



Terms of reference Change Management Consultant

Reporting to:	Acting Executive Director
Duration of Agreement period:	3-4 months
Key Relationships:	Oxfam South Africa Board members, members of the Executive Committee and relevant Oxfam Confederation stakeholders.

OUR MISSION

It is to work at multiple levels of society for lasting solutions, challenging the systems and structures of power which perpetuate poverty and inequality, and intervene in practical ways to end suffering where needed.

The Oxfam confederation works in over 80 countries around the world. Oxfam South Africa is one of the 21 affiliates that make up the Oxfam confederation. We work together to overcome the injustice of poverty. As a confederation, we work together with more than 2,500 partner organizations, as well as allies and communities.

Oxfam SA is part of a global movement for social justice. We are committed to mobilizing resources that can lift people out of poverty; to working with people and communities to build resilience, to saving and protecting lives, to helping people to rebuild their livelihoods; to tackling the inequalities that keep people poor and vulnerable, and to campaigning for genuine, durable change.

Oxfam SA's work and Code of Conduct are informed by a commitment to equality, dignity and freedom as enshrined in the South African Constitution. All Oxfam SA employees, service providers, grantees and partners are enjoined by our Code of Conduct to treat all people with respect and dignity and challenge any form of harassment, discrimination, intimidation, exploitation, or abuse.

Background and Context

Oxfam South Africa has undergone a period of significant organizational transition. Leadership changes, governance challenges, financial constraints and operational pressures have affected organizational effectiveness, staff morale and program delivery. Over recent months, important steps have been taken to stabilize the organization, strengthen governance, improve financial management and rebuild confidence among staff, partners, donors, communities and stakeholders.

Oxfam South Africa is now entering a critical phase of organizational renewal. To ensure long-term sustainability, the organization must align its structure, staffing model and operating approach with strategic priorities and available resources. The organization seeks to reduce reliance on short-term contracts and consultants, create greater employment stability, strengthen organizational culture and ensure that it has the right people in the right positions to deliver impact.

To support this process, Oxfam South Africa seeks to appoint a Change Management Consultant who will work closely with the Acting Executive Director, Board and Senior Leadership Team.

Purpose of the Assignment

The purpose of this assignment is to provide dedicated leadership and coordination for Oxfam South Africa's organizational change and renewal process. The consultant will support the organization in designing and implementing a transparent, inclusive and legally compliant change process that positions Oxfam South Africa for its next phase of growth, sustainability and impact.

Objectives

- Review and strengthen the organizational structure.
- Align staffing and operational costs with available resources.
- Assess organizational capacity and future staffing requirements.
- Support workforce transitions and recruitment processes.
- Reduce dependence on consultants and strengthen permanent staffing.
- Strengthen organizational culture, performance and accountability.
- Support recruitment and onboarding of the next Executive Director and other key roles.
- Ensure compliance with labor legislation and Oxfam policies.

SCOPE OF WORK

1. Organizational Review and Structural Alignment

- Review current structure, functions and reporting lines.
- Assess alignment between strategic priorities and organizational capacity.
- Develop recommendations for a future-fit organizational structure.
- Support implementation of approved structural changes.

2. Workforce Planning and Capacity Assessment

- Conduct organizational capacity assessment.
- Identify critical skills gaps and future staffing needs.
- Recommend workforce development priorities.

3. Staffing Transitions and Recruitment

- Facilitate staffing changes arising from organizational changes
- Support role redesign, redeployment and internal recruitment processes.
- Lead recruitment of priority positions.
- Support transition from consultant-based arrangements to sustainable employment models.

4. Recruitment and Onboarding Executive Director

- Support the Board in designing and managing the Executive Director recruitment process.
- Assist with development of candidate profile and selection criteria.
- Coordinate stakeholder engagement and recruitment processes.
- Support interview and assessment processes
- Develop a leadership transition and onboarding plan.
- Ensure continuity between the Acting Executive Director and incoming Executive Director.

- Support the new Executive Director during the first phase of onboarding.

5. Change Management and Staff Engagement

- Design and implement a change management framework.
- Facilitate staff consultations and engagement processes.
- Support managers and staff through organizational change.
- Strengthen staff wellbeing, resilience and trust.

6. Communication and Stakeholder Engagement

- Develop a communication strategy.
- Support communication with staff, Board members, donors, partners and Oxfam Confederation stakeholders.
- Manage change communications and stakeholder expectations.

7. Governance, Risk and Compliance

- Ensure compliance with South African labor law.
- Ensure adherence to Oxfam policies and procedures.
- Identify and mitigate organizational, legal, financial and reputational risks.
- Maintain risk register and mitigation plans.

8. Documentation and Reporting

- Maintain records of consultations, decisions and implementation progress.
- Provide regular progress reports to the Acting Executive Director and Board.
- Produce a final transition report.

9. Deliverables

- Inception Report and Detailed Workplan.
- Organizational Review Report.
- Workforce and Capacity Assessment.
- Future Organizational Structure Recommendations.
- Change Management and Communication Plan.
- Staffing Transition and Recruitment Plan.
- Executive Director Recruitment Support Package.
- Executive Director Onboarding and Leadership Transition Plan.
- Risk Register and Mitigation Plan.
- Final Transition Report with recommendations.

10. Expected Outcomes

- Improved organizational stability and effectiveness.
- A fit-for-purpose organizational structure.
- Better alignment between resources and strategic priorities.
- Reduced dependence on consultants.
- Successful recruitment of key positions.
- Successful recruitment and onboarding of a permanent Executive Director.
- Clear roadmap for future organizational growth and impact.

11. Qualifications and Experience

- Minimum 10 years' experience in organizational development, change management, HR or organizational transformation.
- Demonstrated experience leading restructuring and organizational renewal processes.
- Knowledge of South African labor legislation.
- Experience working with Boards and senior leadership teams.
- Excellent facilitation, mediation and stakeholder engagement skills.
- Experience in civil society, development or social justice sectors preferred.
- Experience with feminist principles and justice centered approaches

HOW TO APPLY

Interested applicants are encouraged to apply by submitting your Curriculum vitae, a cover letter addressing the selection criteria above, contact details for three professional referees to niri.santhilal@oxfam.org.za

Please specify in the subject: “**Change Management Consultant Oxfam South Africa and add your *Name and Surname***”

Applications close on the 17th of September 2026

SELECTION PROCESS

CVs will be screened and shortlisted in line with specified the Terms of reference. Only candidates who are selected for an interview will attend a face-to face interview and selection process. Interviews will take place in Johannesburg and travel costs will be for the candidate's account.

Note: All offers will be subject to satisfactory references, including qualification, ID, work permit, sanction checks, criminal record screening checks.

We would like to take this opportunity in advance to thank all those who may apply.

Oxfam South reserves its right not to fill this role.

For more information about Oxfam South Africa visit our website

<https://www.oxfam.org.za/>