



## Global Social Service Workforce Alliance Steering Committee Member Terms of Reference

### Background

The Global Social Service Workforce Alliance (hereafter referred to as 'the Alliance') is a non-profit network of over 3,500 members in 148 countries. It was officially launched as a network on June 6, 2013, having been developed as a result of commitments made at a global conference held in Cape Town in 2010, responding to the identified need for a platform and movement to promote and enable the strengthening of the overall social service workforce.

The Alliance works toward a world in which a well-planned, developed and supported social service workforce engages people, structures and organizations to strengthen and build individual, child, family and community well-being and resilience. The mission of the Alliance is to promote and strengthen the social service workforce to provide services when and where they are most needed, alleviate poverty, challenge and reduce discrimination, promote social justice and human rights, and prevent and respond to violence and family separation.

To achieve this goal, we work to build and channel the political will, actions, resources, and structures necessary for a social service workforce that is knowledgeable, capable, critically reflective, resilient and committed.

The Alliance pursues this mission and vision by:

- Serving as a convener for an inclusive, representative network of stakeholders including government organizations, civil society organizations, academic institutions, donor groups, professional associations and community practitioners to create a forum for discourse and collective learning.
- Generating knowledge and build the evidence base for effective social service workforce strengthening by developing and sharing research, resources, tools, models and best practices.
- Building the capacity of humanitarian and development actors to implement strategies to strengthen the social service workforce.
- Promoting effective advocacy and stimulate an active network of workforce strengthening advocates through information sharing, collaboration, and networking.

The Global Social Service Workforce Alliance is a fiscally sponsored project of Tides Center, a 501(c)(3) non-profit foundation, registered in the U.S., which supports the Alliance, among many other similar social ventures, through administrative, financial, legal, HR and advisory services. The Alliance secretariat is currently comprised of two staff members (the Director and the Communications and Advocacy Manager), located in the U.K. and the U.S., and led and supported by a strong, diverse and globally distributed Steering Committee.

### Context

Legally the Alliance is a 'project' of Tides Centre, rather than an independent entity, and thus does not require a full governing board of its own, nor a separate governing document, as its core governance functions and fiduciary duties are fulfilled or overseen by Tides Center. However, as a network accountable to its members and partners for the realization of its vision, mission and goals, the Alliance can benefit from an expert body to provide strategic guidance and oversight, as well as support and advice, in a way which is broadly representative of the membership of the Alliance. For this reason, a global Steering Committee was established when the Alliance was launched in 2013. Since then, the Steering Committee has included a diverse representation of senior experts,

academics and experienced practitioners from the field of social work and the wider social welfare sector. It is comprised of members from different parts of the world and from a wide range of different backgrounds and experience.

In a recent assessment of the composition of the steering committee, the committee identified a lack of members from certain regions, in particular Latin America and the Caribbean, Asia and the Pacific, and the Middle East and North Africa. The committee, having always strongly represented civil society, academia and independent experts, also recognizes the need to include more members with experience working in or with foundations and other donors, in government, or in the private sector. Further, the committee recognizes the need to include more members with experience or knowledge of the following thematic areas as they relate to social service workforce strengthening: early childhood development, care for aging populations, mental health, disability services, gender-based violence, criminal justice, humanitarian situations / disaster risk reduction and response (including climate change).

The Alliance therefore, in order to refresh the Steering Committee's membership and widen its global and thematic reach, currently seeks two to three individuals to join the Steering Committee, to help fill some current gaps in its membership, in terms of region, stakeholder group and thematic area of expertise.

### **Commitment**

The Alliance Steering Committee holds six online meetings a year. Each one lasts up to two hours, generally held once every two months. One of the six meetings per year is a one-half day annual strategy meeting (sometimes divided into two parts of two hours each, over two days). In the past this strategy meeting was held immediately prior to, and in the same location as, the Alliance's main external event, the annual symposium, but the two meetings have been held separately over the past few years, as both have been held online. Prior to each bi-monthly meetings, Steering Committee members will receive a progress report with budget and project updates. Steering Committee members will also receive periodic updates on membership and new partnership opportunities.

Steering Committee members may also volunteer or be invited to join sub-committees or working groups that align with their expertise to advise on specific initiatives or projects, e.g. strategic planning, fundraising, planning the annual symposium or recruitment of new staff.

### **Roles and Responsibilities of Steering Committee Members**

The purpose of the committee is to oversee and guide the strategic direction and development of the Alliance. Committee members are asked to use their specific skills, knowledge and professional experience to help the Steering Committee collectively reach sound decisions. These roles and responsibilities include:

#### *Governance of the Alliance*

- Ensuring the Alliance complies with the governance requirements and policies of the Tides Centre, in line with US law regulating non-profit organizations, and the Alliance's own organizational policies including the safeguarding code of conduct.
- Ensuring the Alliance is accountable to its members in pursuit of its objectives as defined in its Mission, and acts in line with its Vision and Approach.<sup>1</sup>
- Safeguarding the reputation and values of the Alliance.
- Ensuring the financial stability of the Alliance and its effective and efficient administration.

---

<sup>1</sup> <https://www.socialserviceworkforce.org/vision-and-mission>

- Protecting and managing the property of the Alliance and ensuring proper investment and use of its funds.

#### *Providing Strategic Direction*

- Overseeing and guiding the direction and development of the Alliance.
- Approving strategic direction, budgets, expenditures, reports, strategies and policies.

#### *Representing and Promoting the Alliance*

- Helping to foster new partnerships or linkages for the Alliance in the country and region where the Steering Committee member is located or within the Steering Committee member's area of work, whether through individual contacts or small meetings to showcase the work of the Alliance.
- Attending events to ensure Alliance presence at such events or represent the Steering Committee at high level inter-agency meetings when the opportunity arises.
- Actively identifying and recruiting potential new Alliance members, and help, when needed, to recruit new Alliance Steering Committee members and staff.

#### *Making Ongoing Contributions to Alliance Work*

- Taking on certain responsibilities such as advocacy, fundraising, leading or participating in interest groups, helping recruit new staff, 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.
- Mobilizing resources and provide guidance and support on funding proposals prepared by the Secretariat.
- Prepare for (by reviewing preparatory notes and supporting materials) and participate in Steering Committee meetings and contribute to Alliance initiatives.

#### *Overseeing the Secretariat (staff) of the Alliance*

- Appointing and monitoring the performance of the Director, including contributing to the Director's annual performance review. This responsibility is currently delegated to the Vice Chair of the Steering Committee, who reports and consults the Chair and Steering Committee as and when required on the review of performance and setting of performance goals for the Director.
- Offering advice, critical support and guidance to the Director on substantive issues relating to the implementation of the annual work plan and to provide new ideas on said plan.
- Monitoring the work of the Secretariat, currently composed of the Alliance Director and Communications and Advocacy Manager, and call for and organize an evaluation of the work of the Secretariat if necessary.

#### **Selection criteria for Steering Committee members:**

- Engaged in and knowledgeable of social service workforce strengthening initiatives.
- A leader in areas of work directly related to the Alliance objectives, with knowledge and experience of good practice in non-profit governance.
- Able to provide strategic advice to the Alliance on the fulfilment of its main functions: knowledge development, advocacy, monitoring and evaluation, research, fundraising, communications, system strengthening, network development and governance.
- Able to represent, at a senior level, a key institutional partner active in the Alliance's priority areas, or advise the Alliance as an independent, recognized expert or activist in this area.

- Willingness to support and advocate for the vision and mission of the Alliance, and help develop new ideas and partners for future activities and initiatives, in particular in their own region and within their own area of work.
- Ability and willingness to identify funding opportunities and make introductions for the Alliance Director with potential funders, both for specific Alliance projects and for individual or institutional donations to the unrestricted fund.
- Ability to fulfil the governance and advisory responsibilities outlined above and make a commitment of time and energy to the Alliance.
- Willingness of the SC member's employing organization, (if the member is full time employed), for their employee to become an Alliance SC member and in doing so commit support in:
  - time (average estimated time commitment, including reading and replying to correspondence, and attending meetings, is 4 – 6 working hours per quarter), and
  - promoting the work of the Alliance to influence decision-makers and donors to increase their support for SSW strengthening.

**Governance Terms:**

- Each Steering Committee member of the Alliance shall be elected to serve for a staggered term not to exceed three years, and no Steering Committee member shall be eligible to serve more than two full consecutive three-year terms.
- 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.
- Each Steering Committee member must follow conflict-of-interest and safeguarding protocols, including submitting an annual conflict of interest declaration to the Tides Center.
- Any Steering Committee member who has served two consecutive terms of three years, 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).

**Application process**

Applications should be submitted to [contact@socialserviceworkforce.org](mailto:contact@socialserviceworkforce.org) and must include a CV or resume. Deadline to apply is 17 June 2024.