

# **QUALITY WORKING GROUP**

## **Terms of Reference**

## **1. Background**

### **Introduction**

The Global Shea Alliance (GSA) is a non-profit industry association with 430 members from 31 countries including women's groups, brands and retailers, suppliers, and NGOs. Through public-private partnerships, the GSA promotes industry sustainability, quality practices and standards, and demand for shea in food and cosmetics.

The Quality Working Group is a sub-committee of the general assembly responsible for improving quality of shea kernels and butter by establishing best practices, guidance documents, and technical standards. The multi-stakeholder group represents all GSA member categories.

## **2. Purpose and objectives of the Quality Working Group (QWG)**

### **Overall purpose**

The overall purpose of the QWG is to develop best practices, training materials, and technical standards to promote the improvement of quality shea kernels and butter.

### **Specific objectives**

The Quality Working Group focuses on reviewing all existing standards for shea kernels and butter and developing GSA standards, training materials, and guidance documents for GSA members. The Working Group products are presented and approved at the general assembly. The materials are then promoted by the GSA within the membership, stakeholders, and standard setting bodies.

## **3. Role of the Quality Working Group**

The QWG meets twice annually, in Accra every November and then each year during the March International Conference and General Assembly. The role of the QWG members will be to:

- support the Working Group's purpose of developing standards for shea kernels and shea butter
- represent views from different categories of the industry
- share information, discuss and address issues of concern related to the quality activities
- take decisions and action related to the quality activities in a documented, transparent manner in an effort to benefit all GSA members

The GSA Secretariat will:

- organize and participate in the activities of the QWG
- provide draft documents for discussion
- provide logistical and secretarial support

## **4. Composition Members of the Working Group**

The Working Group is currently made up of a GSA executive committee approved list of participants including representation of all form across the various parts of the industry. The members volunteer to participate on an annual basis. The secretariat proposes the list of participants to the GSA executive committee. The committee approves the QWG participants. A maximum number of 12 members may be admitted. Members may also resign from the Group upon notice to the Coordinator. There is no maximum term for membership.

**Chair of the Working Group** - The members of the working group will elect an ongoing Chair who will:

- Ensure effective representation of all members of the QWG, including reviewing membership of the QWG and suggesting additional members where necessary, in order to represent the broader GSA
- represent the QWG to the Secretariat in all matters
- help address any matters of concern from the members of the QWG related to activities

**Coordinator of the Working Group** - The GSA Director of Africa Operations or approved representative of the secretariat shall act as the Coordinator of the Working Group.

**Observers** - The Chair of the Working Group and the GSA Director of Africa Operations may invite and admit international expert organizations as well as individual experts as observers to the Working Group, as necessary, and with the approval of the QWG members.

#### **Applications to join the Working Group**

Any applications to join the Working Group should be sent to the Coordinator via email.

The Working Group shall act in close cooperation and in a spirit of goodwill with its members, Chair and Coordinator.

## **5. Operational protocol**

### **Meetings**

The Working Group will hold face-to-face meetings during the GSA conference and also as and when necessary at the GSA office in Accra. Meetings would be called by the Chair and coordinated by the Coordinator.

Between meetings, business will be conducted via email and telephone. Electronic notice of meetings will be sent by the Coordinator to the Working Group members at least 15 working days in advance of any meeting.

### **Meetings Protocol**

- Meeting agendas will be prepared by the Coordinator and will be agreed and circulated electronically at least five working days before each meeting.
- Agendas will include the reading and minutes of an anti-trust statement.
- Summary minutes and key messages will be circulated by the Coordinator to Working Group members within 5 working days of each meeting for their review and comments, with a final version circulated within two weeks.
- Members are expected to pay for all expenses related to their participation in the Working Group. GSA has limited available funds which will be used to support the participation of women's groups and other participants as necessary.

### **Voting**

It is expected that the work of the QWG will be done through a consensus based approach. In the event a vote or approval is necessary or desirable, a simple majority (over 50% of voting members)

shall constitute a majority. Each organizational member of the working group will have one vote. A quorum of two-thirds of working group members will be required for voting.

**Responding to communications** Members will be required to respond to communications with their inputs where requested and within reasonable, stated timeframes. There may be circumstances where no input is received from some members following notification of documents requiring a response. In this instance, and as long as prior notification is given, non-response will be taken as tacit consent to the proposals/content of those documents.

## **6. Reporting and communications**

All documents will be produced in English and French at the expense of the GSA. A short report on the working and decisions of the QWG prepared jointly by the Coordinator and the Chair will be produced with contributions from all members and submitted for inclusion into the GSA conference. The chair will report on the working group activities at the GSA general assembly every year.

Minutes of each meeting will be prepared by the GSA secretariat. Other reports may be produced as required. After each meeting, members will agree on key messages that can be passed on to the wider membership and other stakeholders as agreed.

Any enquiries related to the group should be passed to the Coordinator. Feedback and questions will be sent directly to the secretariat on an ongoing basis. The secretariat will address the majority of this communication directly. The secretariat will in turn communicate any significant issues raised by other members to the Chair. Any significant decisions (e.g. new projects, modifications to the standard) will require decision making and voting, as outlined under section 5 above.

## **7. Financing**

The operations (consultants, travel, etc.) of the Working Group are to be financed through the GSA annual budget and approved by the GSA executive committee.

## **8. Review of the Quality Working Group**

The operation, structure, processes, terms of reference and membership of the QWG will be reviewed annually through a short survey to ensure that it continues to meet its aims and objectives and to collect any suggestions for improvements from QWG members.

## **9. Revised/renewed mandate or dissolution of the PWG**

QWG members, the Chair and Coordinator will assess the continuing need for the Working Group at least annually in the light of the annual review outlined above.

The members, Chair and Coordinator may jointly decide to revise the mandate or dissolve the Working Group in any of the following situations:

- Sufficient progress has been made towards the core objectives of the Working Group
- Suitable new or additional objectives have been agreed
- Insufficient progress has been made towards meeting the Group's objectives
- Members of the Working Group are not sufficiently engaged
- The purpose of the Working Group is no longer relevant to the overall goals of the Alliance.

**PROMOTION WORKING GROUP**

**Terms of Reference**

## 1. Background

### Introduction

The Global Shea Alliance (GSA) is a non-profit industry association with 430 members from 31 countries including women's groups, brands and retailers, suppliers, and NGOs. Through public private partnerships, the GSA promotes industry sustainability, quality practices and standards, and demand for shea in food and cosmetics.

The GSA secretariat proposes to establish a Promotion Working Group (PWG) to develop and oversee specific industry marketing activities, i.e. promote shea as an ingredient to end-users, whether industry or the general public. The PWG will be initially authorized by the Executive Committee. The PWG meets bi-annually to update program content, and improve program implementation. The proposed marketing program will be presented to the GA for approval to implement.

## 2. Purpose and objectives of the Promotion Working Group (PWG)

### Overall purpose

The overall purpose of the PWG is **to develop and implement specific industry marketing activities.**

### Specific objectives

As of the date hereof, the specific objectives of the PWG is to market shea and shea-based products to industry stakeholders and to the general public. Promotion activities are likely to consist of communication and marketing activities aiming at increasing awareness, recognition, and perceived value of shea as an ingredient. For example, they can be the development of a micro site, a social media campaign or online advertising. These activities can target the general public, a specific industry (e.g. cosmetic, confectionary...), or a specific region. Each activity will be managed as a project and go through four stages: 1.) strategy development for consumer and industry communication on shea; 2.) information gathering and sharing; 3.) definition of the communication channel; 4.) roll-out of the strategy.

## 3. Role of the Promotion Working Group

The PWG will **provide a collaborative forum for interested GSA members to give input** to promotion activities.

The role of the PWG members will be to:

- support the Working Group's purpose of expanding the market for shea by increasing product recognition among relevant stakeholders
- represent different views
- share information, discuss and address issues of concern related to the promotion activities

- take decisions and action related to the promotion activities in a documented, transparent manner in an effort to benefit all GSA members
- actively promote the implementation of the activities

The GSA Secretariat will:

- organize and participate in the activities of the PWG
- provide draft documents for discussion
- provide logistical and secretarial support

## **4. Composition**

### **Members of the Working Group**

The Working Group is currently made up of an GSA executive committee approved list of participants including representation of all sustainable categories outlined in the program and organizations with a variety of technical expertise to advise on the program and support the development of the sustainability program.

The members volunteer to participate in the PWG on an annual basis. The secretariat proposes the list of the PWG participants to the GSA executive committee. The committee approves the PWG participants. A maximum number of 15 members may be admitted. Members may also resign from the Group upon notice to the Coordinator. There is no maximum term for membership.

### **Chair of the Working Group**

At its initial face-to-face meeting, the Members of the working group will elect an ongoing Chair who will:

- Ensure effective representation of all members of the PWG, including reviewing membership of the PWG and suggesting additional members where necessary, in order to represent the broader GSA
- represent the PWG to the Secretariat in all matters
- help address any matters of concern from the members of the PWG related to the PWG activities
- assist in press engagements where feasible and appropriate.

The Chair will be elected on an annual basis. Re-election will be possible up to a maximum consecutive period of two years. A motion to replace the Chair can be made to the Coordinator, and the Chair can be replaced by a vote of the PWG members.

### **Coordinator of the Working Group**

The GSA Managing Director or approved representative of the secretariat shall act as the Coordinator of the Working Group.

### **Observers**

The Chair of the Working Group and the GSA Managing Director may invite and admit international expert organizations as well as individual experts as observers to the Working Group, as necessary, and with the approval of the PWG members.

### **Applications to join the Working Group**

Any applications to join the Working Group should be sent to the Coordinator via email.

The Working Group shall act in close cooperation and in a spirit of goodwill with its members, Chair and Coordinator.

## **5. Operational protocol**

### **Meetings**

The Working Group will hold face-to-face meetings as required, likely no more than twice per year.

Meetings will be arranged as circumstances allow (e.g. during the GSA annual conference; back-to-back meetings with other international fora). Between meetings, business will be conducted via email and telephone. Electronic notice of meetings will be sent by the Coordinator to the Working Group members at least 30 working days in advance of any meeting.

### **Meetings Protocol**

- Meeting agendas will be prepared by the Coordinator and will be agreed and circulated electronically at least five working days before each meeting.
- Agendas will include the reading and gathering of minutes of an anti-trust statement.
- Summary minutes and key messages will be circulated by the Coordinator to Working Group members within 5 working days of each meeting for their review and comments, with a final version circulated within two weeks.
- Members will be requested to participate in person if possible, or through teleconference so long as such members may be heard.
- Members participating via teleconference or videoconference shall be deemed present at meetings.
- Members are expected to pay for all expenses related to their participation in the Working Group. GSA has limited available funds which will be used to support the participation of women's groups and other participants as necessary.

### **Voting**

It is expected that the work of the PWG will be done through a consensus based approach. In the event a vote or approval is necessary or desirable, a simple majority (over 50% of voting members) shall constitute a majority. Each organizational member of the working group will have one vote. A quorum of two-thirds of working group members will be required for voting.

### **Responding to communications**

Members will be required to respond to communications with their inputs where requested and within reasonable, stated timeframes. There may be circumstances where no input is received from some members following notification of documents requiring a response. In this instance, and as long as prior notification is given, non-response will be taken as tacit consent to the proposals/content of those documents.



## **6. Reporting and communications**

All documents will be produced in English and French at the expense of the GSA.

A short report on the working and decisions of the PWG prepared jointly by the Coordinator and the Chair will be produced with contributions from all members and submitted for inclusion into the GSA conference.

Minutes of each meeting will be prepared by the GSA secretariat. Other reports may be produced as required. After each meeting, members will agree on key messages that can be passed on to the wider membership and other stakeholders as agreed.

Any enquiries related to the group should be passed to the Coordinator. Feedback and questions will be sent directly to the secretariat on an ongoing basis. The secretariat will address the majority of this communication directly. The secretariat will in turn communicate any significant issues raised by other members to the Chair. Any significant decisions (e.g. new projects, modifications to the standard) will require quorate attendance, decision making and voting, as outlined under section 5 above.

## **7. Financing**

The operations of the Working Group are to be financed by GSA general funds or other grant funding, with the Coordinator charged with financial decision-making.

## **8. Review of the Promotion Working Group**

The operation, structure, processes, terms of reference and membership of the PWG will be reviewed annually through a short survey to ensure that it continues to meet its aims and objectives and to collect any suggestions for improvements from PWG members.

## **9. Revised/renewed mandate or dissolution of the PWG**

PWG members, the Chair and Coordinator for the PWG will assess the continuing need for the Working Group at least annually in the light of the annual review outlined above.

The members, Chair and Coordinator may jointly decide to revise the mandate or dissolve the Working Group in any of the following situations:

- Sufficient progress has been made towards the core objectives of the Working Group
- Suitable new or additional objectives have been agreed
- Insufficient progress has been made towards meeting the Group's objectives
- Members of the Working Group are not sufficiently engaged
- The purpose of the Working Group is no longer relevant to the overall goals of the Alliance.

**SUSTAINABILITY WORKING GROUP**  
**Terms of Reference**

## Background

The Global Shea Alliance (GSA) is a non-profit industry association with 430 members from 31 countries including women's groups, brands and retailers, suppliers, and NGOs. Through public private partnerships, the GSA promotes industry sustainability, quality practices and standards, and demand for shea in food and cosmetics.

Following authorization at the General Assembly during the Shea 2013 conference, the GSA established a Sustainability Working Group (SWG) to govern the development of a member sustainability policy. The SWG presented a program during Shea 2014 that contains member guidelines, implementation criteria, and work streams. The program was unanimously adopted during the General Assembly. GSA members participate in the program by registering as a "sustainability partner," implementing at least one work stream, and submitting an annual report to the secretariat. The SWG meets bi-annually to develop best practices, update program content, and improve program implementation. All proposed modifications to the program are presented to the GSA general assembly for adoption.

## Purpose and objectives of the Sustainability Working Group (SWG)

### Overall purpose

The overall purpose of the SWG is **to govern the development of the Sustainability Program.**

### Specific objectives

As of the date hereof, the specific objectives of the SWG are to:

- Develop best practices related to the guidelines and work streams
- Update program content
- Improve implementation of the program amongst the membership

These documents are likely to consist of revisions to the adopted guidelines, implementation criteria, and work streams. The documents may also consist new additions to the program, supplemental best practice manuals, and independent research.

## Role of the Sustainability Working Group

The SWG will **provide a collaborative forum for interested GSA members to give input** to the sustainability program.

The role of the SWG members will be to:

- support the Working Group's purpose of producing agreed sustainability documents
- represent different views
- discuss and address issues of concern related to the the sustainability program
- take decisions and action related to the sustainability program in a documented, transparent manner in an effort to benefit all GSA members.

The GSA Secretariat will:

- organize and participate in the activities of the SWG
- provide draft documents for discussion
- provide logistical and secretarial support

## Composition

### Members of the Working Group

The Working Group is currently made up of an GSA executive committee approved list of participants including representation of all sustainable categories outlined in the program and organizations with a variety of technical expertise to advise on the program and support the development of the sustainability program.

The members volunteer to participate in the SWG on an annual basis. The secretariat proposes the list of the SWG participants to the GSA executive committee. The committee approves the SWG participants. A maximum number of 35 members may be admitted. Members may also resign from the Group upon notice to the Coordinator. There is no maximum term for membership.

### **Chair of the Working Group**

The Members of the working group will elect a Chair who will:

- Ensure effective representation of all members of the SWG, including reviewing membership of the SWG and suggesting additional members where necessary, in order to represent the broader GSA
- represent the SWG to the secretariat in all matters
- help address any matters of concern from the members of the SWG related to the SWG activities
- assist in press engagements where feasible and appropriate.

The Chair will be elected on an annual basis. Re-election will be possible up to a maximum consecutive period of two years. A motion to replace the Chair can be made to the Coordinator, and the Chair can be replaced by a vote of the SWG members.

### **Co-Chair(s) of the Working Group**

The Members will also elect a co-chair (s) on an annual basis that will provide additional consultation and assist the chair in performing their responsibilities.

### **Coordinator of the Working Group**

The GSA Managing Director or approved representative of the secretariat shall act as the Coordinator of the Working Group.

### **Observers**

The Chair of the Working Group and the GSA Managing Director may invite and admit international expert organizations as well as individual experts as observers to the Working Group, as necessary, and with the approval of the SWG members.

### **Applications to join the Working Group**

Any applications to join the Working Group should be send to the Coordinator via email.

The Working Group shall act in close cooperation and in a spirit of goodwill with its members, Chair and Coordinator.

## **Operational protocol**

### **Member/Volunteer Selection**

The GSA will publish an open call for volunteers for all GSA sustainability partners. Interested sustainability partners will volunteer for the working group by emailing the

secretariat. The secretariat will propose the composition of the working group the executive committee and ensure adequate geographic and stakeholder representation as well as continuity of the working group. The GSA executive committee will review and approve the working group.

### **Meetings Protocol**

- The Working Group will hold face-to-face meetings as required, likely no more than twice per year. Meetings will be arranged as circumstances allow (usually one meeting in November in a shea production area and another meeting prior to the start of the annual conference and general assembly in March).
- Between meetings, business will be conducted via email and telephone.
- Electronic notice of meetings will be sent by the Coordinator to the Working Group members at least 30 working days in advance of any meeting.
- Meeting agendas will be prepared by the Coordinator and will be agreed and circulated electronically at least five working days before each meeting.

- Agendas will include the reading of an anti-trust statement.
- Summary minutes and key messages will be circulated by the Coordinator to Working Group members within 5 working days of each meeting for their review and comments, with a final version circulated within two weeks.
- Members will be requested to participate in person if possible, or through teleconference so long as such members may be heard.
- Members participating via teleconference or videoconference shall be deemed present at meetings.
- Members are expected to pay for all expenses related to their participation in the Working Group. GSA has limited available funds which will be used to support the participation of women's groups and other participants as necessary.

### **Voting**

It is expected that the work of the SWG will be done through a consensus based approach. In the event a vote or approval is necessary or desirable, a simple majority (over 50% of voting members) shall constitute a majority. Each organizational member of the working group will have one vote. A quorum of two-thirds of working group members will be required for voting.

### **Responding to communications**

Members will be required to respond to communications with their inputs where requested and within reasonable, stated timeframes. There may be circumstances where no input is received from some members following notification of documents requiring a response. In this instance, and as long as prior notification is given, non-response will be taken as tacit consent to the proposals/content of those documents.

### **Reporting and communications**

All documents will be produced in English and French at the expense of the GSA.

A short report on the working and decisions of the SWG prepared jointly by the Coordinator and the Chair will be produced with contributions from all members and submitted for inclusion into the GSA conference.

Minutes of each meeting will be prepared by the GSA secretariat. Other reports may be produced as required. After each meeting, members will agree on key messages that can be passed on to the wider membership and other stakeholders as agreed.

Any enquiries related to the group should be passed to the Coordinator. Feedback and questions will be sent directly to the secretariat on an ongoing basis. The secretariat will address the majority of this communication directly. The secretariat will in turn communicate any significant issues raised by other members to the Chair. Any significant decisions (e.g. new projects, modifications to the standard) will require quorate attendance, decision making and voting, as outlined under section 5 above.

### **Financing**

The operations of the Working Group are to be financed by GSA general funds or other grand funding, with the Coordinator charged with financial decision-making.

### **Review of the Sustainability Working Group**

The operation, structure, processes, terms of reference and membership of the SWG will be reviewed annually through a short survey to ensure that it continues to meet its aims and objectives and to collect any suggestions for improvements from SWG members.

### **Revised/renewed mandate or dissolution of the SWG**

SWG members, the Chair and Coordinator for the SWG will assess the continuing need for the Working Group at least annually in the light of the annual review outlined above.

The members, Chair and Coordinator may jointly decide to revise the mandate or dissolve the Working Group in any of the following situations:

- Sufficient progress has been made towards the core objectives of the Working Group
- Suitable new or additional objectives have been agreed
- Insufficient progress has been made towards meeting the Group's objectives
- Members of the Working Group are not sufficiently engaged
- The purpose of the Working Group is no longer relevant to the overall goals of the Alliance.

If the working group is revised or dissolved for any of the above reasons, the Working Group Chair and Coordinator will make a formal proposal to the GSA Executive Committee. The GSA Executive Committee will then approve.