

GLOBAL SOCIAL SERVICE WORKFORCE ALLIANCE STEERING COMMITTEE

TERMS OF REFERENCE

Purpose

The Steering Committee functions as the Global Social Service Workforce Alliance's (the "Alliance") quasi-executive body and is mandated to act on behalf of members. The purpose of the Steering Committee is to oversee and guide the direction and development of the Alliance.

Functions of the Steering Committee

Providing Strategic Direction

- To oversee and guide the direction and development of the Alliance;
- To approve strategic direction, final annual work plans, budgets, expenditures, reports, strategies and policies;
- To review, provide input into and approve any changes to the hosting and fiscal sponsorship arrangement with Tides Center;
- To commission periodic reviews of the Alliance;

Representing and Promoting the Alliance

- To promote the Alliance when the opportunity arises, including helping to foster new partnerships or linkages;
- To attend events to ensure Alliance presence, or represent the Alliance Steering Committee at high level meetings when the opportunity arises.
- To actively identify and recruit potential new Alliance members as well as Alliance leaders as needed (Steering Committee, Ambassadors and staff);

Making Ongoing Contributions to Alliance Work

- To take on certain responsibilities such as advocacy, fundraising, leading or participating in interest groups, preparing or editing draft documents for discussion, chairing sessions at meetings, communicating with other Steering Committee members and staff, and offering thoughtful opinions on any of the Steering Committee topics or areas of work;
- To mobilize resources and provide guidance and support on funding proposals prepared by the Secretariat;
- To participate in Steering Committee meetings and contribute to Alliance initiatives.

Overseeing the Secretariat

- To support the Chairperson to coordinate the recruitment and appointment of the Secretariat Director and provide final approval in the recruitment of any other staff employed by the Alliance;
- To offer advice, critical support and guidance to the Secretariat Director on substantive issues relating to the implementation of the annual work plan and to provide new ideas on said plan;
- To contribute to the Secretariat Director's annual performance review;
- To monitor the work of the Secretariat and call for and organize an evaluation of the work of the Secretariat if necessary.

Steering Committee Members

The Steering Committee of the Alliance shall consist of no fewer than nine and no more than fifteen persons, and, subject to such limitation, the number of members of the Steering Committee shall be such as may be designated from time to time by the Steering Committee. Steering Committee members of the Alliance shall be elected by the Steering Committee prior to its annual meeting. The Steering Committee shall elect a Chair who shall preside at the meetings of the Steering Committee.

The Steering Committee, during the selection of new members, will endeavor to include balanced and diverse representation from its membership. The composition of the Steering Committee will reflect a range of geographic regions as well as stakeholder groups such as academic, training and research institutions; civil society groups; donor organizations; foundations; government representatives; non-governmental organizations (including other networks); practitioners; private corporations; professional associations, and United Nations agencies. It will consult with Alliance members during the nomination process. Selection criteria for Steering Committee members will include:

- Engaged in / knowledgeable of social service workforce strengthening initiatives and a recognized leader in this area or related areas important to the Alliance objectives and functions (knowledge development, advocacy, monitoring and evaluation, research, fundraising, communications, system strengthening, network governance);
- Represents an institution active in the Alliance's priority areas or is an independent, recognized actor in this area;
- Willingness to support the vision and mission of the Alliance;
- Able to fulfill responsibilities outlined in this SC TOR and make a commitment of time and energy to the Alliance, such as: (i) willingness of the employing organization to commit support to the Alliance in the following ways: staff time (average estimated time is 10 hours per month), financial support to send representative to attend at least one in-person SC meeting per year and other financial contributions and forms of support as appropriate; and (ii) promotion of the work of the Alliance to influence decision-makers and donors to increase their support for SSWS, seeking funding for specific Alliance projects (as needed) and voluntary contributions.

Each Steering Committee member of the Alliance shall be elected to serve for a staggered term not to exceed three years, but no Steering Committee member shall be eligible to serve more than two full consecutive three-year terms. A Steering Committee member shall hold office for the term for which he or she was elected and through the end of the meeting at which his or her successor has been elected, or until the Steering Committee member's prior death, resignation or removal. It shall be the policy of the Steering Committee to review the status of any Steering Committee member who has not attended at least 75% of the meetings during any twelve-month period. Any vacancy occurring because of the death, resignation or removal of a Steering Committee member, or because of a decision to increase the number of members of the Steering Committee, shall be filled by the Steering Committee for the unexpired term of such Steering Committee member. Any Steering Committee member who has served two consecutive terms or who has resigned or been removed from his or her position as Steering Committee member, shall not be eligible for re-election for a period of one calendar year (365 days).

Officers

A Chair and (optional) Vice Chair shall be elected by the Steering Committee to serve for terms of one year and until their respective successors are chosen and have qualified. Any officer may at any time be removed by the Steering Committee with or without cause.

The Chair shall preside at all meetings of the Steering Committee. The Chair's responsibilities include:

- Ensure a relevant flow of information to the Steering Committee;
- Provide leadership and guidance to the Committee, especially when difficult or significant decisions are required;
- Monitor the Alliance's work plan, budget and related priorities;
- As needed, serve as Liaison from the Steering Committee to the Secretariat;
- Review and give input into Steering Committee meeting agendas (prepared by the Secretariat);
- Chair Steering Committee meetings;
- Participate in other 'external' meetings, and promote Alliance wherever appropriate (a responsibility shared by all SC members);
- Offer support and guidance to the Director, serving as a sounding board and guiding voice;
- Take part in the Director's appraisal in coordination with the host organization.

The Vice Chair shall perform the duties of the Chair in case of the latter's absence or disability. The execution of any instrument by the Vice Chair on behalf of this Alliance shall have the same force and effect as if it were executed on behalf of the Alliance by the Chair.

As the Alliance develops, the Steering Committee may designate other officers as needed, such as Treasurer or Secretary. These roles will be defined based on the organizational needs that are to be addressed at that time.

Meetings of the Steering Committee

The annual meeting of the Steering Committee for the purpose of orienting new Steering Committee members and transacting such other business as may properly come before the committee shall be held at the time and place designated monthly, as announced at a previous meeting of the Steering Committee. Meetings of the Steering Committee may also be called at any time by the Chair, or upon request of two or

more members of the Steering Committee. All or any of the members of Steering Committee may participate in meetings by any means of communication by which all Steering Committee members participating in the meeting may simultaneously hear each other during the meeting. A Steering Committee member participating in a meeting by this means is deemed to be present in person at the meeting.

The presence of a majority of the members of the Steering Committee shall constitute a quorum at any meeting thereof, but the Steering Committee members present at any meeting, although less than a quorum, may continue the meeting. At all meetings of the Steering Committee, each Steering Committee member shall be entitled to cast one vote on any question coming before the meeting. A majority vote of the Steering Committee members present at any meeting, if there be a quorum, shall be sufficient to transact any business, unless a greater number of votes is required by these Terms of Reference. A Steering Committee member shall not appoint a proxy for himself or herself or vote by proxy at a meeting of the Steering Committee. A Steering Committee member who is present at a meeting of the Steering Committee when an action is approved by the Steering Committee is presumed to have assented to the action unless the Steering Committee member abstains or votes against the action or is prohibited from voting on the action.

Committees

The Steering Committee may act by and through committees as may be specified and voted on by a majority of the members of the Steering Committee. Each such committee shall have such duties, responsibilities and rules as are granted to it by the Steering Committee. For example, the Steering Committee may designate an Executive Committee or a Membership Committee composed of at least three Steering Committee members designated by the Steering Committee. As another example, a Membership Committee would assist the Alliance in recruiting, screening and approving new Steering Committee members.