

Mines Advisory Group (MAG)

Appointment of Chair & Trustees

Appointment Details – April 2021

MAG
saves lives builds futures


MAG



A Note from the Chair

Dear Potential Applicant,

Thank you very much for your interest in becoming part of MAG's governance.

MAG is a very special humanitarian organisation with a long-term commitment to support the millions of women, men, girls and boys affected by violence, conflict and instability. We don't hear enough from these survivors who often suffer deadly risks to their lives and livelihoods for decades. Our work to help to make their lives safer involves clearing landmines and other explosives; weapons and ammunition management; risk awareness education; and advocating and influencing.

MAG is a very effective practical organisation, yet its impact goes way beyond technical achievements, setting communities free to develop socially and economically. Survivors I have met talk about their joy and relief from fear when their communities are made safe, when children can play freely outside for the first time or go to school again without risk and when parents can develop their land, or transport goods or generate



opportunities that will build their future.

Across MAG in the 27 countries where we work, national staff, who make up the great majority of MAG, will proudly tell you that they undertake this potentially risky work because they want to do something vital for their community and their families. The exceptional commitment of our staff and partners is inspiring. The determination that all MAG staff share across the MAG family is something our trustees cherish.

Communities around the world deserve so much better than to continue to live in fear of violence, conflict and instability. I am deeply proud of what MAG achieves. The whole Board wants to support MAG's work with communities and partners so that MAG achieves the greatest possible impact. Matters that arise can be challenging, exciting and fulfilling in equal measure.

Each of our trustees is highly engaged and brings something special to the collective and collegiate work of the Board and Leadership Team. If you think you might be able to add insight, diversity and experience, if your interest is sparked as you read the pack, or if you have any questions, please get in touch.

With best wishes,

Karen Brown

Karen Brown
Chair of Trustees, MAG
April 2021





Who We Are

Our vision is of a safe future for men, women and children affected by conflict and insecurity.

Our mission is to save lives and build futures by working with others to reclaim land contaminated with the debris of conflict, by reducing risk and by supporting improved management of weapons and ammunition, to create secure conditions for development.

MAG finds and destroys landmines and unexploded bombs in places affected by conflict. Since 1989, MAG has worked alongside over 19 million people in 68 countries, supporting them in rebuilding their lives and livelihoods after war. We also campaign for a landmine-free world, work to remove small arms from affected communities and, through training and education delivered in partnership with local communities, raise the risk awareness of those forced to live with the deadly contamination of conflict. We employ some 5,000 committed and highly skilled people in 27 countries and are regarded as a global leader in humanitarian practice and policy.

We have been pioneers in the development of approaches that put communities at the heart of decision-making, new detection methods and mechanical demining.

MAG shared the 1997 Nobel Peace Prize as a founding member of the International Campaign to Ban Landmines for our work to ban landmines.

Based in central Manchester, MAG is registered in England and Wales as a charity and company limited by guarantee.





Our Strategic Plan

MAG (Mines Advisory Group) is committed to a clear, bold and exciting direction over the coming five years. Our Strategic Plan 2018-2022 describes what we aim to achieve, building on a strong past and setting an ambitious vision for the future.

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. We must keep pace with the world around us.

Our strategic plan sets a framework to achieve that. It outlines the environment in which we work and then provides a rationale for change.

A recent mid-term review of the strategy has resulted in a more focused strategic direction, setting out four aims with associated objectives in a way that places new emphasis on the wider needs of the communities we work with:

1. MAG will deliver a global programme of action to reduce the impacts of Explosive Ordnance and Small Arms, Light Weapons and Ammunition.

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

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

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

This plan places the voice and participation of these communities at the heart of everything we will do. It emphasises the importance of promoting the empowerment of women and girls, as well as the critical role of partnership working that will maximise our impact.


UKaid
from the British people



Our Diversity Goals

MAG's mission is driven by its staff, donors and the communities we work with around the world. They have shaped MAG to be a global charity, made up of men and women from a huge variety of nationalities, ethnicities, experiences and faiths (and none); and socio-economic backgrounds, as well as people who bring their very individual and unique experiences.

The MAG Board believes reflecting this diversity in our leadership is an essential underpinning of strong governance and responsible decision making. Therefore, in selecting Trustees, our aspiration is to meet the needs of MAG as a complex, global charity and ensure the individuals who make up MAG's Board collectively provide the diversity of skills, experience and backgrounds to reflect MAG, its work and its values.

We have not currently met this aspiration and we are determined to better represent MAG as a global, diverse organisation on our Board. We want to balance gender, age, disability, geography, experience, alongside very critical and specific skills expectations and people who bring diversity of thought and approach.

The MAG Board is currently focused on collectively achieving:

- a 50/50 balance of women and men;
- as far as our British-based Trustees, to be more representative of the ethnic and racial diversity of the UK where we are registered;
- having at least one (but preferably more) Trustees who have lived experience of the communities in which we are working; and
- reflecting the voices and experiences of different generations.

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


MAG



Our Trustees

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.

Our Board of Trustees

- Karen Brown, Chair and member of the Governance, Nominations & Review Committee (GNRC)
- John Malik, Vice Chair and member of the Audit and Finance Committee (AFC)
- Judith Greenwood, Chair of the GNRC; member of the Health, Safety, Security and Safeguarding Committee (HSC)
- Anthony Collier, Treasurer and Chair of the AFC
- Chris Kemp, Trustee and Chair of the HSC
- Jane Marriott, Trustee and member of the HSC
- Frances Milner, Trustee and member of the AFC
- Khaleel Desai, Trustee and member of the GNRC
- Sonia Bate, Trustee and member of the GNRC
- Professor Bertrand Taithe, Trustee and member of the GNRC
- Dominic Kendal Ward, Trustee, and member of the GNRC


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The Role of Chair

MAG is now seeking a new Chair and up to three Trustees to join our passionate, dynamic and collaborative board and help lead the organisation through the next critical years of our strategic plan.

As a Trustee you will contribute to the development of MAG, by helping to shape the organisational strategy and monitor progress, and by ensuring that the charity pursues its mission, objectives, sustainability and duty of care to our people.

Trustees are responsible for providing appropriate oversight, governance and leadership to the charity in the pursuit of its strategies to fulfil its charitable purposes.

The Chair provides leadership to the Board with prime responsibility for ensuring it has agreed priorities, appropriate structures, processes and a productive and values orientated culture and has trustees and senior staff who are able to govern well and add value to the charity. The Chair should demonstrate an ability to set the Board agenda and lead the other Trustees in playing a full role in the development and determination of the charity's strategy. MAG is also prioritising becoming a more representative, inclusive and diverse organisation which the Chair is expected to lead on.

Key Responsibilities

In addition to those duties and responsibilities performed by all Trustees, the Chair's key responsibilities are to:

Guide the strategic leadership, by:

- upholding the values and culture of MAG by example;
- instigating and facilitating discussions on the strategic development of the charity and ensuring that the Board has agreed strategic priorities;
- providing support to the Chief Executive and holding the Chief Executive to account for the effective management and delivery of MAG's strategic aims and objectives;
- building and maintaining close relations between the charity's stakeholder groups .

Lead the Board in fulfilling its governance function, by:

- creating a board environment with strong working relationships and where challenge and scrutiny are welcomed;
- undergoing an individual and Board performance appraisal, and undertaking evaluations of the performance of Trustees;
- acting between full meetings of the Board for instance to facilitate remedial action in consultation with the CEO where necessary, or in authorising any necessary action to be taken in line with the Articles of Association.

External Representation

- Representing MAG at functions, meetings and in the wider media, in line with the charity's agreed media strategy and in partnership with the Chief Executive.

Person Specification: Overleaf



Chair: Person Specification

In addition to the qualities required of a Trustee, the following characteristics, knowledge and experience would be advantageous to the role of Chair at MAG:

Personal Criteria

- Commitment to the values and ethics of MAG.
- Ability to understand complex strategic issues, analyse and resolve difficult problems.
- Highly developed interpersonal and communication abilities.
- Sound, independent judgement, common sense and diplomacy.
- High standards of personal integrity and probity.
- Politically astute, with the ability to grasp relevant issues and understand relationships between interested parties.
- Ability to foster and promote an inclusive and collaborative team environment.
- Ability to commit time to conduct the role well, including travel when possible and attending events out of office hours.

Desirable Experience

- Experience of having Chaired an organisation of a similar scale and complexity; or
- Experience of having Chaired a committee within a larger organisation.
- Experience, at a senior level, of complex organisations working internationally.
- Experience of external representation, building strong external relations and influence.

Desirable Knowledge and Skills

- High level of understanding, experience and/or interest in the issues MAG seeks to address/ represent.
- Strong business and financial acumen.
- Proven leadership skills.
- Strong organisational skills.
- Clear understanding, and acceptance, of the legal duties, liabilities and responsibilities of Trustees and sound knowledge of governance.

Time Commitment

The estimated time commitment required is approximately 60 days.

- The Board has four formal Board meetings a year and bi-annual Board away days.
- The Chair is currently a member of the Governance, Nomination and Review Committee.
- The Chair is expected to conduct regular meetings with the Chief Executive, and also represent MAG at various events and meetings with key stakeholders.
- The Chair will be expected to maintain regular communication with the Officers, the Board, the Chief Executive and other members of the Leadership Team.
- The Chair will be expected to visit MAG overseas operations from time to time.



The Role of Trustee

Trustees are responsible for providing appropriate oversight, governance and leadership to the charity in the pursuit of its strategies to fulfil its charitable purposes.

As a Trustee, you will use your skills and experience to shape MAG's future direction to achieve our lifesaving mission.

Candidates will be required to execute the following core duties as part of the Board of Trustees:

- Set the strategy and undertake the strategic management of the organisation
- Lead MAG's drive for greater equity, representation and diversity across everything it does
- Fulfil MAG's duty of care to all who come into contact with MAG
- Ensure that MAG complies with its set of Articles of Association (AoA) and all applicable legislation and regulations
- Ensure that the organisation pursues its objects as defined in the AoA
- Ensure that the organisation applies its resources exclusively in pursuance of its objects
- Ensure the financial stability of the organisation
- Ensure that the risks facing the organisation are identified and that an appropriate risk framework is in place
- Ensure that proper accounting records are kept
- Ensure the effective and efficient administration of the organisation

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- Protect and manage the property of the organisation
- Ensure the proper investment of the organisation's funds
- Protect MAG's reputation and model the values of the organisation, ensuring MAG lives by those values
- Promote the success of the organisation

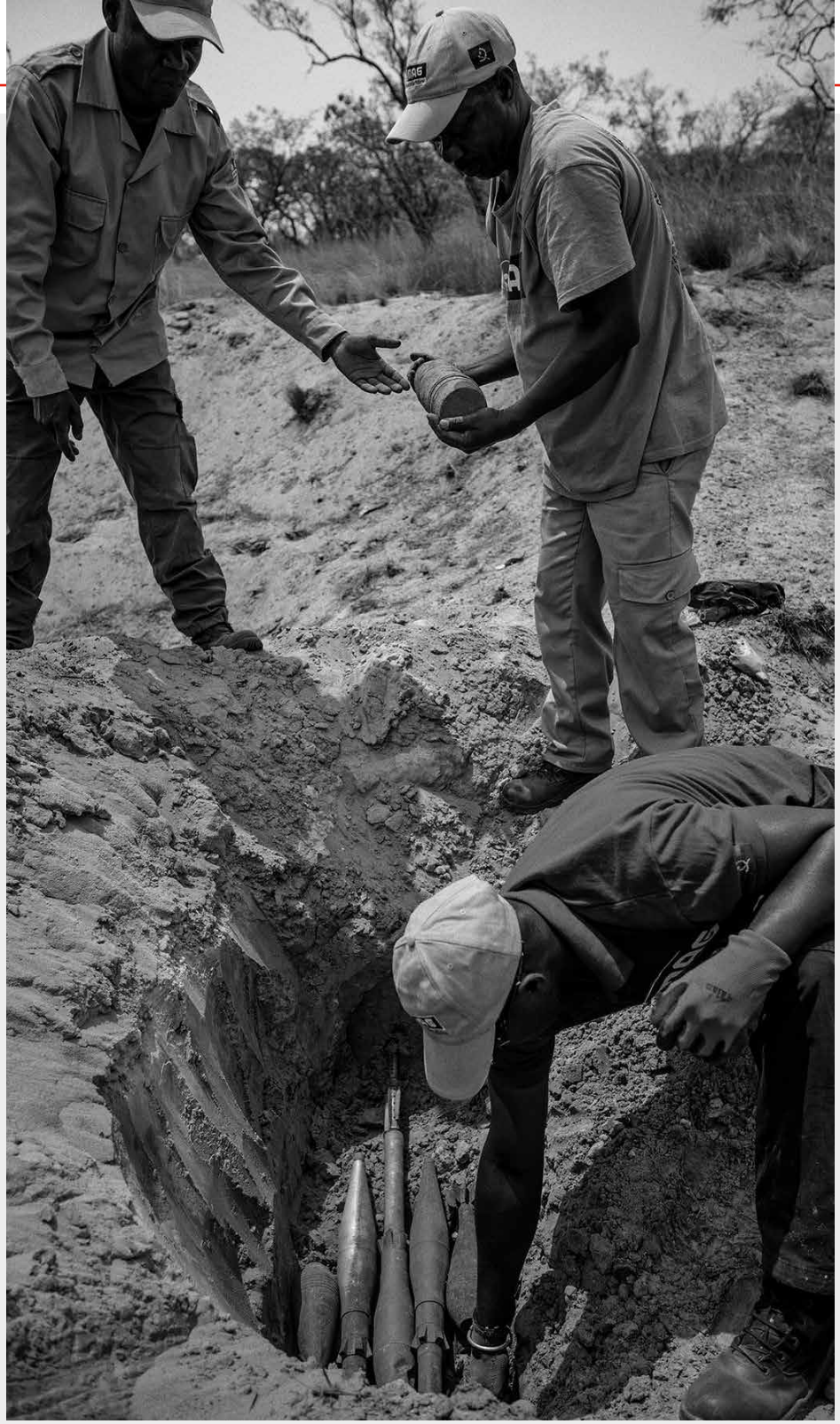
In addition to the above, the following responsibilities are required:

- Exercise due care and attention and use reasonable skill in dealing with the charity's affairs
- Use own skills, knowledge and experience to help the Board reach sound decisions
- Declare any actual or potential conflicts of interest
- Not to accept benefits from third parties
- Sit on any committees of the Board when required
- Serve on one or more advisory groups, or recruitment/disciplinary panels as required
- Keep informed about MAG's activities and wider issues which affect its work

You should be able to demonstrate a real commitment to MAG's vision, mission and values and feel you can contribute to our future.

We are determined to better represent MAG as a global, diverse organisation and we are particularly keen to hear from individuals who have lived experience of MAG's work and/or those with a professional background in one or more of the following areas:

- International Affairs/Diplomacy
- Political and Parliamentary
- Policy & Influencing
- Conflict resolution and peace building
- Strategic leadership (preferably in the humanitarian sector
- International Development
- De-mining Sector
- Charity Governance, Risk and Compliance
- Law
- Organisational change management



Trustee: Person Specification

You will be able to:

- Think strategically, be creative, articulate and credible.
- Contribute to MAG's strategic development.
- Be confident contributing to and constructively challenging MAG's Leadership Team.
- Step out of your comfort zone to take an informed view of issues which may not naturally be your area of expertise.
- Bring or develop an understanding of the humanitarian context and principles in which MAG operates.
- Develop governance practice.
- Bring new ideas and approaches.
- Work collegiately.
- Demonstrate some form of previous Board/Leadership experience (desirable, not essential).



How to Apply

To apply, please submit a CV and covering letter, detailing how you fulfil the role description and personal specification to **https://candidates.perrettlaver.com/vacancies/** .

Please quote reference **5060** for Chair and **5062** for Trustees.

The deadline for applications is 9am BST on Monday 10 May 2021.

Following this, Perrett Laver will meet with the Selection Committee to agree upon a longlist of candidates.

Longlisted candidates will be invited to discuss the role and their candidature further with Perrett Laver in late May/early June, with MAG subsequently conducting final interviews and assessment exercises on 6-8 July.

➤ Protecting your personal data is of the utmost importance to Perrett Laver and we take this responsibility very seriously.

Any information obtained by our trading divisions is held and processed in accordance with the relevant data protection legislation.

The data you provide us with is securely stored on our computerised database and transferred to our clients for the purposes of presenting you as a candidate and/or considering your suitability for a role you have registered interest in.

Perrett Laver is a Data Controller and a Data Processor, as defined under the General Data Protection Regulation (GDPR).

Our legal basis for much of our data processing activity is 'Legitimate Interests'. You have the right to object to us processing your data in this way. For more information about this, your rights, and our approach to Data Protection and Privacy, visit our website **http://www.perrettlaver.com/information/privacy-policy/** .



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