

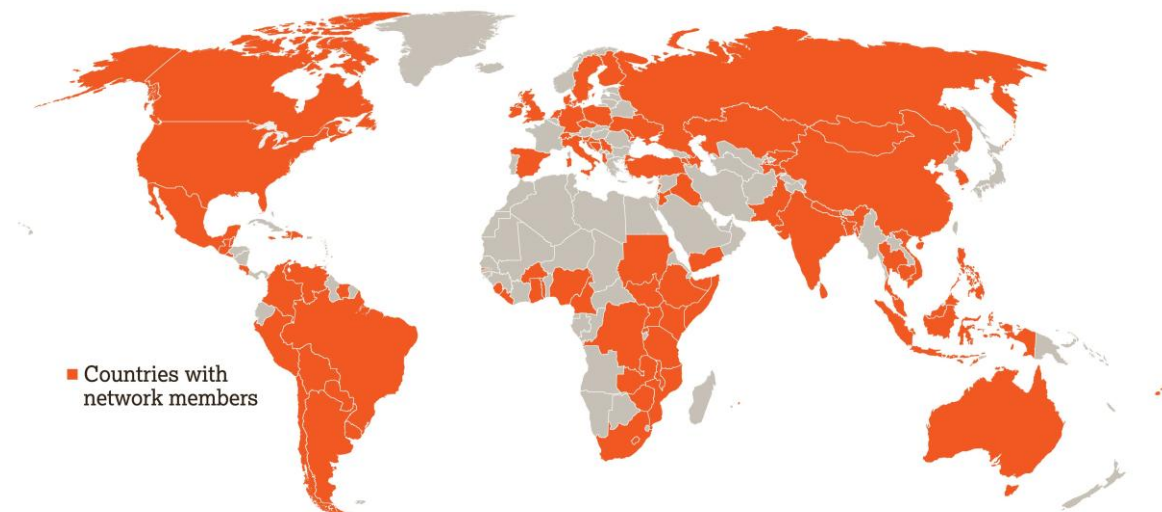
Trustee Recruitment Pack

This recruitment pack has been developed to provide interested candidates with information about HelpAge, its background, strategy, mission, values, structure as well as the roles and responsibilities of trustees and person specification. We hope you find this useful as you consider whether to apply to become one of our trustees.

Introduction

HelpAge International is a global non-profit organisation that works to improve the lives of older people around the world.

Our work is strengthened through our global network; an alliance of like-minded organisations committed to the wellbeing, dignity, and voice of older people – the only one of its kind in the world. We believe that the contribution older people make to society is invaluable, yet they remain some of the poorest and most neglected demographics across the globe. We are committed to helping them claim their rights, challenge discrimination, and overcome poverty.



Our history and global network

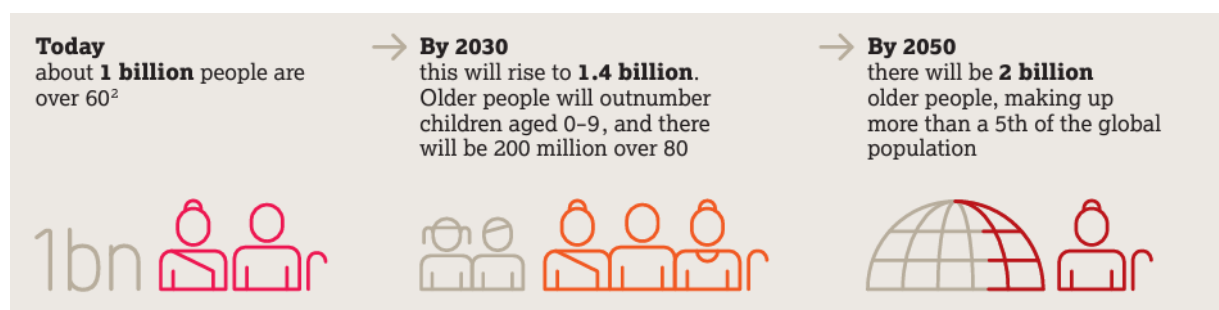
HelpAge International was established in 1983 by five organisations working for older people – in Canada, Colombia, Kenya, India and the UK. The vision of the founders was that HelpAge International would become the Secretariat supporting a global network of organisations supporting and working with older people.

The HelpAge International Secretariat has grown significantly, and working as a network is still central to our identity and values. There are over 180 members of the HelpAge global

network across 93 countries currently, who between them raise and spend well over £1bn annually on their work with and for older people in their own countries.

The HelpAge network is a diverse, non-branded and non-exclusive network. The main criteria for membership include a commitment to the rights of older people and to improving their lives. A clear majority of members are from lower- and middle-income countries, linked through common membership of the HelpAge network with some of the most established older people's organisations in the world, such as AARP in the USA, DaneAge in Denmark and Age UK in the UK.

As the acknowledged expert civil society organisation on ageing and older people, HelpAge International enjoys particularly good access to and working relations with governments and regional bodies where we work. HelpAge is a strategic partner of Swedish SIDA. We enjoy formal consultancy status with WHO and a multi-faceted partnership with UNFPA among other relationships with influential bilateral and multilateral donors. HelpAge International is a co-owner of the International Civil Society Centre, which brings together the world's leading civil society global networks, including at Chair level once a year.



Our vision

Our vision is a world in which all older people can lead dignified, healthy, and secure lives.

Our mission

Our mission is to promote the wellbeing and inclusion of older women and men, and reduce poverty and discrimination in later life.

Our role

We act as a **supporter, convener** and **thought leader**.

Supporter: Through technical support, capacity strengthening, equitable sharing of power and resources, and mutual learning, we will support network members and partners to build and share knowledge and expertise, lead decision making and actively participate in local, to national and global initiatives to achieve greater impact with and for older people.

Convenor: We will bring together and join network members, partners, and stakeholders to collaborate, learn and achieve outcomes for older people and to build a movement for change at national, regional, and global levels; this includes advocating, influencing, and campaigning for change, with and through our network and partners, to bring our collective experience to bear on policy, practice and societal attitudes towards older people and ageing.

Thought leader: We collaborate with others to develop new thinking, matched with practical solutions, on issues or trends impacting on older people and population ageing. We will foster and support local thought leadership, showcasing good practice and innovation, locally and globally. HelpAge recognises the value of including diverse voices, perspectives, and experiences in our collective learning, and will ensure local knowledge and expertise as well as understanding is at the forefront of our work.

As an organisation we are committed to localising and focusing our efforts on working with, through and for network members and other actors. We will become more outward-facing and more entrepreneurial when working with others, which will challenge us to develop expertise and be a focus for moving the ageing agenda forward.

Our values:

We strive for significant and lasting **impact**

We are **inclusive**

We work as committed **partners**

We are passionate about **learning**

Our Strategy to 2030



The world is changing. And we’re changing with it.

Trends like population ageing and climate change are shaping the world now and in the future. How we respond and adapt to this evolving landscape will be critical in helping older people claim their rights and participate equally. We made a commitment, in our 2030 Strategy, to focus our efforts on change at the national level, and explicitly described our vision for Locally-Led Development. Our 2030 strategy sets out how we will work together with our network members, partners and other stakeholders to change the world for older people. We have already embarked on a journey of localising our previous country offices to become locally led organisations.

By 2030, millions of older people will enjoy a better quality of life, through improved wellbeing, enhanced dignity and greater voice. **Wellbeing, dignity** and **voice** will be integrated across all our work so everything we do is grounded in what older people say is important to them. Ensuring older people have a good quality of life means going beyond meeting their

basic needs. Older people must also be able to make their own decisions and have access to high quality, accessible services and resources which support their dignity and independence, and uphold their rights. Bringing these three components together in our strategy means that we balance an understanding of the material aspects of a good quality of life with other things that older people tell us are important, such as self-worth and value, and participation. These components also challenge us to address deep rooted power imbalances, listen to the voices of the most marginalised, and support all older people to be heard.



Wellbeing: We want every older person, everywhere, to be able to say: “I enjoy wellbeing”. We have a sense of wellbeing when we are able to lead fulfilling lives with purpose and meaning to them. Our wellbeing is influenced by our own outlook, characteristics and circumstances, our connections to the world around us, and the social, cultural, economic and political systems we are part of.

Dignity: We want every older person, everywhere, to be able to say: “I am treated with dignity”. Dignity is central to wellbeing. It is our inherent value because we are human. We feel it in a sense of our own self-worth and in other people’s respect for us. Human rights instruments set out the minimum standards necessary for everyone to live a life of dignity. We are all born free and equal in dignity and human rights and this does not change as we age. We want to live in a world where older people are recognised and respected as individuals, have a strong sense of belonging, purpose and self-worth and can cope with the changes life presents. We’re striving for a world where dignity is understood – not as doing

things for, or to, older people in their best interests – but as older people determining their own lives and making their own decisions, with support if necessary, based on what is important to them. When laws, policies, services and our individual relationships all foster this sense of dignity, we can flourish and thrive in older age.

Voice: We want every older person, everywhere, to be able to say: “My voice is heard”. Voice is about older people’s ability to claim their rights, to make choices and to participate meaningfully in decision-making in all parts of life, including the personal, family, social and political. We want to support older people to exercise their right to speak as they wish and have their voices heard and their issues included in laws, policies, programmes and services. To do this, we must understand the contextual factors that can act as a barrier to older people’s voices and better understand the power relations at work.

Governance

HelpAge International is the secretariat of a global network, currently with over 180 member organisations.

The organisation has a global management structure with global staff members currently based in Colombia, Ethiopia, Kenya, Tanzania, Uganda, Zimbabwe, India, Pakistan, South Korea, Thailand, Kyrgyzstan, Croatia, France, Germany, Italy, Portugal, Spain, Sweden, UK, Turkey, Lebanon, Jordan and Australia.

HelpAge International is registered as a UK Charity, with the Charity Commission for England and Wales. As such it has reporting responsibilities to both Companies House and to the Charity Commission. The Trustees of the charity are also Directors of the company.

Board of Trustees

Trustees are ultimately responsible for the management and administration of HelpAge International. The current Board is composed of a minimum of 13 and maximum 15 Trustees, six of whom are statutorily required to have been nominated by a Network Member. The position of Chair of the Board is currently held by Sarah Harper.

Board of Trustees

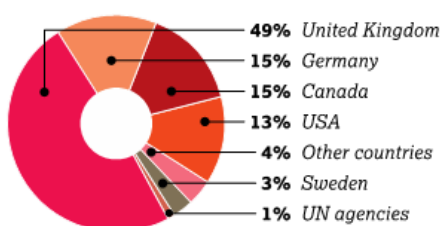
Chief Executive

Director - Global Impact	Director - Finance & Operations	Director - Business Development	Head of Transformation	Head of Communications	Head of Human Resources
Five regional representative Humanitarian Healthy Ageing Income security Society for All Ages	Internal Auditor Finance Operations and IT	Business Development	Transformation	Communications	Human Resources

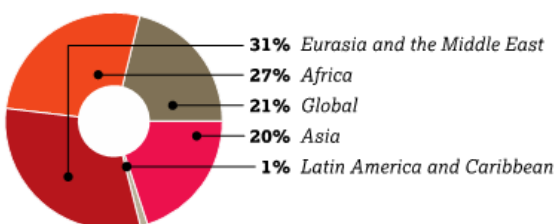
Financial overview 2022/23

Income and expenditure at a glance

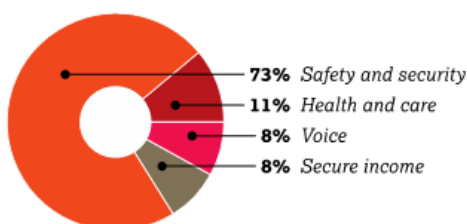
Where the money came from £41.2m



Where we spent this money £40.3m



How we spent this money £40.3m



Highlights of our financial performance

	Year ended 31 March 2023 £m	Year ended 31 March 2022 £m
Income		
Restricted	34.5	23.5
Unrestricted	6.7	5.9
Total income	41.2	29.4
Expenditure		
Restricted	(34.0)	(17.0)
Unrestricted	(6.3)	(5.0)
Total expenditure	(40.3)	(22.0)
Net restricted income / (expenditure) for the year	0.5	6.5
Net unrestricted income / (expenditure) for the year	0.4	0.9
Net income / (expenditure) for the year	0.9	7.4
Actuarial gains / (losses) on final salary pension	-	0.4
Net income / (expenditure) including actuarial gains / (losses) on final salary pension	0.9	7.8
Funds at the start of the year	15.1	7.3
Total funds carried forward including pension liability	16.0	15.1
Pension liability	-	0.1
Funds excluding pension liability	16.0	15.2
Funds		
Restricted	11.5	11.1
Unrestricted general	4.5	4.1
Funds excluding pension liability	16.0	15.2

Being a Trustee

Summary

The Board of HelpAge International has a rich tradition of Trustees who are driven by their commitment and passion to ensuring the rights of older persons are upheld across the world. Serving on the Board of HelpAge offers Trustees a unique opportunity to support and help drive this cause at a global level. The position of Trustee at HelpAge International board is non-remunerative, and all the work that individual Trustees devote to the charity is done on an entirely voluntary basis.

The statutory duties of a Trustee:

HelpAge International is a registered charity in the UK. Under charity law, HelpAge International Trustees have the ultimate responsibility for directing the affairs of HelpAge International, ensuring that it is solvent, well-run and delivering the charitable outcomes for which it was established. In law, the Board of Trustees of HelpAge International have three particular duties – compliance, care and prudence.

Key desirable skills:

- Trusteeship in an organisation of similar or larger size, together with experience in the implementation of best practices in UK and/or international corporate governance.
- Areas of expertise relevant to HelpAge International's mission and goals such as gerontology, age discrimination, demography, health, income security, pension policy, climate change, human rights, and gender equity
- Experience in resource development, communications and marketing, public speaking, thought leadership, finance, human resources, governance, law, program evaluation, networked organizations, or organizational development and change management.
- Public policy formulation and influencing techniques across parliaments and national assemblies.
- Service provision or policy development at a senior level to older people.
- International development and/or humanitarian assistance at strategic level, particularly planning and delivery of services, governance structures, and financial management.
- Experience working with/in/for networks.
- Active role in/links with academia.
- Influence and links with global humanitarian organisations/networks/policy makers.
- Links/connections with corporate sector and the silver/ grey economy.
- Experience in finance, human resources, fundraising or governance would be highly desirable.

HelpAge International Trustees are expected to demonstrate all of the following personal competencies and the capacity to apply these to the direction of a large and complex organisation:

- Commitment
- Ability to understand and accept the duties and liabilities of being a Trustee.
- Empathy with the vision, mission and aims of HelpAge International.
- Willingness and ability to devote the necessary time and effort.
- Strategic focus
- Ability to think and apply knowledge strategically.
- Ability to think creatively.
- Ability to keep mission-focused.
- Ability to analyse and evaluate management information and other evidence.
- Willingness to listen and learn.
- Communication and team working
- Ability to communicate clearly and sensitively, and to take an active part in discussions.
- Ability to influence and engage.
- Ability to work effectively in an English-speaking group.
- Willingness to express their own opinion in a reasoned way, while also listening to the views of others.
- Ability to challenge constructively and ask questions appropriately.
- Accountability
- Ability to exercise sound and independent judgement.
- Willingness to make and stand by collective decisions, including those which may be unpopular.
- Ability to manage difficult and/or challenging situations.
- Ability to maintain confidentiality on sensitive information.

Time Commitment

The Board of Trustees meets twice annually, for a duration of 2-3 days. One of these biannual Board meetings is face to face and takes place in a country where there are partner organisations or network members and the other virtually, Trustees may have to factor in significant travel time, dependent on the location.

Trustees typically devote more time than just the biannual Board meetings; staying connected to the cause of HelpAge International, learning about it and advocating for older persons. Board Trustees are encouraged to be members of at least one Board sub-Committee. Trustees whose current careers are not already steeped in ageing issues often find it is useful to spend time outside of the Board and Board Committee meetings, familiarising themselves with and staying abreast of current population ageing issues.

Board Members are also ‘ambassadors’ of HelpAge International. As such, from time to time they may be called upon to represent the organisation in forums taking place in their region.

HelpAge International’s Support for Trustees

HelpAge International is committed to ensuring each Trustee is given adequate access to the information and tools s/he needs to be an effective Board Trustee. As such, HelpAge ensures that every new trustee is introduced to the organisation through an appropriate and supportive induction process.

In addition, senior staff members of the organisation are a valuable knowledge resource on ageing matters/issues, and the organisational culture is such that opportunities for interaction between senior staff and Trustees are easily arranged. HelpAge also actively encourages those Trustees who wish to attend specific workshops and seminars in order to improve their effectiveness as Board Trustees.

Application

HelpAge International is committed to equal opportunities for all its employees, potential employees and Trustees. It seeks to be an inclusive organisation where there is equal opportunity for all and diversity is embraced.

We believe that diversity is an important factor for accountability and public confidence. HelpAge deliver services and programmes to a diverse range of communities, and our Board should reflect this diversity.

To reap the benefits of a diverse board, we are looking to recruit and retain trustees who reflect and have knowledge of the communities and areas in which the charity operates. **We are particularly interested in representatives from the following regions: Africa, Asia, Middle East and Eurasia** and preferably nominated by a Network Member, although this is not an essential requirement.

To apply, please submit a CV and covering letter to jobs@helpage.org by **10 January 2025**, detailing how you fulfil the role description and personal specification.

The position of Trustee is voluntary but reasonable expenses will be reimbursed.

HelpAge International