee (GNRC)
- Health, Safety and Security sub-committee (HSSC)
- Fundraising Group

Management and staff

The Leadership Team is made up of the Chief Executive and Directors of Programmes, Finance, People & Organisational Development, Strategy, Government Relations & Partnerships, Policy and Influence and Fundraising and Engagement. The Leadership Team recommend strategy to the Board and provide day-to-day management including accountability and oversight for all legal, contractual and financial responsibilities relating to the Charity's business. The Leadership Team are responsible for the stewardship of the organisation's human resources, assets and equipment. They also provide senior representation both at a national and international level. The Leadership Team are the decision making body within MAG and meet regularly to review policy and monitor risks.

Structure, Governance and Management

Term of office

The usual length of office as a trustee is two consecutive terms of three years.

Board meeting dates for 2019 - 2020

Meeting	Date	Time	Venue
Q1 Board	7 November 2019	08.30-16.00	Manchester
Board Dinner	7 November 2019	19.30	Manchester
Board Away Day	8 November 2019	09.00-17.00	Manchester
Board Dinner	6 February 2020	18.30	Manchester
Q2 Board	7 February 2020	08.30-16.00	Manchester
Board Dinner	7 May 2020	18.30	Manchester
Q3 Board	15 May 2020	08.30-16.00	Manchester
Board Dinner	3 September 2020	18.30	Manchester
Q4 Board	4 September 2020	08.30-16.00	Manchester

Links to other key resources

1. Trustees Report and Financial Statements for the year ended 30th June 2018, available on the MAG website, [here](#).
2. The Essential Trustee Charity Commission publication, available [here](#).
3. Current list of Board Members & summary biographies, available [here](#).

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor Mines Advisory Group on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments, using code **UAHAG**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on **Monday 14th October**.

Interviews will be held **21st and 22nd October (and additional date of 29th October may also be added, depending on response)** in Manchester and new Trustees will be invited to attend the MAG's annual Board meeting on 7th November and annual Away Day on 8th November 2019.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.



Disarming a Valmara landmine.



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