

## **Terms of Reference**

### **Ukraine Transition Support**

#### **Background**

As part of our 2030 Strategy [2030 Strategy - HelpAge International](#) HelpAge has been on a journey to transform itself from a traditional INGO to a secretariate of the HelpAge Global Network.

A key strategic change has been to localize HelpAge's 11 country programmes and offices, supporting them to become independent self-regulated organisations, operating as social enterprises, ageing centres, national NGOs or platforms and coalitions that promote the rights of older people.

The majority of country offices have now completed this process but our Ukraine programme and country office is one of the last remaining offices to start the transition process.

Following the invasion of Ukraine by Russia, HelpAge implemented a large scale humanitarian programme either directly or through local partners. Our humanitarian work continues, although it is recognised that now is the time for the country office to start its own localisation journey.

We are therefore seeking an experienced consultant to provide support to the country office up until 31 March 2026.

#### **Key deliverables**

- Provide support, advice, guidance, mentoring and coaching support to the Acting Country Director in Ukraine in the team leadership, management and representation aspects/functions of the Acting Country Director's role.
- Support in ensuring compliance and adherence to HAI policies and procedures including overall risk management
- Support in programme development, fundraising and resource mobilisation efforts and relationship management for the Ukraine programme, including in liaison with Supporting Members
- Provide oversight and support to the Country Office localisation and transition process and agendas
  
- Through close collaboration and engagement with the Acting Country Director and the Transition Steering Group (TSG) for the Ukraine localisation process, including regular monitoring of the status of the localisation assessment, enabling and supporting programmatic and operational discussions, as well as ensuring relevant consultation and coordination with other internal and external stakeholders during the transition journey.
- Provide oversight and support to the Acting Country Director and the TSG in implementing the initial phases of the localisation process, and in particular (i) monitoring and supporting the localisation assessment, and (ii) the initiation of the transition process – 'Pre-Go-Live'.

- Collaborate with all the relevant stakeholders, including in particular with the Localisation lead, to ensure the Post-Go-Live enablers and preconditions are in place.
- Liaising with key stakeholders to ensure an effective communication and collaborative participation between the Global Team, the Transition Steering Group and the Country Office team, while supporting effective continuity of the Ukraine programmatic and operational priorities during the initial phases of the process.
- Support the documentation and analysis of the country transition process for purposes of organizational learning and external sharing where relevant.

### **Skills and experience required**

We are looking for a consultant with:

- Experience in managing large scale and complex country office programmes and teams in demanding contexts and within the organisational matrix management structures.
- Demonstrable experience of implementing localisation principles, change management and organisational development approaches.
- Progressive experience of humanitarian preparedness and response work across a range of countries and contexts.
- Ability to promote organisational learning through analysis, research, report writing and dissemination of information.
- Experienced in developing, supporting, and maintaining an equitable and constructive engagement with relevant networks of partners and stakeholders, and establishing collaborative ways of working with relevant organisations and institutions.
- Experience of engagement with both institutional donors (GAC, GFFO/AA, ECHO, BHA, DEC, FCDO, UN pooled funds, etc.) and non-governmental donors: trusts, foundations, philanthropic agencies.
- Experience of working with and through partners in emergency response and longer-term development programming.
- Excellent interpersonal skills, including experience of negotiation with a wide range of organisations at different levels and with a high level of cultural sensitivity.
- Experience of and exposure to the Ukraine specific context, setting and needs is highly desirable.

### **Consultancy terms**

- Available between September 2025 and March 2026
- Up to an equivalent of 3 days' work per week
- Regular travel to Ukraine will be required throughout the consultancy contract

### **Safeguarding**

Everyone has a role in creating and sustaining a safe and respectful working environment, where no one comes to any harm or is maltreated. At HelpAge we take our responsibilities very seriously and will take action against wrongdoing. We will do everything we can to ensure that we do not engage people that pose a safeguarding risk and will undertake criminal record checks as required.

### **Diversity & Inclusion**

HelpAge International is dedicated to creating a diverse and inclusive environment for all its employees/consultants while extending the culture of inclusion into our work.

We believe that our workforce should reflect the wide diversity of the communities we serve, and that diverse voices should be elevated and intentionally integrated into our work. We embrace difference and diversity of identity, experience, and thought, and actively strive for inclusive behaviors across our organization and work regardless of gender, race, disability, age, nationality, ethnic/national origin, sexual orientation, religious beliefs, marital status, pregnancy, social status, and political beliefs.

### **Application Process**

Interested individuals are invited to submit an Expression of Interest (EOI) for delivery of the assignment to [Jobs@helpage.org](mailto:Jobs@helpage.org) with the email subject: Consultancy- Ukraine Transition Support

The EOI should include:

- Cover letter outlining how you meet the skills and requirements for the consultancy
- CV
- Financial proposal for this work

Deadline: Expression of Interest (EOIs) should be submitted by **Wednesday, 17 September 2025**.