

Terms of reference

Change Manager Consultant

Reporting to:	Chief Executive and Head of HR
Length of contract:	From 1 April 25 to 31 October 25
Key Relationships:	Board of Trustees, Executive Leadership Group, Organisation Design Working Group, Transition Working Group, Heads of Teams.

Context/background

HelpAge International is the secretariat to the HelpAge Global Network, which brings together a wide range of actors working to promote the rights and meet the needs of older women and men, and older people with disabilities, nationally and internationally. Our vision is a world where every older person leads a dignified, healthy and secure life. We aim to extend the reach and influence of the HelpAge Global Network to all those in a position to help realise this vision—including governments, policy makers, the private sector and academia. Our mission in this is to promote the wellbeing, rights and inclusion of older people so we can all enjoy a future free from poverty, inequality and discrimination.

We are midway through our 10 year strategy until 2030 and are now undertaking a review on how we need to transition further in order to up lift our role as a Convenor and Thought Leader and continue our work on partner-led programming.

At the same time, in line with the wider sector, HelpAge is experiencing a deteriorating and uncertain funding landscape. In the immediate term, HelpAge is experiencing a reduction in core funding, with predictions that this will decrease further over the next 2 years. Its institutional funding is also shifting as the humanitarian portfolio returns to pre-Ukraine realities, and the localisation of country programmes shifts the intermediary role.

An Organisational Design Working Group (ODWG), has been formed, consisting of relevant staff members from different parts of the organisation and supported by an external consultant with organisational design experience. The working group has been in place since January 2025 and will be presenting a set of different organisational design and ways of working options to be considered by the Executive Leadership Group and Board of Trustees.

The aim is to select a final design option to share with staff for consultation from the end of April 2025. Once consulted and finalized, a change process needs to implement the agreed organisational design by 1 September.

Purpose

The overall purpose of the Change Manager role is to support the effective implementation of the new organisational design and to lead a Transition Working Group which will consist of a small group of relevant staff members.

Scope of work

It is envisaged that the work will be up to 10 days per month and will focus on four broad areas:.

1. Support for the formal consultation with staff.
2. Working closely with the Head of HR and wider HR function, deliver an effective change management process across numerous international geographies by 31 August 2025.
3. Ensure that all business systems and processes are reviewed as needed, projects and grant transitions are managed and that work is handed over to relevant staff in line with the new structure and organisation design
4. Support the development and bedding down of new ways of working and organisational culture.

Activities

It is anticipated that the work will involve, but not be limited to, the following activities.

- Develop the formal consultation proposal pack
- Manage and record all feedback on the proposal paper
- Ensure all feedback is considered by the ODWG and Executive Leadership Group
- Prepare the final decision pack
- Support with the preparation of new Job descriptions
- Work with the HR team on implementing a global wide change management plan and ensure all changes are implemented in a fair and transparent way.
- Working with the finance function prepare information needed to budget for the changes.
- Develop and implement a clear communication and engagement plan for all staff members and their representatives (staff councils, Unions)
- Develop and implement a comprehensive business process review
- Develop guidance, tools and practices to improve ways of working and grow an effective and performant organisational culture
- Ensure effective transition and handover of work as appropriate including grants and projects
- Provide regular updates to the Executive Leadership Group and Board of Trustees.

The contract is proposed to start in April 2025 and to be completed by end October 2025 or earlier.

Skills and experience required

Essential

- Significant experience of managing change in an international context
- Knowledge of the international humanitarian and development sector
- Strong verbal and writing skills in English
- Strong analytical and planning skills
- Numerical skills and a high level of attention to detail
- Excellent interpersonal skills with the ability to work and communicate with a wide range of people in many different contexts

Desirable

- Language skills, other than English
- Experience of HelpAge International
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How to apply

Interested consultants are invited to submit an Expression of Interest (EOI) for delivery of the assignment and 1-2 examples of previous work.

The short EOI should include:

- 1) A cover letter addressing the selection criteria above
- 2) Proposed budget.
- 3) CV
- 4) Contact information for 2 professional references