

# **SAWEA Working Groups**

## **Policy and Guidelines for Working Group**

### **September 2023**

#### **1. Introduction**

In alignment with the SAWEA constitution, as updated, working groups are identified for 2 to 3-year periods. Each WG is made up of representatives of SAWEA members who undertake to voluntarily provide their interest and expertise to address specialised topics aligned with the achievement of SAWEA's purpose. Only members of SAWEA may participate as WG members.

##### **1.1. Working Group Participation**

A1 and A2 members have the option of unlimited staff involvement in SAWEA working groups, subject to individual working group rules and thematic alignment. A3 members may have up to two staff members per WG; A4 members may have 1 staff member per WG; B1 Affiliate members may participate in 2 WGs and B2 Affiliate members may participate in 1 WG. Involvement in the Assets WG is limited to Asset managers and owners; Involvement in the Economic Development WG is limited to those working directly on ED implementation such as ED practitioners.

Participation in WGs is based on a presumed active interest in the work of achieving the Association's purpose. Membership of WGs can be revoked at any time if members are deemed to be inactive.

It is recommended that WGs do not exceed 15 members. Where WGs are made up of more than 10 members, it is recommended that sub-committees are identified to manage defined workstreams.

##### **1.2. Working Group Leadership**

Each WG will be led by a Chair identified in consultation with the Senior Technical Advisor and CEO, ideally as the result of an annual election process conducted among WG members. Chairs should ideally be fully versed in broad industry concerns and context and trusted to show leadership beyond their own commercial interest. It is understood that membership of a working group requires the capacity to offer voluntary contributions of time and expertise to matters of broad Industry interest.

Each WG Chair will report periodically to the CEO, including in quarterly WG Chair-CEO meetings, who in turn will report to the SAWEA Board. The CEO has the board's delegated authority to revoke working group membership if he/she considers it to be in the interests of SAWEA to do so.

##### **1.3. Working Group Commitment**

WG Chairs and members are required to display a high degree of care and good faith in representing SAWEA, including a high degree of inclusiveness and transparency, regular communication, upkeep of all WG records with a view to ensuring institutional memory and accountability, and with a clear separation of private/company interest and SAWEA interests.

WGs may develop codes of conduct for SAWEA members and recommend these to the CEO for approval in order to be binding on SAWEA members.

## **2. Terms of Reference for WGs**

The formation of a WG requires Terms of Reference (ToR) primarily negotiated between the Chair, Deputy Chair & WG members and presented to the CEO. It is the responsibility of the Chair and the Deputy chair to ensure that the WG reviews the ToR from time to time and makes changes where necessary. The ToR is critical to strategic decision-making and will generally consist of the following:

- WG name
- Landscape overview/outline for the year
- Background and purpose/goals of the WG
- List of WG members and their roles (Chair, Deputy Chair, sub-committee heads)
- If applicable, structure of WG (including sub-committees)
- Outline of core focus areas and areas of work for the year ahead
- Detail the Action items/ activity schedule and describe the approach that will generally be taken to achieve stated goals.
- Budget if applicable
- Schedule of meetings (outline for the year including 1<sup>st</sup> meeting)

A ToR template is attached as Appendix A. It is also available in shared folder under the folder titled "Terms of Reference".

## **3. Roles & responsibilities**

### **3.1. WG Chair and Deputy Chair**

The appointed Chair and Deputy Chair should agree on the division of labour between them. Over and above effectively running the WG, ensuring the taking of meeting minutes (through the administrative support of the SAWEA secretariat) and providing WG leadership, the following are other basic responsibilities of the WG Chair and Deputy Chair:

#### **3.1.1. Compile a manageable WG membership list**

The WG membership list is to be sent to the SAWEA administrator ([admin@sawea.co.za](mailto:admin@sawea.co.za)) in January of each year. Any additions to the WG must be updated on this list and the updated list sent to the administrator. Including the following details:

- Name and surname

- Company
- Designation at company
- Area of expertise
- Email address and telephone/ cellphone

### **3.1.2. Promote communication within and by the WG**

The Chair and Deputy Chair are responsible for ensuring effective communications within the WG, with the CEO and with SAWEA members generally. WG communication can occur via several mechanisms including face to face meetings or workshops, conference calls, emails, lunches, telephonic conversations, forum discussions on the SAWEA website and informal meetings. WG chairs must drive this communication through the SAWEA secretariat.

Sharing of information via SAWEA newsletters and on the SAWEA website: the SAWEA website provides a platform for WGs to share information of general interest to members. Newsletters to members are regularly circulated, WGs are encouraged to submit news updates for inclusion.

### **3.1.3. Establishing a regular schedule of meetings**

The Chair and Deputy Chair are responsible for setting the WG's schedule of meetings, with the support of the SAWEA secretariat – ideally in advance for the year ahead; at the very least setting the next meeting date and venue at the end of any meeting. This is to be communicated to all WG members as well as to the CEO for timely scheduling purposes.

### **3.1.4. Chairing a WG meeting**

Chairs are expected to circulate an agenda one week in advance of WG meetings, and to confirm the agenda and previous meeting minutes at the start of meetings. The Chair and Deputy Chair are to ensure objectivity during meetings, encouraging a focus on common concerns, seeking consensus as a means of resolving issues and identifying volunteers to progress agreed actions.

The Chair is also expected to help WG members understand how their concerns align with SAWEA's purpose. The Chair has responsibility to assist with the arrangement of logistics (venue and any catering) through the secretariat as well as to chair WG meetings and at her/his discretion delegate this role to the Deputy Chair or another member.

### **3.1.5. Reporting writing**

The WG, via the Chair, will submit periodic reports to the CEO on the activities of the WG either directly or through the secretariat in the form of inputs to Board reports.

### **3.1.6. Minutes**

The WGs are required to prepare action and decision-focused minutes for each meeting and to circulate these among members within two weeks of meeting. Chairpersons may be required to approve the minutes and action items of the meetings before distribution to members.

### **3.1.7. Reporting to the CEO**

Via quarterly working group Chair meetings with the CEO and via the preparation of the annual WG report. The former is described in more detail below, the latter provides accountability in terms of the activities of the WG over the year, highlighting what has been achieved, sharing challenges, insights, updates and future plans. These reports must be concluded in advance of the AGM and submitted to the CEO at least 4 weeks prior to the date of the AGM to allow for timely compilation of the CEO's report to the AGM. The SAWEA administrator will provide WG Chairs with advanced notice of specific dates.

The CEO-Chair meeting: these are quarterly meetings between all WG Chairs and the CEO, to provide the CEO with updates of the activities of WGs and explore success, challenges and opportunities for synergies between WGs.

The Chair and Deputy Chair are also encouraged to share insights from other WGs with members of their own WGs, to ensure that their WG members are well informed.

### **3.1.8. Handover process**

One aim of the annual WG report is to facilitate a smooth transition from one leadership to another. Outgoing Chairs are responsible for briefing incoming chairs in terms of:

- Organizing of WG meetings
- Navigating the WG shared folder should one be set up
- Taking and disseminating minutes of meetings held
- Chairing WG meetings
- The previous year's agenda and any items carried over.

## **3.2. WG Member Responsibilities**

When members sign up to be part of a working group or task team, the member undertakes to abide by the following:

- Members must respect all fellow WG members, external stakeholders and presenters.
- Members must abide by the SAWEA code of conduct in their activities which involve the association.
- Unless expressly allowed by the chair or SAWEA secretariat, members are not to share any information of documentation from the working group to any other party.

- Members are to actively participate in WG activities as instructed by the chair or SAWEA secretariat and conform to deadlines as required.
- Members are to attend a minimum of 75% of WG and Sub-working group meetings and events.
- Members to ensure that they dedicate a sufficient amount of time to the activities of the working group.
- Members are not to utilise any information from a working group or task team in external documentation unless express permission from the SAWEA secretariat is given.
- Members may be required to participate in external forums as SAWEA WG representatives.
- Members will be required to ensure that not commercially sensitive information is shared within working groups or task teams
- Members are expected to conduct their business activities in a fair and transparent manner and to avoid any practices that may be deemed anti-competitive. Any discussions or actions taken by SAWEA or its members in relation to industry issues are for the purpose of promoting the growth and development of the renewable energy industry in South Africa and do not involve anti-competitive behaviour or intent.
- Members are expected to notify SAWEA should they leave their current employer so that they may be removed from the working group representatives distribution list and a replacement can be allocated.

#### **4. WG Chair and Deputy Chair Election Process**

At the end of a WG's tenure, which is roughly set at around the AGM it is advised that the WG elects a new leadership. The recommended process, for continuity sake, is as follows:

- WG Chairs can serve a tenure of 2 years.
- At the end of a WG tenure, the outgoing Chair may nominate the Deputy Chair for the position of Chair.
- The WG then nominates a new deputy Chair.
- Alternatively, other working group members may volunteer to take on both roles, the members vote and recommend the new Chair and Deputy to the CEO.
- Should the WG not be able to identify a Chair or Deputy, the CEO will identify a suitable candidate.
- Confirmation of the appointment and the duration of appointment of Chair and Deputy Chair lies with the CEO.

##### **4.1. Temporary appointments to vacancies**

If the position of the Chair or Deputy Chair becomes vacant due to resignation, removal or for another reason, a temporary appointment shall be made at the CEO's discretion in discussion with the WG members.

## **5. WG activities**

WG activities should be focused on objectives aligned with SAWEA's purpose and business plan. WGs contribute directly to SAWEA's purpose within the SA Wind and RE Industries. It is the responsibility of the WG Chair and Deputy Chair to the best of their ability ensure active engagement of WG members.

The onus is then on the Chair and Deputy Chair to make recommendations to the CEO on member eligibility to remain in the WG – based on the activity and contribution levels. A minimum level of participation could be set at for example, attendance at 75% of all WG meetings, a reasonable level of voluntary contribution to WG activities and fulfilment of commitments.

## **6. Working Group Expenses**

Reasonable expenses incurred in the furtherance of working activities may be compensated by SAWEA on condition that such expense is pre-approved by the CEO.

As part of supporting the effective functioning of WGs, SAWEA has set aside a total budget (at the discretion of the board) for the following WG activities on request:

- Hosting of WG meetings – mainly light catering costs
- Thematic workshops or roundtables – co-funded if possible, SAWEA budget to be motivated
- WG-specific domestic travel (flights and accommodation) in extreme circumstances only

Chairs are to liaise with the Administrator at [admin@sawea.co.za](mailto:admin@sawea.co.za) one month before an activity to have such expenses considered for pre-approval by the CEO.

### **6.1. Application process**

Access to this budget is via a simple application process, outlined below:

- One month before the proposed activity, the WG Chair is to detail the event planned and the basic budget breakdown and specifically outline the amount requested from SAWEA, along with any co-funding.
- A response will be provided for the agreed amount to be billed by service providers to SAWEA and payments will then be processed centrally.

## **7. WG Support and provided tools**

### **7.1. SAWEA email**

Once the new WG Chair has been selected, the outgoing Chair will communicate this to the administrator and the CEO and the process of handing over the WG email account will begin. The administrator is to be contacted on: [admin@sawea.co.za](mailto:admin@sawea.co.za) and will assist in creating a profile for the new WG Chair.

Once SAWEA email account has been created for the new Chair, instructions will also be sent on setting up SAWEA email access via Outlook. This can be set up such that the member's work email as well as SAWEA email accounts are both hosted on Outlook, but with inboxes kept separately.

The SAWEA email account is to be used strictly for SAWEA WG business. Use will be limited to the Chair's capacity as the chair of an existing SAWEA WG. Access to this mailbox is to be limited solely to the person to whom it has been granted by the Administrator.

## **7.2. WG Shared Folder**

The new Chair will also be given access to the WG shared folder containing current and archived WG information. The WG shared folder is to be used to store only documents relevant to the work being done by the WG. Access is limited to the WG Chair and the Deputy Chair.

It is important to note that files and folders within the shared folder are **NOT TO BE DELETED** under circumstances. Rather, the SAWEA administrator should be notified of files and folders no longer needed and which may be archived accordingly. Dated files and folders will be archived on SAWEA's website and access can be granted via the Administrator who manages SAWEA's shared folders.

A basic directory of the Shared folder should be developed and up kept by the Chair or Deputy, for continuity and ease of transition. Once a shared folder directory has been established, it is recommended that new folders are created in line with an existing directory – as subfolders or within a related cluster and updated on a shared folder directory for future ease of access and use. It is the Chair's responsibility to store all WG meeting minutes and any other documents produced on the shared WG folder.

Standard folders for each WG include but are not limited to the following:

- Terms of Reference: contains the most recent ToRs adopted
- Forums:
- Previous annual report,
- Email confirming the new Chair &
- List of current WG members.
- Reports:
- Meeting minutes
- Annual reports
- CEO/WG Chair reports
- Meetings:
- Draft/Approved internal meeting schedule &
- Draft/Approved meeting/event schedule.

### **7.3. Conference calls**

Each WG may hold meetings which are split between physical and virtual meetings. The current virtual facility will be via Microsoft Teams. This facilitates conference calls and allows members to dial in should they be unable to attend in person. All meetings will be recorded for minute taking and reference purposes.

To join a conference call, WG members must click the link provided as part of the meeting invite.

### **8. SAWEA national office support services to WGs**

The national office will provide support services to WGs as follows:

- The administrator, for routine records-related guidance and assistance.
- Technical staff who will be assigned to provide high-level support for the achievement of working group objectives.
- The CEO, who will liaise regularly with WG Chairs, will attend WG meetings when he/she is able to, and will be available to WG Chairs via phone or email for any enquiries.
- Board liaison, a member of the board who has identified a WG as aligned with their interests and who will generally attend WG meetings with the purpose of providing another line of communication between the WG and the board.

These functions are aimed at:

- Ensuring that there is alignment between the core focus areas of all WGs and SAWEA's vision and purpose.
- Ensuring synergy and continuity of WG agendas and progress toward achievement of plans.
- Assisting with ensuring that WG outputs are understood by SAWEA members, wider industry and other stakeholders.
- Ensuring alignment with WG guidelines and to offer guidance to WG members.
- Identifying efficiently the needs and areas of high-level support required by WGs from SAWEA and/or external sources as necessary.
- Ensuring that reporting and other requirements of WGs are feasible in practice, and that adjustments are made timeously as necessary.



## 1. Appendix A

### XXX WORKING GROUP

#### TERMS OF REFERENCE

Dd Month Year

Chairperson: \_\_\_\_\_ - [email](#)

Deputy: \_\_\_\_\_ - [email](#)

#### Version Control

Name of Document	Version	Date	Author of Change	Changes

#### Meeting History

Meeting No.	Meeting Name	Date	Function
1.			
2.			

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**Disclaimer:** Members are expected to conduct their business activities in a fair and transparent manner and to avoid any practices that may be deemed anti-competitive. Any discussions or actions taken by SAWEA or its members in relation to industry issues are for the purpose of promoting the growth and development of the renewable energy industry in South Africa and do not involve anti-competitive behaviour or intent.

#### **Note on amendment/Modification of the ToR**

*This ToR may be amended, varied or modified from time to time, after consultation and agreement with the WG members and agreement with CEO.*

## **1. INTRODUCTION**

Xxxxx

## **2. OBJECTIVES OF THE WORKING GROUP**

Xxxxxx

## **3. WORKING GROUP FOCUS AREAS**

The working group will focus (amongst other things) on the following:

xxxxx

## **4. ROLES & RESPONSIBILITIES**

There are three member types within the XXWG:

- Chair and Deputy Chair
- Focus Area Leads
- Ordinary members

### **4.1. Chair & Deputy Chair**

The Chair and Deputy Chair's roles and responsibilities are contained in SAWEA's "Policy and guidelines for Chairs and Deputy Chairs - SAWEA Working Groups" and are summarised below:

- Chairing WG meetings, including ensuring agendas are circulated in advance and minutes are compiled and circulated timeously.
- Promoting communication within and by the WG, in particular on progress made by the WG.
- Reporting, including preparing written reports and reporting to the SAWEA CEO.
- Establishing a regular schedule of meetings
- With the SAWEA Administrator, compiling a Working Group (WG) membership list.
- Ensuring handover to new WG chairs upon exiting the role.

### **4.2. Focus Area Leads**

The XXWG will allocate a member to lead activities in each of the Focus Areas, i.e., a Focus Area Lead. The Focus Area Lead is expected to:

- Identify specific goals that the XXWG will undertake within the Focus Area, for the year.
- Coordinate activities and undertake tasks themselves to ensure progress towards the Focus Area goals.
- Report back to the XXWG Chair, Deputy and SAWEA representatives on a monthly basis, either through meetings or via a proxy or via a summary email in advance of the quarterly meeting.

### 4.3. Ordinary Members

Membership of the working group will be open to all qualifying members of SAWEA. The XXWG promotes equality and therefore encourages the involvement of qualifying members. The list of members will be updated monthly by SAWEA Administration.

### 5. ACTION ITEMS PLANNED FOR THE YEAR

The following activities will be undertaken to achieve the WG objectives for 2023.

Task/Activity	Expectations

### 6. MEMBERSHIP OF THE WORKING GROUP

Company	Name

SAWEA Representatives		

### 7. PROPOSED MEETINGS OF THE YEAR

XXXX working group meetings will be held on quarterly bases with the agenda that will include progress in achievement of the working group objectives. All working group meetings will be held either online (MS Teams/Zoom or similar) or face to face, the members will be notified. The meeting will be coordinated by SAWEA Administration.

Date	Time	Aim of the meeting	Attendees

\_\_\_\_\_  
**CHAIRPERSON**

\_\_\_\_\_  
**DATE**

## 8. Budget Application

Brief explanation

<b>Item</b>	<b>Cost</b>	<b>Units</b>	<b>Amount</b>
<b>Total</b>			

## Schedule of meeting outline for the year

Brief Explanation

<b>Date</b>	<b>Time</b>	<b>Venue</b>	<b>Brief explanation</b>
			1 <sup>st</sup> meeting