



Role Specification

Chair of Board of Trustees

May 2017



Introduction

ICSF works with the world's most promising social solutions – to end the world's greatest social needs. We help them achieve the change they aspire to. We believe impact is what's needed and that proven social projects must operate at a much greater scale to achieve significant transformational change. We achieve this change by working with proven social ventures to help them assess their replication options, select the right strategy and systemise key operations.

ICSF is seeking a seasoned Chair to join our Board of Directors in London, UK. The organisation has grown rapidly and has formed firm foundations for further growth so this new appointment is at an exciting time in our organisational development. ICSF is a registered charity and this position is voluntary.

The Chair will be responsible for ensuring ICSF strives towards its vision of using scale to address social problems, and ensuring good governance globally. Currently ICSF UK is responsible for setting strategy for the organisation globally with input from the US board. Part of the new Chair's role will be to review and develop a new global governance structure so that ICSF is prepared for further scale.

Please find in the following pages detailed information about the role.

Background

While running a nonprofit that supported projects in India and Ghana, ICSF's founder and CEO, Dan Berelowitz, noticed that the very similar projects he was supporting, such as those which provided women with a livelihood through basket weaving, were all making the same operational mistakes, limiting their impact. Dan became frustrated that they were using precious capacity and resources to reinvent the wheel, rather than learning from what works and changing lives.

On the Clore Social Leadership Programme Dan had the opportunity to spend time with Foodbank, a social franchise helping people living in food poverty in the UK and was impressed by how rapidly it was scaling. When meeting with co-founder Michael Norton in 2011, who rapidly franchised Childline India, they made the decision to set up the nonprofit ICSF.

Dan then spent time with McDonalds, the Body Shop and some great social franchises, understanding what makes replication and social franchising work. He noticed two key points. Firstly, many social organisations are great at starting up and proving a model, but few have the skills to scale up. Secondly, he couldn't find anyone globally really willing to engage with the detail, which is what makes replication and social franchising work.

ICSF began working with Oxfam and Big Society Capital to investigate the potential of investment into social franchising. Working with partners it became clear that while social franchising had the most exciting potential as a route to scale for many, it was one strategy on a spectrum of replication. To properly address each ICSF partner on their own terms, ICSF's specialism broadened to encompass all forms of replication.

Today ICSF is a global leader in social replication with a team of over 18 passionate professionals. ICSF has offices in London and San Francisco, Melbourne and has the honour of working with extraordinary partners to make a real and lasting difference in a range of countries including US, UK, Australia, Zambia, Tanzania, South Africa, Malawi, Kenya, Senegal, Mauritius, India, Pakistan, Jordan, Myanmar, Mexico, Columbia, Nicaragua, El Salvador, and Nicaragua.

ICSF's business model is that of a professional service firm and to date we have operated as a business gaining revenue from contracts with our clients and some small grants for core costs in the early days. Despite a strong focus on achieving sustainability through a commercial approach, ICSF was constituted as a charity to strongly signal its mission driven focus and increase the chance of it remaining true to that mission over time.

How we work

ICSF's formula is:

- Strategic and practical. We challenge partners to set ambitious social targets, and then help them develop pragmatic strategies to achieve them.
- Commercial and social. Our team brings both commercial and social expertise from working with some of the world's most impactful purpose organizations and our own research. We are a nonprofit social enterprise ourselves, investing any surplus generated back into our social mission.
- Rigorous. Scaling is challenging, but not impossible. It requires careful design of a system that works, monitoring, and improvement, backed by solid systems and process which we help design and implement.
- Connected. We help facilitate the links needed for partners to implement their strategies, from funding to service providers.
- Successful. We only count our work as a success if our partners create genuine and lasting social impact.

We put our intellectual property into the public domain so that the whole sector can benefit from it. To see our model in detail, [download our Five Stages of Social Replication Toolkit](#).

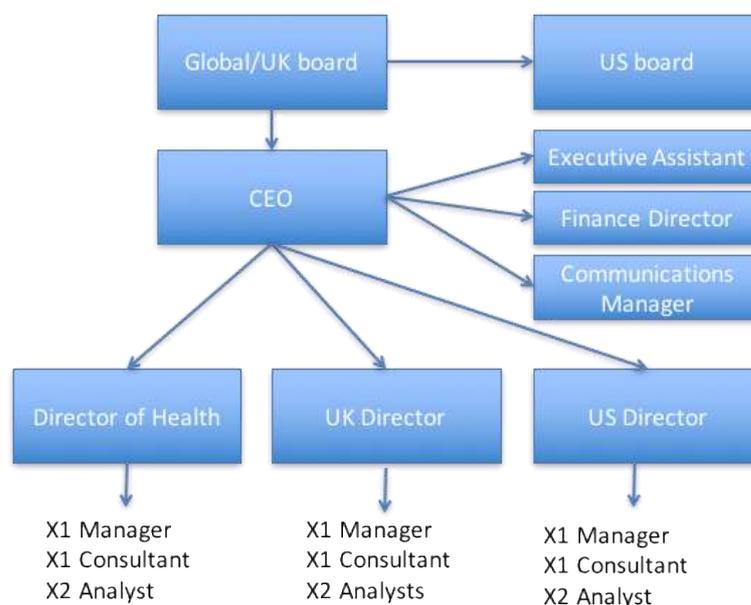
Examples of ICSF's work

- Creating a Replication Accelerator with the Bertha Centre at the University of Cape Town and Rockefeller Foundation in South Africa
- Research for the Big Lottery Fund assessed the potential for social replication in the UK
- Creating an agriculture social franchise in rural Senegal with funding from USAID
- Rolling out health social franchises with Population Services International (PSI) in Asia, Africa and Central America
- Research for GlaxoSmithKline (GSK), Bill & Melinda Gates Foundation, Merck, Save the Children and others into the potential for replicable primary healthcare delivery models with significant social benefit in the developing world

A short portfolio of examples can be sent on request and can be seen in our annual accounts available on the Charity Commission or Companies House website. Detailed case studies are available on the ICSF website www.the-icsf.org/insights.

Structure

ICSF is structured as a professional service firm with the CEO acting as the Managing Director. Directors lead on all client work, Managers oversee client engagements day to day, supported by Consultants and Analysts. Staff are paid in lockstep and we do not give bonuses so as to encourage a culture of teamwork and motivation based on mission.



ICSF's two UK executive directors report to the UK board as well as the Chief executive. This arrangement is to be considered in the governance review. We currently have 7 board members in the UK and 5 non-staff board members in the US.

ICSF US is an independent non-profit organisation under IRS Code Section 501(c)(3). The US entity is organised in support of the UK entity, as well as being controlled by the UK entity.

ICSF is represented in Australia under a licensing agreement with Community Works Associates Pty. Ltd., a consulting company based in Melbourne that has a long-standing commitment to replication and scaling.

Finances

Full year consolidated forecast to June 2017 income is £1.6m with a surplus of £200k of which £1m income and £50k surplus is generated by the UK entity. Budget income for financial year 2017/18 is £2m globally.

Accounts for the last three years, and a three-year budget will be provided on request. Audited UK accounts can be found on the charity commission or companies house website.

Background to the Role

Our current Chair Chris Underhill reaches the end of his 6-year tenure in early 2017. He is open to standing down or continuing in his role as needed to ensure a smooth transition to a new Chair. We are currently conducting a 5-year strategic review which aims to be signed off by the board at the October 2017 board meeting. As part of this review we are looking at our governance structures so we are more cohesive globally with a strong connection between country boards and the executive team.

The role

- Chair the Board and ensure good governance
- Enable the Board to set and monitor the strategy and ensure its delivery, effectiveness and viability
- Be an Ambassador for ICSF at home and internationally
- Develop a constructively challenging and supportive relationship with the Executive team
- Build and maintain key relationships with diverse stakeholders at the highest level

ICSF's board is accountable for setting the strategic direction ICSF globally, supporting its organisational development and for ensuring it delivers its mission.

Board members collectively deliver this function, holding the staff team of ICSF accountable and ensuring that ICSF has appropriate resourcing, staffing, policies and ways of working to deliver its mission.

Vision and Strategic Direction:

- Ensure ICSF has a clear vision and strategy which is appropriate to its changing external environment
- Ensure ICSF has appropriate structures to translate its vision and strategy in to implementable plans to achieve its impact goals
- Ensure ICSF has an ambitious yet realistic income generation strategy
- Ensure ICSF has a clear influencing strategy

Business Development:

- Oversee and support the growth and business development of ICSF, providing introductions to relevant partners and inputting specific skills and expertise as appropriate
- Ensure that business risk is properly understood and managed, and make decisions about risk appetite
- Support the Executive Directors and staff team to develop relationships that will support ICSF's development and ability to deliver its mission

Accountability for delivery:

- Hold the executive team accountable for ICSF's delivery against agreed objectives
- Ensure robust financial management, decision-making, budgeting, accountability, risk management and reporting processes
- Ensure compliance with ICSF's legal and statutory duties and reporting obligations.
- Ensure ICSF has a systematic and robust approach to measuring its own impact

Representation:

- As appropriate, act as an ambassador for ICSF, supporting ICSF to access new networks and develop its influence and contacts.
- Make and develop new connections that will lead to funding and contracts

Personal standards and behaviors:

- Ensure that at all times personal conduct is in line with ICSF's values, and supports the building of ICSF's reputation and profile.
- Ensure that confidentiality is respected and preserved.
- To act at all times in the best interests of ICSF
- To declare any conflicts of interest, and not to use membership of ICSF's board for personal gain.

The person

- Proven board level leader who is widely respected, ideally with experience of chairing a board
- Deep understanding of how professional service firms operate effectively
- Passionate about the increasing the impact that mission driven organisations are making globally
- Excellent interpersonal and communication skills to develop the profile of the organisation
- An exceptional personal network with a demonstrable track record of fundraising
- Able to commit approximately 10 hours a month
- ICSF is committed to diversity and to providing equal opportunities for all. We therefore welcome irrespective of age, gender, ethnicity, sexual orientation or disability.
- Will be present to Chair four board meetings a year in London

Current developments

- We have agreed and are in the process of trademarking a new name which denotes scale without being overly long or with a complex acronym. We are also moving away from the ICSF name because while we still believe social franchising has a lot to offer the sector and it is our core expertise, it is better to start with the problem and find the right solution. The rename and rebrand launch will be in September 2017.
- We are creating a £1m Scale Fund in the UK that will support high potential organisations to scale with finance. It will be funded by high net worth individuals who will identify projects to support with input from the ICSF team. The fund's first meeting will be in September 2017.
- ICSF's CEO is planning to move to California for a couple of years from October 2017 to develop the organisation globally. The primary aim will be to raise funds for new ICSF initiatives and develop new client relationships. He will return regularly to the UK.
- The staff team meets once a year at a Global Getaway to review our progress and plan for the future and the next meet up is in September.
- We have recently recruited a Marketing and Communications Manager
- We are exploring the possibility of opening an office in Nairobi, Kenya as part of our strategic review and we are exploring an opportunity to open an office in Columbia.



Time commitment and term of office

The Chair, alongside the executive team, will plan and lead 2 to 3 hour board meetings every quarter. In our current governance structure, two of these will be UK meetings and two Global board meetings. Global Board meetings include all UK and US board members currently. US board meetings take place 4 times a year for 2 hours and the UK Chair will be expected to occasionally attend so as to maintain close relations.

The UK Board chair will approve the agenda for UK Board Meetings with the UK Executive team, and for Global Board Meetings with the CEO. In addition, the Chair will be expected to prepare fully for board meetings, and be willing to offer their skills and expertise to be involved in supporting specific areas of work for which their skills are specifically suited.

The Chair and CEO will meet every 6 weeks and have ad hoc conversations as necessary. The Chair may also occasionally attend ICSF events and meetings, likely no more than one or two a quarter.

The time commitment is approximately 10 hours per month.

Board members are appointed for an initial period of three years. The board will regularly review its terms of office and composition and board members may be invited to reapply for board membership or be asked to step down early to ensure effective continuity and the right mix of skills at board level to support ICSF.

Board positions are not remunerated. Reasonable expenses will be met.

Key dates

- UK Trustee meeting, Monday 17th July 10 – 12, Kings Cross
- Global board meeting to decide strategy, October date TBC
- Other dates to be confirmed based on new candidate's diary
- Global Getaway, a meeting of the whole global team, will be in the UK from the 12 – 14 September. Chair to attend at some point.

Recruitment process

For more information and to apply

Please contact our recruitment partners, NFP Consulting.

Simon Lloyd, Director, 07961 988 523 or email simon.lloyd@nfpconsulting.co.uk

Shivani Smith, Principal Consultant, 07985 712 387 or email shivani.smith@nfpconsulting.co.uk

We are looking to appoint a Chair by the autumn, initially our process involves an early stage conversation with the CEO and executive Directors, followed by meetings with the board.



Appendix A - Key Team

Dan Berelowitz - Founder and CEO

Dan founded ICSF in 2011 based on his experiences working across a range of social sector organisations. He believes that great ideas must flourish and that the key to making this happen is developing people, sound strategy and practical implementation.

At ICSF, Dan has helped scale a range of partners from Oxfam, GlaxoSmithKline, Nike Foundation, Big Society Capital, Population Services International, and Big Lottery to non-profits and social enterprises with huge potential to replicate such as Grofin, Bead for Life and FoodCycle.

Dan is a Young Global Leader at the World Economic Forum, a Clore Social Leadership Fellow, holds a BSc in Management from Nottingham University, and is a Rothschild Fellow at the Cambridge Judge Business School.

Greg Coussa – US Director

Greg manages the US office's strategy and growth, while overseeing a portfolio of domestic and international projects. Prior to joining the team, Greg was the Director of Microfinance and an Advisory Board Member for a US-based non-profit working in Haiti. During his work, Greg structured and developed a partnership with the largest Haitian microfinance institution.

Additionally, Greg actively serves on the Advisory Board of the University of New Hampshire's Social Sector Franchise Institute. Greg has also served as a judge for Stanford's Graduate School of Business's Social Innovation Competition.

Before committing himself to the social sector, Greg was a management consultant at CAST, serving mid and large cap financial services firms in the United States. Former clients include Union Bank, Fifth Third Bank, and First Niagara Bank.

Greg received his MBA with a specialization in Social Entrepreneurship from the University of Oxford's Saïd Business School. While at Oxford he was a Skoll World Forum Fellow and the recipient of the Skoll Centre Ecosystem Award. Greg holds his Bachelor's degree in business-economics, graduating cum laude, with university honours and department of economics honours, from UCLA.

Louise Hillman – Finance Director

After studying Economics at Bristol University and qualifying as a Chartered Accountant with Deloitte & Touche, Louise worked at Credit Suisse for several years. Following a short break to raise her young family, she worked for a bio-diesel manufacturer before joining international NGO Tzedek, an organisation whose aims include working with partners, projects and communities abroad, providing direct support to help local people so they can help themselves. She has since been working with ICSF managing our finance function.

Joe Kallarackal – UK Director

Joe is responsible for ICSF's UK strategy and leads on the majority of UK based projects including ICSF's first Scale Accelerator Programme. Funded by nine of the UK's largest trusts and foundations, the programme helped selected organisations scale up their social impact and promotes sharing of best practice.

Prior to ICSF Joe worked for eight years in the global management consultancy Accenture. During his time at Accenture, Joe delivered large-scale business transformation projects across the private, public and nonprofit sectors. His nonprofit experience includes supporting the charity Enablis to define a Latin America expansion strategy, supporting Depaul UK to launch an employability programme and helping to define the global corporate citizenship strategy for Accenture. Joe holds an MA in Economics from the University of Cambridge.

Martha Paren – Director of Health

Martha leads the delivery of consultancy social impact projects for a range of organisations within the healthcare sector, both in the UK and internationally. Martha has developed specialisation areas around local private sector healthcare, primary care and health systems strengthening. She also has a particular interest in the promotion of healthcare for women and girls. She has led on projects with PSI, NSPCC, World Health Partners and others.

Martha joined from Public Zone, the pro-social division of digital agency Zone, having worked for a vast range of social impact clients including Prostate Cancer UK, Macmillan Cancer Support and Diabetes UK. In 2003 she spent 8 months in Uganda with Restless Development's Health Education Programme and then went on to study English with Writing and Performance at the University of York.

Chris Underhill – UK Chair

Chris is a global expert in the delivery of health and rehabilitation systems to very poor people. A serial social entrepreneur he has founded a number of social organizations including Thrive, ADD International and BasicNeeds. He is responsible for a holistic model for mentally ill people and people with epilepsy in the poorest communities of the world. The BasicNeeds Model for Mental Health and Development is a significant innovation in community mental health care delivery combining medical, social, economic and personal aspects into one successful programme.

Chris announced the advent of mhNOW a multi-stakeholder initiative at the GCC / NIMH conference in April 2016, designed to bring all parties to the table to work on the extension of treatment for mentally ill people. The treatment gap in many sub-Saharan countries is as wide as 86% and there is now an urgent need to narrow this through a collective action.

Chris is a Senior Fellow of the Ashoka Fellowship, a recipient of the Skoll Award for Social Entrepreneurship, a Schwab Foundation Social Entrepreneur, and mhNOW has recently become an invited member of the Clinton Global Initiative. In 2000 Chris was made an MBE by the Queen for his services to disability and development.

Kate Wareing – UK Vice Chair

Kate has over 15 years experience of working to address issues of poverty and social justice in the UK. Since November 2014 she has been working as a self employed consultant advising on strategy development, service redesign and organisational development issues.

Prior to this Kate spent eight years working with Oxfam in various senior leadership roles; Director of the UK Poverty Programme, Strategy Development Director and Head of Innovation and Learning.



Prior to joining Oxfam, Kate spent over ten years working in social housing and social care, with roles including managing homelessness and domestic violence services and commissioning services for vulnerable people in Oxfordshire.

She remains involved in Housing as Chair of Cottsway Housing Association. Kate gained her degree in Politics, Philosophy and Economics from the University of Oxford, holds a postgraduate qualification in Housing Management from Oxford Brookes University and is a corporate member of the Chartered Institute of Housing.

Kathy Visas – US Chair

Kathy is an attorney and advocate dedicated to global development efforts to improve the lives of girls and women worldwide. During a career in law spanning more than two decades, she has advised many high-profile corporations, including Fortune 500 companies.

Kathy is a founding member of Maverick Collective, a ground-breaking advocacy initiative aimed at catalysing the next wave of social investors setting out to improve the health and rights of girls and women worldwide. Through Maverick Collective and in partnership with Population Services International (PSI), a leading global health non-profit organisation, Kathy is launching a ground-breaking program to improve cervical cancer prevention and treatment services for women in India.

Kathy also serves on the Secretariat of the iZinc Group which is providing the best information and guidance on preventative zinc interventions in addition to studying the best routes for increasing zinc uptake in low resource environments.

Further details of the [Trustees here](#), further details of [staff here](#).