

# TRUSTEES

## Information Pack

### 2023



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# Welcome to Muslim Aid

Thank you for your interest in Muslim Aid.  
We are delighted you are taking the time  
to apply to become a Trustee.





# Background

**Muslim Aid is a UK faith-based international humanitarian relief and development organisation that provides support to communities around the world affected by disasters, conflict or endemic poverty without regard to their social, religious or ethnic background.**

Established in 1985, Muslim Aid facilitates the engagement of the British Muslim and non-Muslim communities in support of its work in a variety of ways. Over the years, its humanitarian work has included responses to major crises around the world, including famines in East Africa, earthquakes and floods in Pakistan, Turkey and Bangladesh, as well as conflicts in Syria and Yemen.

Our development programmes aim to tackle deep-rooted causes of endemic poverty through sustainable long-term initiatives in areas of

housing, health, livelihoods and education. Within the UK, we actively support a range of community development initiatives in areas such as homelessness, food distribution and working with marginalised young people. Muslim Aid was also one of the first charities to respond to the Grenfell Tower disaster.

Muslim Aid currently has five Country Offices registered around the world – in Pakistan, Bangladesh, Myanmar, Sudan and Somalia. These offices are run mostly by local staff. Muslim Aid undertakes a mix of operational projects by working through national and local partner organisations.

Funding for its work is derived through a mix of channels and global income is in the region of £20.8 million annually. In recent years, our fundraising capability has been enhanced by establishing offices in Sweden and the USA.

# Our Ethos.

Muslim Aid's ethos is rooted in teachings from the Quran and Sunnah.

The Holy Qur'an describes a 'godly' person as someone: "giving a rightful share of their wealth to the beggar and the deprived" (51:19).

The Qur'an also states: "Whosoever saves a life, it is as if they have saved the lives of all humankind" (Qur'an 5:32)".

Prophet Muhammad (peace and blessings be upon him) reminds us that: "Every good act is charity; and the person who guides others to a good act is as the one who did it; and, assuredly, God loves the act of aiding the distressed!" (Al Bayhaqi).

The Prophet also says: "Love for humanity what you love for yourself!" (Al-Bukhari).

The provision of relief and aid to others is central to one humanity; this can be and is performed by those of all faiths and none.



# Our Vision and Mission.

**Our Vision** is of a world that is just and harmonious, as ordained by God, where everyone can achieve their potential with dignity.

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**Our Mission** is to provide effective relief and development, applying our values in order to achieve a just and sustainable future for the places in which we work.

We work together with communities, people and partners to respond to crises and to increase their resilience and self-sufficiency on their own terms.

# Our Values



## Dignity (Karamah)

'We bestowed dignity on the children of Adam' (Qur'an 17:70).



## Compassion (Rahma)

'Be compassionate on the earth, and you will be shown compassion from the One who is above the heavens' (Sunan Tirmidhi 1924).



## Excellence (Ihsan)

'God loves those who practice excellence' (Qur'an 2:195).



## Service (Khidma)

'Help one another in acts of piety and righteousness' (Qur'an 5:2).



## Justice (Adl)

'You who believe, be steadfast in your devotion to God and bear witness impartially: do not let hatred of others lead you away from justice, but adhere to justice, for that is closer to awareness of God (Qur'an 5:8)

# Our Strategic Priorities

## SP1. Renew the brand and build an organisation that is fit for the future.

Objectives to 2025	2023 Goals
1.1 Renew and effectively communicate the positioning of the Muslim Aid branding and marketing in line with renewed offer and defined target audience.	<ul style="list-style-type: none"><li>Clearly define the Muslim Aid value proposition, what we offer and who the target audience/donor is and communicate this effectively internally and externally.</li><li>Shared and clear understanding of Muslim Aid identity and role in emergency relief and development work.</li></ul>
1.2 Build a sustainable business model with unrestricted reserves and quality of income in line with programme and organisational needs.	<ul style="list-style-type: none"><li>Increase the diversity and value of long-term sustainable income sources including institutional and CSR funding with reduced dependence on seasonal campaigns for development work.</li></ul>
1.3 A streamlined and agile organisational structure in the UK with self-sufficient delivery partners who are best placed to develop and deliver programmes.	<ul style="list-style-type: none"><li>Strengthen the Leadership Team and operations (L&amp;C, HR, IT) to support partners.</li><li>Empower and build capacity in country teams with the right balance of organisational structure, processes, skills and access to local funding opportunities.</li></ul>

## SP2. Develop a culture of excellence (Ihsan) in everything we do.

Objectives to 2025	2023 Goals
2.1 Ensure that the different parts of the Muslim Aid family work together to increase income and efficiency, reduce costs and maximise impact.	<ul style="list-style-type: none"><li>Standardise systems and operating procedures in place across all MA entities to deliver consistency, efficiency and excellence in everything we do.</li><li>Develop a Protocol for Emergency Response across the Muslim Aid family.</li></ul>

Objectives to 2025	2023 Goals
2.2 We are identified as experts in emergency response and the thematic areas of development we choose to work in.	<ul style="list-style-type: none"> <li>● Develop an effective trigger system for emergency relief work.</li> <li>● Focus our programme, country strategies and resources to deliver effective interventions in the areas we want to be recognised in.</li> <li>● Develop and fund local (UK) partners to deliver initiatives that address the needs in our supporter communities.</li> </ul>
2.3 We are identified as the employer and partner of choice in the areas we work.	<ul style="list-style-type: none"> <li>● Ensure MA values and Learning and Development opportunities are embedded in all management processes.</li> <li>● Robust monitoring, evaluation and learning systems in place for effective reporting to donors and stakeholders.</li> </ul>

### SP3. Deliver positive systemic change for the poorest communities.

Objectives to 2025	2023 Goals
3.1 Equip partners and communities with the ability to design, direct and deliver their own emergency responses and development work through increased local capacity, technical excellence, accountability and high-quality outcomes.	<ul style="list-style-type: none"> <li>● Ensure the capacity needed by the partners and communities we are working with is identified and strengthened within agreed programme areas and standards.</li> <li>● Build technical capacity within country offices and partners.</li> <li>● Use knowledge and data from programmes to improve our work and beneficiary experience.</li> </ul>
3.2 Equip partners and communities with the ability to collaborate with agencies at all levels to promote positive systemic change through advocacy and improved service provision.	<ul style="list-style-type: none"> <li>● Identify key collaboration opportunities at the delivery level and enable country offices and partners to maximise positive systematic change through such collaborations.</li> </ul>
3.3 Support partners and affiliates to achieve objectives in 3.1 and 3.2 through strengthening and improving HQ capacity to equip and support national partners, provide technical support, and assist in networking and advocacy at the highest levels.	<ul style="list-style-type: none"> <li>● Attract other Muslim charities to join the MA family in order to amplify its advocacy power, reduce costs, avoid unnecessary competition and maximise beneficiary impact.</li> </ul>

# What We Do

For 38 years we have been serving humanity around the globe. We are one of the largest Muslim humanitarian and development organisations in the UK. We strive to ensure that all those suffering from the effects of poverty, natural disaster and war are able to survive and are empowered to thrive. Through our Country Offices and partners, we strive to achieve the following goals:

## Humanitarian/ Emergency Relief

We deliver rescue and relief services to those in danger and who are at immediate risk of harm. We also focus on developing and upgrading our capacity to link relief and rehabilitation with long-term development.

## Sustainable Livelihoods

Our long-term development programmes build independent and brighter futures. We enable marginalised communities to live with dignity through restoring livelihood opportunities, improving agriculture productivity, enabling access to micro-finance, improving skills and the creation of new enterprises through appropriate training and logistical support.

## Housing

We work with partners to deliver short term shelter and long-term housing to communities affected by poverty, natural disasters and conflicts. We believe providing homes is at the core of developing families and communities.

## Education

We believe in providing everyone with access to education. In particular, our focus is to enable girls to attend school – thereby creating opportunities to break out of the cycle of poverty for future generations.

## Healthcare

Our medical and health care programmes save and protect lives across the world. Key priorities of our healthcare interventions include the promotion of good health and well-being of children and mothers, with a focus on combating the major causes of childhood deaths and diseases.



# Rationale for Recruitment

## Why are we looking for new Trustees?

Muslim Aid is working towards ensuring its Board comprises of the key skills, experience and contacts required to pursue its strategic development.

It is the Board's responsibility to identify gaps in its composition and suitable people to fill them. In recruiting to the Board, the Nominations Committee will pay particular attention to applicant's understanding of the Islamic ethos of the organisation and the diversity of the Board's composition, particularly in terms of gender and ethnicity.

## Who are we looking for?

We are seeking candidates who are interested in the international humanitarian and development sector and who have the drive and competences to help position Muslim Aid as a forward-thinking member of international civil society rooted in its Islamic identity.

Candidates should have a good understanding of contemporary charitable activity in the UK and internationally and will help the Board develop our strategic aims and provide insight and support to achieve these aims - to constructively challenge our Leadership Team and to provide robust governance and oversight in relation to the management and administration of the charity.

We are also looking for individuals who can bring enthusiasm, commitment, creativity and thoroughness to the governance function. An ability to attend quarterly board meetings is a requirement; however, it is not a prerequisite to be a permanent resident in the UK. While implementation of strategic decisions of the Board will largely be in the hands of the CEO and the Leadership Team, there may also be a need for some Trustees to be involved in Committees established for specific purposes.

In this round of recruitment, we are seeking five trustees with the following attributes:

**Media & Communications:** Experience in media, public relations and communications, with insights into how the mainstream media works and how best to get our message across to and galvanize all parts of our targeted audiences.

**Fundraising & Income Generation:** A track record of successful fundraising, grant writing and donor relations, and the ability to help secure the resources necessary for our growth. Some experience and insight into how new technology (e.g., AI) may be used in this process.

**Finance & Audit:** Experience of developing and managing financial controls and audit mechanisms and reporting systems. Presenting to the Board issues and possible solutions as they arise so that the Board can dispense its financial responsibilities in an informed and appropriate manner.

**Strategy & Organisational Transformation:** Experience of transforming and growing a multinational charity, with multiple and variable net fund-raising and fund-spending national offices and profiles, from an essentially delivery organisation to a substantially enabling organisation.

**UK Grassroots Activism:** A background in developing and delivering initiatives through UK grassroots organisations – e.g., mosques, Muslim community organisations and other agencies serving social and societal needs.

There are big challenges ahead, but we have the conviction, passion and ambition to meet them. If you share our belief and commitment to improving the lives of those in need and feel you can fill any one of these Trustee roles, we very much look forward to hearing from you, and perhaps, welcoming you on board. We are particularly looking for more applicants from the Bangladeshi, Arab and African communities, and from both men and women.

# Our Board of Trustees

Our Board provides a guiding hand and oversight to ensure Muslim Aid is meeting its objectives. The Board will eventually comprise of between 10-12 members. The Board currently consists of the following:



**Mustafa Faruqi – Chair**

Mustafa is the Head of Workplace Relations for Tesco, which is the largest private sector employer in the UK. Prior to this, he has worked for a number of prominent companies in both the private and public sectors, including British Airways, Heathrow Airport and Network Rail. His career in human resources has specialised in negotiating with trade unions, implementing workplace change, developing HR policies and managing employee casework, including employment tribunals.



**Faria Ali – Vice Chair**

Faria graduated from the University of Oxford, where she read Jurisprudence, before going on to complete her LLM at the London School of Economics. She is currently an Associate in the corporate department of the international law firm Herbert Smith Freehills. Faria is also the founder and Chair of Law Link, an organisation that promotes diversity and inclusion in the legal sector. She has also held various roles at the United Nations, British Red Cross and the Human Rights Commission of Pakistan.



**Sara Pantuliano**

Sara is the Executive Director at ODI, where she previously led the humanitarian team for many years. Sara is a member of the Global Future Council on the Humanitarian System of the World Economic Forum (WEF), the Managing Editor of Disasters Journal, a Trustee of SOS Sahel and IRIN News. She has also served on a range of advisory boards, including Oxford University's Refugees Studies Centre and the UN Association of the UK.



**Mohammed Abdul Aziz**

Abdul Aziz was the founding CEO of FAIR, the British Muslim Research Centre and the Aziz Foundation. He was a Senior Advisor to various Cabinet Ministers in Whitehall on race, religion and community cohesion. He has also served as a Commissioner on various Commissions, including the Commission for Racial Equality and the Equal Opportunities Commission. He has served on numerous Boards in the voluntary sector and chaired the European Network Against Racism. Currently he is also a Trustee of Demos.



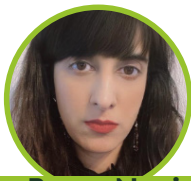
**Shahar Zainuddin - Treasurer**

Shahar is a partner with Arabesque Holdings UK, based in London, where he is the CEO of Arabesque Q3:17 and responsible for the Arabesque Group's business and operations in Malaysia. He is a qualified Chartered Accountant.



**Andleen Razzaq**

Andleen is an internationally Licensed Master Coach and Certified Business Coach-Consultant, trainer and educator. She has lived and worked in the UK, Singapore and Malaysia and works with clients ranging from corporate executives to those who are change agents in the world.



**Saima Raza-Nevinnykh**

Saima is an Assistant Director at an anti-racism and anti-hate crime. Her career spans advocacy, research and project management across ten countries. In a prior role, she managed global programmes with a focus on Iraq and Yemen, leading interventions in various sectors. Saima's experience in South Asia includes overseeing 75+ humanitarian and development projects. She's also contributed as an advisor, trustee, and fellow in multiple organisations and holds advanced degrees in law, human rights, and international environmental law. Her recent Diploma in Global Leadership reflects her commitment to positive change and human rights advocacy.



**Amjad Mohamed Saleem**

Amjad is a political scientist skilled in peace building, humanitarian affairs, South Asian studies, interfaith engagement and development. He currently manages the Global Volunteer, Youth and Education Development Unit at the International Federation of Red Cross and Red Crescent Societies, with prior leadership roles at Muslim Aid in Sri Lanka and Bangladesh. Amjad has collaborated with organisations including International Alert, KAICIID, Search for Common Ground, Islamic Development Bank, Commonwealth Foundation, Cordoba Foundation and Islamic Relief. He holds key positions in the Joint Learning Initiative for Faith and Communities, World Humanitarian Summit, NEAR Network and the Commonwealth Foundation.



**Zaza Johnson Elsheikh**

Zaza has extensive experience in founding grassroots charitable organisations in the UK. Her expert dialogue-building and fundraising skills have facilitated swift mobilization for humanitarian causes as President of the Sudanese Legal Network and Chair of Gift Foundation. With professional backgrounds in both medicine and law, she excels as a Mediator, swiftly resolving complex disputes. Zaza is a faculty member of CEDR and a Distinguished Fellow of the International Academy of Mediators. Her diverse cultural heritage and international experience provide a unique perspective on inclusion and diversity. She extends her conflict resolution expertise through online courses and counselling for pre-marital and relationship matters.

# Trustee Role Description and Person Specification

<b>Volunteer Type</b>	Trustee
<b>Length of Term</b>	3-year commitment
<b>Time Commitment</b>	<ul style="list-style-type: none"> <li>You will be required to attend four quarterly meetings annually.</li> <li>You may be required to attend 4 additional Committee meetings annually.</li> <li>Physical presence at meetings is ideal, but video conferencing is also available for those who are unable to attend in person.</li> </ul> <p>You will be required to reply to email correspondence in a timely way.</p> <ul style="list-style-type: none"> <li>We estimate that the above will take up, on average, approx. 4 hours per month</li> </ul>
<b>Remuneration</b>	The role of Trustee does not have any financial remuneration; however, reasonable expenses for travel may be claimed
<b>Location</b>	Board meetings are usually held in London
<b>Application Deadline</b>	17 December 2023
<b>Purpose</b>	<ul style="list-style-type: none"> <li>You will serve as a Trustee of Muslim Aid and as a Committee Member where required and agreed with you.</li> <li>You will support the organisation in ensuring its work is aligned to its values and strategic priorities, assessing risks and developing a culture of ownership, delivery and accountability.</li> <li>You will be a part of a Board, ensuring the organisation is financially viable, sustainable and can deliver its vision for the betterment of the beneficiaries we serve.</li> </ul>
<b>Statutory Responsibilities</b>	<ul style="list-style-type: none"> <li>Ensure that we pursue our objectives as defined in our governing documents.</li> <li>Ensure that we use our resources exclusively and efficiently in the pursuance of our objectives.</li> </ul>

<b>Statutory Responsibilities</b>	<ul style="list-style-type: none"> <li>● Ensure that we comply with our governing documents, charity and company law, other relevant legislation and regulations, guidance issued by the Charity Commission and relevant regulators, and thereby protect our charitable status.</li> <li>● Ensure that our financial compliance commitments are met within set standards and timescales.</li> </ul>
<b>Principle Responsibilities</b>	<p>Give strategic direction to the charity, developing and setting overall</p> <ul style="list-style-type: none"> <li>● strategy and policy, defining goals and setting targets and evaluating performance against agreed targets.</li> <li>● Work collaboratively with all trustees and the executive, supporting the delivery of our strategic priorities.</li> <li>● Ensure Muslim Aid's strategic priorities are financially appraised, and budgets are aligned to both short-term and long-term objectives.</li> </ul> <p>Support the Board's duty to ensure proper accounting records are kept;</p> <ul style="list-style-type: none"> <li>● financial resources are controlled, invested and efficiently spent in line with governance, legal and regulatory requirements.</li> <li>● Ensuring compliance with legal, statutory and regulatory responsibilities.</li> </ul> <p>Act as an ambassador for Muslim Aid, representing the charity at</p> <ul style="list-style-type: none"> <li>● meetings and facilitating network and funding opportunities as these arise.</li> </ul> <p>Take some responsibility for fundraising, whether that be through</p> <ul style="list-style-type: none"> <li>● utilising your own network for funding opportunities or supporting fundraising activities</li> </ul> <p>Use professional expertise and experience to provide guidance and</p> <ul style="list-style-type: none"> <li>● advice on the development, management and impact assessment of existing and new programmes and projects.</li> </ul> <p>Use professional expertise and experience to provide guidance and</p> <ul style="list-style-type: none"> <li>● advice on potential partnership opportunities to broaden our reach and increase our impact.</li> <li>● Review planning/budgeting processes in participation with the Board and constructively challenge where required.</li> <li>● Maintain oversight of the charity's fundraising.</li> <li>● Protect and manage the property of the charity.</li> </ul>
<b>Key Responsibilities</b>	
<b>Finance &amp; Audit Trustee:</b>	<p>Oversee financial controls, audit mechanisms, and reporting systems to ensure Muslim Aid's financial integrity and regulatory compliance and provide the Board with informed financial recommendations.</p>

## Key Responsibilities

<b>Strategy &amp; Organisational Transformation Trustee:</b>	Lead and guide the transformation and growth of Muslim Aid from a predominantly delivery-focused organisation to a primarily enabling one, developing and executing strategic plans to achieve this transformation.
<b>Grassroots Activism Trustee:</b>	Drive the development and delivery of initiatives through UK grassroots organisations, leveraging knowledge of community dynamics to address societal needs and promote social change.
<b>Media &amp; Communications Trustee:</b>	Oversee and advise on media, public relations and communication strategies to effectively engage target audiences, shaping Muslim Aid's image and conveying messages to the public.
<b>Fundraising &amp; Income Generation Trustee:</b>	Support fundraising efforts, including grant writing and donor relations, securing necessary resources for Muslim Aid's growth. Explore and apply innovative technologies like AI in the fundraising process to optimize income streams.

## Person Specification

Experience	Essential	Desirable
Knowledge and experience of international humanitarian/emergency relief and development work.	✓	
Strategic planning experience at senior level.	✓	
<b>Finance &amp; Audit Trustee:</b> Developing and managing financial controls and audit mechanisms, along with reporting systems. Presenting financial issues and solutions to the Board for informed decision-making.	✓	
<b>Strategy &amp; Organisational Transformation Trustee:</b> Transforming and growing a multinational charity, transitioning from a predominantly delivery-focused organisation to a primarily enabling organisation.	✓	
<b>UK Grassroots Activism Trustee:</b> Developing and delivering initiatives through UK grassroots organisations, such as mosques, Muslim community organisations, and agencies serving societal needs.	✓	
<b>Media &amp; Communications Trustee:</b> Media, public relations, and communications expertise with insights into mainstream media operations and effectively engaging target audiences.	✓	

Experience	Essential	Desirable
<b>Fundraising &amp; Income Generation Trustee:</b> proven track record of successful fundraising, grant writing, and donor relations to secure necessary resources for growth. Familiarity with leveraging new technologies in the fundraising process.	✓	

Skills	Essential	Desirable
Strategic thinking and change management.	✓	
Problem solving and conflict resolution.	✓	
A strong network of contacts in relevant fields.	✓	
Persuading and influencing.	✓	
Sound independent judgement.	✓	
Ability to think creatively.	✓	
Ability to work as part of a team.	✓	
<b>Finance &amp; Audit Trustee:</b> Financial Controls and Audit Management	✓	
<b>Strategy &amp; Organisational Transformation Trustee:</b> Strategic	✓	
<b>UK Grassroots Activism Trustee:</b> Grassroots Initiative	✓	
<b>Media &amp; Communications Trustee:</b> Media and Public Relations	✓	
<b>Fundraising &amp; Income Generation Trustee:</b> Fundraising and Donor	✓	

Knowledge	Essential	Desirable
Contemporary understanding of issues and challenges facing international humanitarian/emergency relief and development organisations.	✓	
Good understanding of current thinking and practise amongst institutional donors.		✓
Strong knowledge of core humanitarian standards and sphere standards		✓
Legislative and operating framework for charities/voluntary and community sector organisations.		✓
Knowledge of the principles of corporate governance.	✓	
<b>Finance &amp; Audit Trustee:</b> Expertise in financial controls, audit mechanisms and financial reporting, including an understanding of charity	✓	
<b>Strategy &amp; Organisational Transformation Trustee:</b> In-depth knowledge of organisational transformation strategies, especially in the context of a multinational charity.	✓	

Knowledge	Essential	Desirable
<b>UK Grassroots Activism Trustee:</b> A strong understanding of UK grassroots activism, community dynamics and social needs, particularly in the Muslim community context.	✓	
<b>Media &amp; Communications Trustee:</b> Understanding of media dynamics, public relations tactics and audience engagement strategies.	✓	
<b>Fundraising &amp; Income Generation Trustee:</b> Deep knowledge of fundraising strategies, grant writing, donor cultivation and awareness of the use of emerging technologies in fundraising.	✓	

Personal Qualities	Essential	Desirable
Strong commitment to Muslim Aid's ethos, vision, mission and values.	✓	
Gravitas and positive personal profile.	✓	
Commitment to the Seven Principles of Public Life (selflessness, integrity, objectivity, accountability, openness, honesty, and leadership).	✓	

Other Factors	Essential	Desirable
Able to attend Board meetings (4 times per year) and Committee meetings where required.	✓	

## Why you should apply

As a Trustee at Muslim Aid, you have the chance to turn your passion for charitable work into real action. This role empowers you to apply your skills, effect meaningful change, and actively contribute to the causes you hold dear. By joining us, you become part of an impactful organisation, where you will collaborate with like-minded professionals, gaining valuable experience in nonprofit governance and leadership. Make a difference in the lives of those we serve while shaping the future of our organisation and the causes we support.

## How to Apply

Muslim Aid welcomes applications from individuals of all backgrounds, without regard to age, gender, race/ethnicity or religion.

We are particularly keen to encourage applications from women and men from diaspora communities that are currently underrepresented on our Board of Trustees – e.g., Bangladeshi, Arab and Black African communities.

If you are interested in the roles we are seeking to fill, please review the Muslim Aid Trustee Information Pack, Role Description and Person Specification. To apply, send your completed Trustee Application Form and CV to **[recruitment@muslimaid.org](mailto:recruitment@muslimaid.org)** with the subject line indicating the role you are interested in – e.g., 'Media & Communication', 'Fundraising & Income Generation', 'Finance & Audit', etc. If you prefer to apply through the Muslim Aid website, please use our online application portal.

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