

## Terms of Reference for SDEA Committees

Version History			
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### 1. PURPOSE

This document outlines the Terms of Reference (TOR) and Organisation of the SDEA Committee and its various subcommittees. This is to ensure effective organisation, administration and accountability.

### 2. INTRODUCTION

The overall administration of SDEA is entrusted to the elected SDEA Committee during alternate Annual General Meetings. The SDEA Committee oversees both the functions and operations of the Organization. The Executive Committee (President, Vice President, Treasurer and Secretary) along with the rest of the Committee oversees SDEA's endeavours which generally fall under these categories: Programming, Governance and Advocacy.

Programming looks at how engagements are put together and run. It is guided by Governance and Advocacy.



Governance looks at the finances, human resources, auditing, how the organization of SDEA is run and by what principles.

Advocacy influences everything that SDEA, an advocacy group, does. All programmes and engagements as well as everything that SDEA strives to accomplish and communicate with its members and with the community shall be aligned with and promote SDEA's mission/vision.

### **3. EXECUTIVE COMMITTEE**

The EXCO oversees the operations of SDEA and often acts on behalf of the SDEA Committee, with the assistance of the Secretariat, during on-demand activities that occur between the Committee Meetings. The EXCO also often performs the evaluation of the Secretariat. The EXCO will head several Sub-Committees and be Ex-Officio in others. The final decision-making authority is the SDEA Committee, second to the supreme authority vested in a General Meeting of the members presided over by the President as outlined in the SDEA constitution.

### **4. SUBCOMMITTEES**

Given the breadth and scope of SDEA's calendar, most work is done through subcommittees. This allows time to go in depth and allows for members who have the inclination and the right skill set to choose the areas upon which they would like to focus. The work of the subcommittees is supported by the Secretariat.



#### **4.1. Audit subcommittee**

The Audit subcommittee facilitates the external and internal audit of the organisation for the SDEA Committee to obtain independent information about the organisation's activities. The Treasurer or Finance subcommittee Chairperson should not concurrently chair the Audit subcommittee. The Audit subcommittee's responsibilities include the following:

- a) To oversee the financial reporting and disclosure process, and monitor the choice of accounting policies and principles.
- b) To review the audit plans and reports of the external auditors and internal auditors, and consider the effectiveness of the actions taken by management (both the SDEA Committee and the Secretariat) on the auditors' recommendations.
- c) To conduct periodic internal checks on key processes to ensure compliance with the established procedures, and report to the SDEA Committee on the findings and recommendations for improvements.
- d) To analyse and address the risks that are associated with the key processes.
- e) To oversee regulatory compliance and whistleblower guidelines (where applicable)
- f) To report to the SDEA Committee of any financial irregularities, concerns and opportunities.
- g) To liaise with auditors on any significant matters arising.



#### **4.2. Fund-Raising subcommittee**

The Fund-raising subcommittee's task is to oversee the organisation's overall fund-raising efforts. To accomplish this, it has to undertake the following responsibilities:

- a) To work with the Secretariat to establish a fund-raising plan that incorporates a series of appropriate vehicles, such as special events, direct mail, fund-raising campaigns, etc;
- b) To work with the Business Development Unit / Secretariat in their efforts to raise money;
- c) To identify and solicit funds from external sources of support;
- d) To take the lead in outreach efforts;
- e) To be responsible for the involvement of all SDEA Committee members and SDEA members in fund-raising, and
- f) To monitor fund-raising efforts to be sure that ethical practices are in place, that donors are acknowledged appropriately, and that fund-raising efforts are cost-effective.

#### **4.3. Human Resource Subcommittee**

The functions of the Human Resource subcommittee include:

- a) drafting and/or revising personnel policies for the SDEA Committee's approval, reviewing job descriptions, establishing a salary structure, annually reviewing staff salaries, and reviewing the benefits package,
- b) guiding development, review and authorisation of HR policies and procedures,
- c) acts as a grievance Board for employee complaints, and
- d) overseeing training and developmental plans of the Secretariat.



#### **4.4. Finance Subcommittee**

The Treasurer oversees the Finance subcommittee, with the support of the Finance Manager. The committee's tasks are as follows:

- a) To review budgets initially prepared by staff, to help develop appropriate procedures for budget preparations, and ensuring adherence and consistency to an annual budget that has been approved by the SDEA Committee;
- b) To ensure regular and accurate monitoring and accountability for funds and to report to the SDEA Committee on any financial irregularities and concerns;
- c) To recommend financial guidelines to the SDEA Committee (such as to establish a reserve fund or to obtain a line of credit for a specified amount);
- d) To work with the Secretariat to design financial reports and ensure that reports are accurate and timely;
- e) To oversee short and long-term investments, unless there is a separate investments committee;
- f) To advise the Secretariat and other appropriate staff on financial priorities and information systems, depending on committee member expertise.

#### **4.5. Membership Subcommittee**

The Membership subcommittee is led by the Secretary. The functions of the subcommittee are:

- a) To ensure effective membership application and renewal procedures;
- b) To recommend and determine the membership fees and present their proposals to the SDEA Committee;
- c) To ensure the membership directory is updated;
- d) To comply with prevailing data protection policies and legislations;



- e) To assist the SDEA Committee with information and data pertaining to SDEA Membership;
- f) To provide membership data to the SDEA Committee for annual reports;
- g) To oversee the planning and conduct of the SDEA Annual General Meeting;  
and
- h) To review membership recruitment and renewals.

#### **4.6. Public Relations and Communications Subcommittee**

The functions of the Public Relations and Communications subcommittee are as follows:

- a) To represent SDEA to the community;
- b) To enhance SDEA's public image;
- c) To review and recommend online and social media strategies to serve the objectives of the organisation;
- d) To act as resource persons, and advise on public and media relations;
- e) Together with the Secretariat, to formulate strategies that build a strong brand presence for SDEA;
- f) To ensure that SDEA is adequately represented in the community and for the community to attain its advocacy goals;
- g) Together with the Secretariat, to formulate effective campaigns that advance and communicate the advocacy goals of SDEA.



#### **4.7. Programming Subcommittees**

The Programming Subcommittees encapsulate SDEA Signature Programmes and Initiatives that may include Continuing Education and Training, Connections, Research and Documentation, Celebrate Drama!, and the Theatre Arts Conference.

The subcommittees may be chaired by non-elected members based on the recommendations of the SDEA Committee, and should have an elected committee member participating in the subcommittee. Depending on the nature of the programme, a programming subcommittee's most common responsibilities are:

- a) To oversee the programme development, and to monitor and assess that the outcomes of the programmes are in line with the vision, mission and objectives of SDEA;
- b) To guide in the development and execution of the events, programme or initiatives through sound mechanisms (eg. processes, systems, etc.);
- c) To initiate and guide evaluations; and
- d) To present progress status, reports and evaluations to the SDEA Committee.

#### **4.8. Advocacy Subcommittee**

The Advocacy subcommittee looks at ways to promote the mission of SDEA. This subcommittee will work with relevant stakeholders as needed in addition to working within SDEA to align strategies with the mission statement. This subcommittee will also monitor and look for ways to implement advocacy possibilities that arise from existing programmes like TAC, Connections.

