



# HelpAge International

## *Appointment of Chair and Trustees*

January 2024

**HelpAge**

global network

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## HelpAge International *Appointment of Chair and Trustees* January 2024

Published by

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Ganesh Bista/Ageing Nepal



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# 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 one of the poorest and most neglected demographics across the globe. We are committed to enabling them to claim their rights, challenge discrimination, and overcome poverty.

## Our history and global network

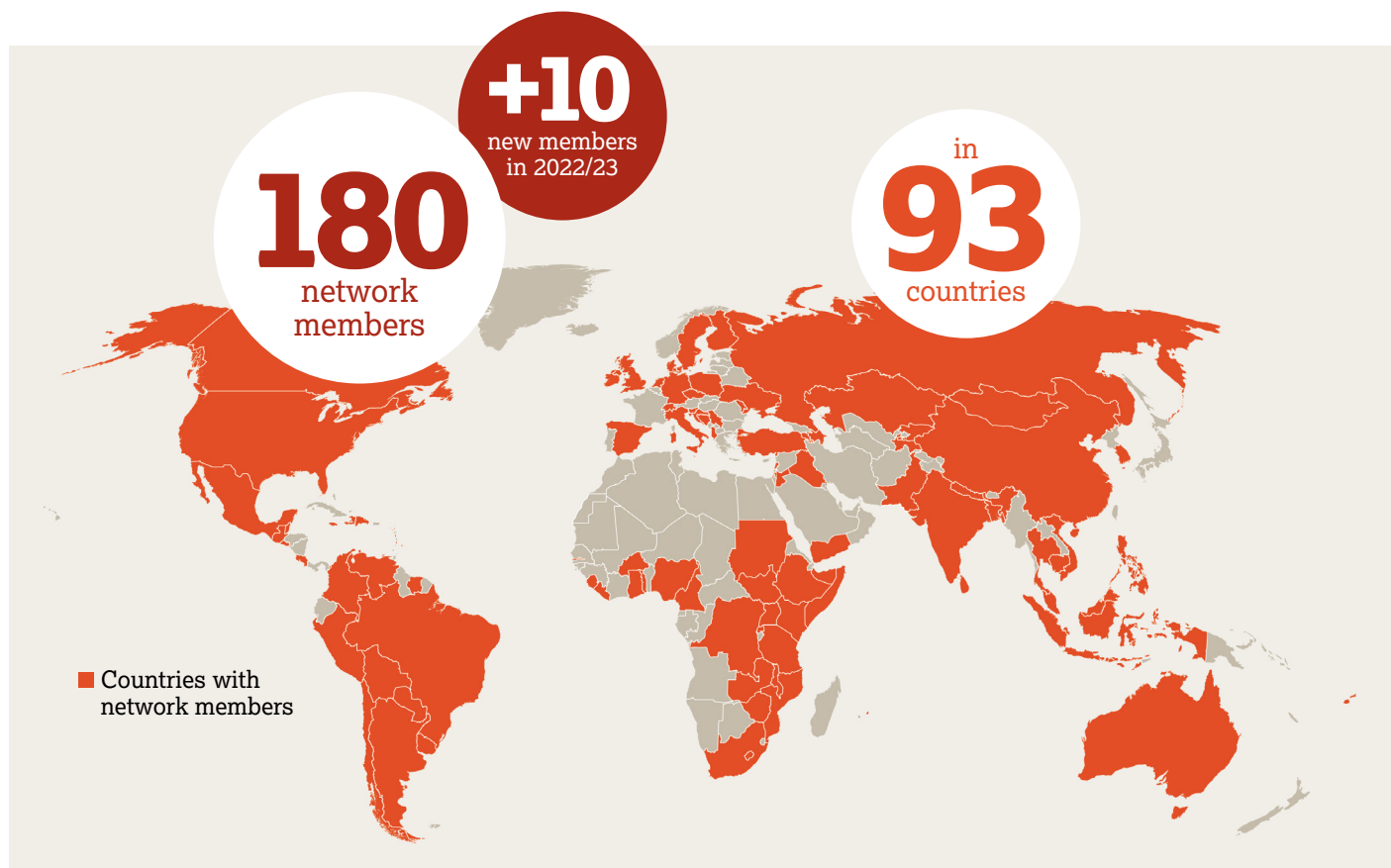
HelpAge International was established in 1983 by five organisations working to promote the rights of older people – in Canada, Colombia, Kenya, India, and the UK. The vision of the founders was that HelpAge International would become the Secretariat of a global network of organisations supporting and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

HelpAge has grown significantly, and working as a network is still central to our identity and values. There are 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 main criteria for membership include showing commitment and interest on ageing issues and sharing the HelpAge vision. 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 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, mission and role

## Today

about **1 billion** people are over 60

Source: UNDESA WPP 2019



## By 2030

this will rise to **1.4 billion**. Older people will outnumber children aged 0-9, and there will be 200 million over 80



## By 2050

there will be **2 billion** older people, making up more than a fifth of the global population



## 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**, **convenor** and **thought leader**.

### **HelpAge as a 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.

### **HelpAge as a 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.

### **HelpAge as a 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 that local knowledge and expertise as well as understanding is at the forefront of our work.

As an organisation we are committed to the localisation agenda 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

*HelpAge's 2030 strategy* → express its commitment through its values articulated as Inclusion, Impact, Partnership and Learning.

**Our current four focus areas are:** A society for all ages, Income security, Inclusive humanitarian action and Healthy ageing.

**We want every older person, everywhere, to be able to say:**

*"I enjoy wellbeing"*

*"I am treated with dignity"*

*"My voice is heard"*

**Our four focus areas:**



**Create a society for all ages**



**Improve income security**



**Deliver inclusive humanitarian action**



**Support healthy ageing**

**We act as:**

**Supporter**



**Convenor**



**Thought leader**

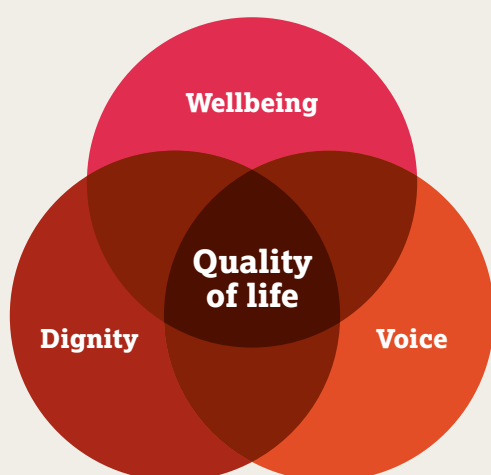


# Our strategy to 2030

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.

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.



**We have built our strategy around wellbeing, dignity and voice. These are the components to achieving a better quality of life for older people.**

**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.

***"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.

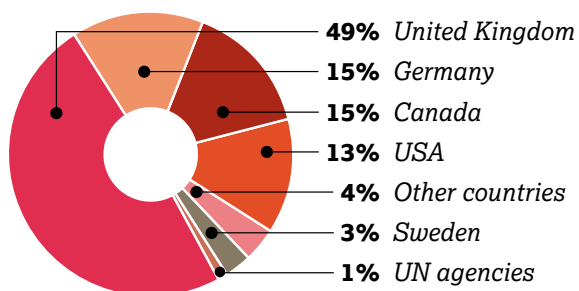
***"My voice is heard"***

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.

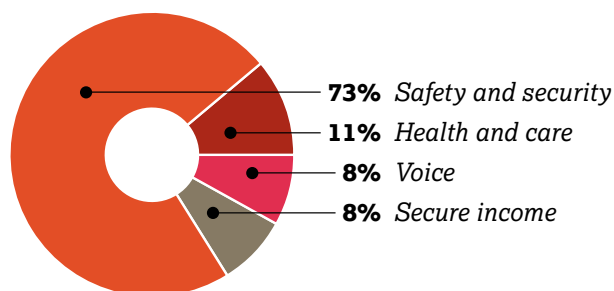
# Finances

Our 2022/23 income and expenditure at a glance.

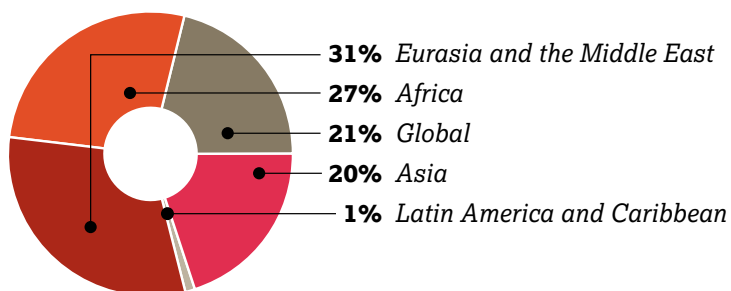
## Where the money came from £41.2m



## How we spent this money £40.3m



## Where we spent this money £40.3m



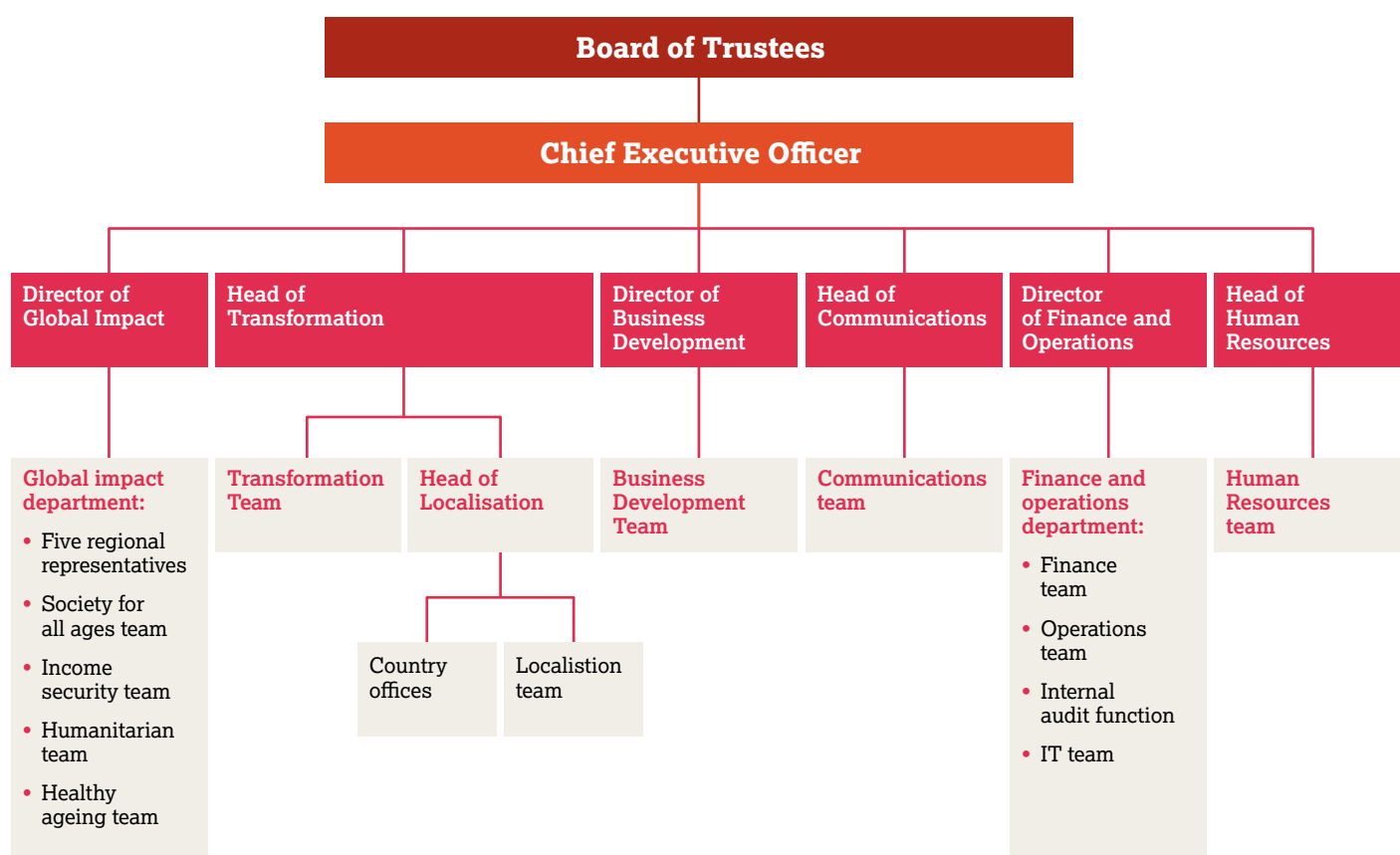
# Governance

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, Kenya, Uganda, Zimbabwe, Ethiopia, India, Pakistan, Thailand, South Korea, Spain, Germany, UK, Australia, Kyrgyzstan, Italy, Portugal, France, Finland, Sweden, Turkey, Lebanon and Jordan.

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.

The diagram below shows the HelpAge Global Team structure.







# Role specification: Chair

## Summary

The role of the Chair is critical for enabling HelpAge to maximise its positive impact in the world.

The Chair's primary purpose is to ensure the effective functioning of the Board in its role of governing the charity. The Chair's secondary purpose is to lead the Board of Trustees, the Executive Team, and the Global Leadership Group to be accountable for the charity's mission and vision, ensuring maximum impact.

The Chair of the Board of Trustees plays a pivotal role in providing inclusive leadership for the Board, ensuring it fulfils its responsibilities for the effective governance of the charity, in line with both Charity Commission guidelines and policies agreed by the charity. This involves engaging with individual Trustees, and ensuring that the Board functions as a unit, with a culture of open and constructive debate.

## Responsibilities

The Chair will establish good lines of communication and constructive working relationships with the CEO, Executive Team, and other senior leaders. As the CEO's line manager, the Chair should act as a sounding board for the CEO, providing advice, support, and challenge to him/her and their team, as appropriate. The Chair will on some occasions act as an ambassador for HelpAge and its cause, when appropriate, attending HelpAge events, drawing on networks, and building and maintaining strong relationships with donors and other key stakeholders.

The Chair should:

- Build and maintain a strong and diverse board, with the range of capabilities that the charity requires.
- Participate in the planning and preparation of the Board's meeting agendas.
- Chair the board in an inclusive manner that creates a collegial atmosphere and encourages open and respectful debate and challenge.
- Serve as a member of board sub-committees and, where appropriate, chair the sub-committees.
- Lead the board in ensuring that there is effective oversight of the charity's finances, reputation, and risk management.
- Steer the board in ensuring that the charity operates to the highest standards of governance and has the right strategy to enable the successful pursuit of its purpose.
- Enable the board in ensuring that there is a strong relationship of trust and transparency between the Trustee board and the charity's chief executive, senior leadership team and broader staff team.
- Support Trustees to develop the knowledge, skills and behaviours needed to fulfil their statutory duties and responsibilities.

## Role specification: Chair (continued)

### Qualities

Our new Chair could come from a number of sectors or backgrounds. Key will be a personal commitment to HelpAge's mission and values and possess inclusive, collaborative leadership qualities.

We are looking for a Chair with the energy, vision, and genuine commitment to help ensure the charity remains at the cutting edge of the sector to address the opportunities and challenges posed by population ageing. The Chair should have strategic focus, governance and leadership experience, and strong collaborative skills, to work with a globally diversity and high performing Board. As Chair, you will display exceptional leadership qualities and collegiality to ensure that our board provides the right blend of support and challenge to the Chief Executive Officer and Executive Team.

In addition to the Trustee qualities detailed on the following pages below, we seek someone with the reputation and reach to Chair and lead a diverse board for a global organisation, possessing strong interpersonal and relationship-building abilities, having emotional intelligence, inclusive, contemporary, and visionary leadership and strong convening skills.

### Experience and expertise

- A commitment to wellbeing and dignity for ageing populations, and the charity's purpose.
- Successful track record of achievement in their career, with experience operating at a senior strategic leadership level within an organisation.
- Strong depth and breadth of experience across governance and working with or as part of a Board of Trustees, with a good understanding of financial management.
- Experience working with organisations operating internationally.
- Understanding of the changing political, economic, and cultural context to help steer an impactful global organisation.

### Desirable skills and experience

It will be an advantage for the Chair to bring a strong understanding of the role of business development and fundraising and the healthy, ageing and wellbeing sector.

### Time commitment

The Chair of the Board will also need to devote time aside the board meetings and board engagements, detailed in the trustee section below, to meeting regularly with the CEO as his/her sounding board and Advisor on organisational matters. These meetings can at times be requested at short notice depending on the urgency of the matters.

In addition, the Chair of the Board chairs the monthly Executive Committee meetings. The Executive Committee is a sub-committee of the Board that is mandated to take decisions on behalf of the full board in between board meetings.







## Role specification: Trustees

### Board of Trustees

Trustees are ultimately responsible for the management and administration of HelpAge. The current Board is composed of 13 Trustees, at least six of whom are statutorily required to have been nominated by a network member organisation.

### 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 on the HelpAge Board is non-remunerative, and all the work that individual Trustees devote to the charity is done on an entirely voluntary basis.

### Statutory duties of a Trustee

HelpAge International is a registered charity in the UK. Under charity law, HelpAge Trustees have the ultimate responsibility for directing the affairs of HelpAge, 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 have three particular duties – compliance, care and prudence.

### Key desirable skills

- Management – Strategic leadership and management within a medium-sized or large organisation.
- Stewardship and governance – Trusteeship in an organisation of similar or larger size, together with experience in the implementation of best practice in UK and/or international corporate governance.
- Specialist expertise – Any area of expertise relevant to HelpAge such as gerontology, demography, health, pension policy, accountancy/financial management, law, project or programme management, business development, communications, human rights, human resources, or organisational development.
- Public policy formulation and influencing techniques across the UN, parliaments and national assemblies.
- Experience working with/in/for networks or active role in/links with academia.
- Influence and links with global humanitarian organisations/networks/policy makers.

*Please note experience in finance, human resources, fundraising or governance would be highly desirable.*

## Role specification: Trustees (continued)

### Qualities

HelpAge 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 and ability to understand and accept the duties and liabilities of being a Trustee including empathy with the vision, mission and aims of HelpAge.
- Strategic focus.
- Effective communication and team working.
- 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 holds two board meetings annually. One of these is a virtual meeting held over two days for four hours each. The other is a face-to-face meeting held over the period of one week in a partner country. Trustees may have to factor in significant travel time, dependent on the location.

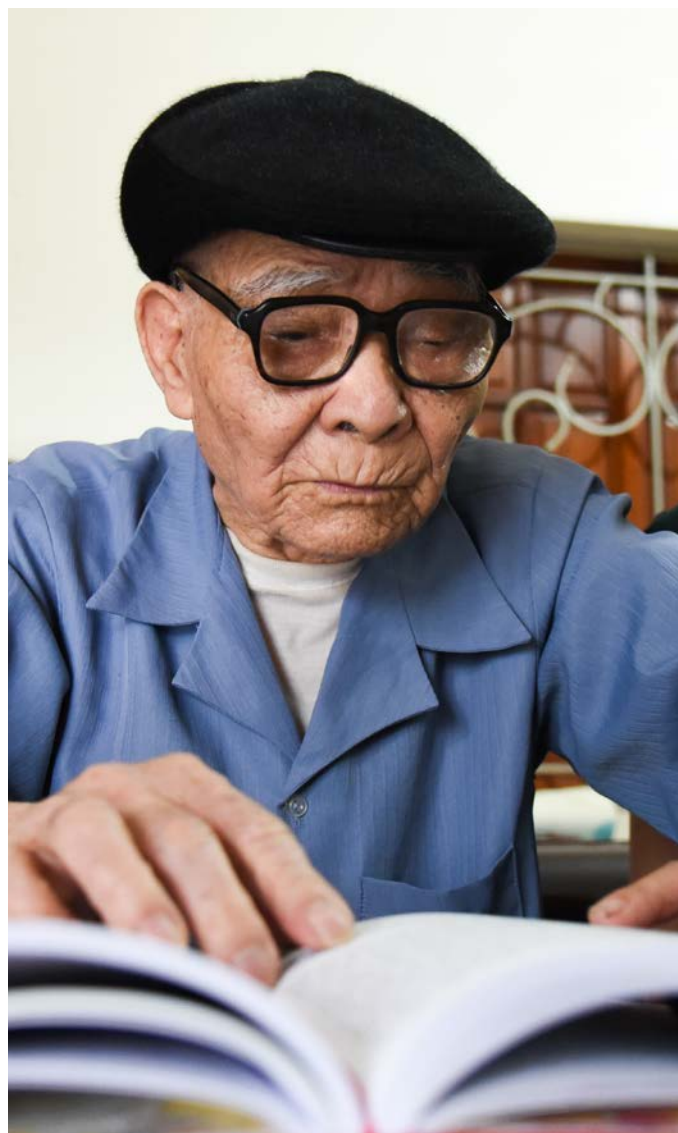
Trustees typically devote more time than just the biannual Board meetings; staying connected to the cause of HelpAge through four Focus Group calls spread across the year for two hours at each session. Trustees are expected to serve on at least one Board sub-committee. Trustees whose current careers 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. As such, from time to time they may be called upon to represent the organisation in forums taking place in their region.

### HelpAge's support for Trustees

HelpAge is committed to ensuring each Trustee is given adequate access to the information and tools she/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.





# How to apply

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.

The recruitment process must result in the selection of the most suitable person for the post in respect of experience, knowledge, skills, and qualifications. Whereas there is still a need to ensure discrimination and stereotyping play no part in the recruitment and selection process, it is also important to value differences between people and to understand the positive benefits for the organisation in employing a diverse range of talented people.

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.

HelpAge is an equal opportunities employer and is committed to establishing and maintaining an inclusive and diverse working environment. In support of our commitment to promoting gender diversity, we are a member of the Business in the Community gender campaign. We are particularly interested in representatives from the following regions: Asia, Africa, the Middle East, Latin America and North America.

## To apply

Please submit a CV and covering letter, detailing how you fulfil the role description and personal specification.

To do this, please visit <https://candidates.perrettlaver.com/vacancies/> → quoting reference **7084** to apply or to recommend a candidate for this exciting opportunity.

The closing date for applications is **9am GMT Monday, 19 February**.

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

## What Perrett Laver will do

Perrett Laver will conduct an executive search process in parallel with the public advertisement of the role. Longlisted Chair candidates will be invited to interview with Perrett Laver in March and the Selection Panel will subsequently meet to decide upon a final shortlist for the post in early April, following which, formal interviews with HelpAge will take place in mid April.

If you require any reasonable adjustments to assist you in the selection process, please advise us of these so that we can make appropriate arrangements.

## EOM statement

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, please visit our website [www.perrettlaver.com/information/privacy-policy/](http://www.perrettlaver.com/information/privacy-policy/) →

## Accessibility statement

For a conversation in confidence about the role of Trustees, please contact Harriet Weaver at [harriet.weaver@perrettlaver.com](mailto:harriet.weaver@perrettlaver.com) →

For a conversation in confidence about the role of Chair, please contact George Hourmouzios at [george.hourmouzios@perrettlaver.com](mailto:george.hourmouzios@perrettlaver.com) →

Should you require access to these documents in alternative formats, please contact Sacha Khangura at [sacha.khangura@perrettlaver.com](mailto:sacha.khangura@perrettlaver.com) →

Anwar Sadat Swaka/HelpAge International - Kenya



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