



**INSTITUTION OF ENGINEERS OF KENYA (IEK)**

**RESOURCE AND SUSTAINABILITY COMMITTEE TERMS OF REFERENCE 2024 – 2026**

Document Approver	IEK COUNCIL
Document Custodian	IEK CEO
Review Frequency	2 Years
Document Date	April 2024
Document Status	Draft Awaiting Review & approval
Approval Date	

**Table of Contents**

- 1. Introduction.....3**
- 2. Purpose .....3**
- 3. Relevant Strategic Goals and Objectives.....3**
- 4. Responsibilities and Functions.....3**
  - a) Resource Mobilization.....3**
  - b) Asset Accumulation.....3**
  - c) Investments .....4**
- 5. Membership and Composition.....4**
- 6. Committee Leadership .....4**
- 7. Meetings and Operations.....4**
- 8. Conflicts of Interest.....4**
- 9. Independent Advice .....5**
- 10. Task Groups/ Sub-committees.....5**
- 11. Authority .....5**
- 12. Review of the Terms of Reference.....5**
- 13. Appendix 1: *Implementations Matrix* .....6**
- 14. Appendix 2: COMMITTEE NOMINATION PROFORMA CURRICULUM VITAE .....9**
  - a) GENERAL INFORMATION.....9**
  - b) PROFESSIONAL EXPERIENCE.....9**
  - c) INVOLVEMENT IN THE PROFESSION .....9**
  - d) KEY RELEVANT ATTRIBUTES AND CONTRIBUTION TO OFFER TO THE NEW COUNCIL/COMMITTEE.....9**

## **1. Introduction**

The Constitution and Bylaws of IEK provide that the Council may establish Committees to undertake specific functions on behalf of the Council.

In line with IEK's Constitution and Bylaws, the Council shall establish a Committee to be known as Resource and sustainability Committee.

The Committee may establish sub-Committees to assist it in the conduct of its business provided the Council approves such action.

The committee shall work within these terms of reference and as directed by the Council to meet the expectations of members. The committee term is two years.

## **2. Purpose**

The overall purpose of the IEK Resource and Sustainability Committee is to raise sustainable resources and support IEK in its efforts to build synergies and enhance partnerships for both administrative and programmatic activities in the Strategic plan.

The Institution of Engineers of Kenya recognizes the importance of resource mobilization and building partnerships as key areas of its strategic actions in order to ensure success of its programs.

## **3. Relevant Strategic Goals and Objectives.**

The IEK Resource and Sustainability Committee will contribute towards the achievement of **Strategic goal 4, Resource Mobilization** with which the main **objective** being to transition IEK into a financially independent society sufficiently resourced to effectively advance the interests of members.

## **4. Responsibilities and Functions**

The committee will provide quarterly updates/report containing details on objectives, tasks, Key Performance Indicators (KPIs), targets, and timelines accomplished, aligned with the implementation's matrix as seen in **Appendix 1**.

The responsibilities and primary functions of this committee are: -

### **a) Resource Mobilization**

- i. Pursue sustainable resource mobilization
- ii. Diversify revenue sources
- iii. Develop a resource mobilization strategy detailing actions to be undertaken to raise funds needed for implementation of the 2023-2028 strategic plan.

### **b) Asset Accumulation**

- i. Construct Engineering Plaza
- ii. Pursue acquisition of assets.

**c) Investments**

- i. Pursue member benefit investments.

**5. Membership and Composition**

The Committee shall comprise up to 11 members. The committee membership will include IEK Fellows and Corporate Members with relevant track record and experience to contribute optimally to the committee's functions. Graduate Engineers, Engineering Technologists and Engineering Technicians shall be co-opted into the committee. All committee members should be in good standing with IEK. Good standing means a person who has not resigned or has been suspended from membership or registration. They shall be fully paid up in terms of subscriptions.

Further, the composition of the Committee will reflect as much as possible diversity objectives of IEK in discipline, gender, disability, culture or geography. The committee shall appoint one of the members as the secretary.

**6. Committee Leadership**

The Chair and the vice chair of the Committee shall be appointed by the council from amongst the current council members.

Should both the Chair and Vice-Chair be absent from a meeting, the Committee may select one of the other members of the Committee to chair the meeting.

**7. Meetings and Operations**

The Committee shall meet as frequently as agreed not less than once a month. The quorum for the committee shall be at least half of the members.

Meetings may be conducted virtually or held in- person.

The committee decisions shall be arrived at through consensus. Where a vote is deemed necessary to make a decision it may be made by a simple majority vote of meeting attendees with the chair having the casting vote.

Any Member who has not attended three or more consecutive Committee meetings (Physical or Virtual) spanning a period of more than six months, and has not contributed to the work of the committee outside meetings during the same period, may be considered as being eligible for removal from the Committee.

The Secretary will maintain accurate records of committee proceedings, decisions, and recommendations, and submit reports to the IEK Council as required through the hon. Secretary.

**8. Conflicts of Interest**

A conflict of interest refers to situations in which personal, occupational or financial considerations may affect or appear to affect the objectivity or fairness of decision related to the committee activities. A conflict of interest may be real, potential or perceived in nature.

Members of the Committee must comply with their legal, statutory and fiduciary duties and policy obligations, when discharging their responsibilities as members of the Committee. The Secretariat shall provide information to assist Committee members as appropriate to their functions.

Members of the Committee shall act in good faith and in the best interests of IEK as a whole, act

with care and diligence and for proper purpose as per IEK policies.

Members of the Committee must disclose to the Chair and/or the Committee any actual, perceived or potential conflicts of interest, which may exist as soon as the Committee Member becomes aware of any issue and shall recuse themselves from discussion and/or decisions which may involve that conflict.

### **9. Independent Advice**

Subject to approval of the council, the Committee may request the CEO to engage independent advisers or other professional expertise as may be necessary to undertake their function. The CEO will be responsible for managing any such engagement.

### **10. Task Groups/ Sub-committees**

The Committee may appoint Task Groups/ sub-committees from within its membership to support it to address specific areas of the Committee's work and to undertake detailed tasks to meet the Committee goals. They can be standing or ad hoc.

Each Sub-committee shall comprise of at least three members and utmost five members. The Chairperson shall be appointed by the Resource and Sustainability Committee Chairperson. The Secretary shall be elected from among the Sub-committee members. A Graduate member will be co-opted to each Sub-committee for mentorship. Other rules of operation of Sub-committees will be similar to those of the main Committee.

### **11. Authority**

The Committee has no authority to:

- i. Incur expenditure without prior council approval.
- ii. Speak on behalf of the CEO, President or Institution of Engineers of Kenya.
- iii. Change policies or official position statements, without approval of the Council.

### **12. Review of the Terms of Reference**

These Terms of Reference (ToR) shall be subject to periodic review in not more than two years and may be revised by the IEK Council to ensure alignment with the evolving needs and priorities of the institution and the engineering profession.

### 13. Appendix 1: Implementations Matrix

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
<b>Strategic Goal IV: Resource Mobilization</b>											
<b>Strategic Objective: Transition IEK into a financially independent society sufficiently resourced to effectively advance the interests of members</b>											
<b>High Priority (short -medium term)</b>											
Pursue sustainable resource mobilization and asset acquisition	Diversify revenue sources	Revenue from Convention	123M	203M	Membership	136.289M	152.995M	169.700M	186.406 M	203.11 1M	200,000
		Member Subscription	22.8M	60M	Membership	29.762M	36.861M	45.061M	52.212M	60.060 M	5,000
		Training (including online training modules, induction to boards and Managers etc)	7.4M	70M	Learning & Capacity Building	17.437M	31.236M	45.387M	59.886M	70.300 M	35,000
		Sale of merchandise	252,450	3M	Membership	852,450	1.352M	1.852M	2.252M	2.652M	25,000
		Sale of Magazine (including corporate subscriptions)	9.966M	18.191 M	Membership	12.7M	14.1M	15.4M	16.8M	18.2M	20,000
		Advertisements in the Magazine	8.65M	9.74M	Membership	8.864M	9.082M	9.300M	9.519M	9.738M	
		Digital advertisements	0	3M	Resource Mobilization	1.1M	1.5M	2.1M	2.5M	3.0M	1,200
		African Journal of Engineering Research and Innovation (AJERI)	0	20M	Membership	4.5M	5M	6M	7M	7.5M	10,000
		Social Media (i.e through sponsored posting/advertisement)	0	10M	Membership	1.4M	1.8M	2M	2.3M	2.5M	250
		Entrance and transfer fees	1.1M	8M	Membership	1.1M	1.3M	1.5M	1.7M	1.9M	200
		President's dinner	1.4M	2.6M	Events & Functions	1.4M	1.7M	2M	2.3M	2.6M	2,500
		IEK Marathon	0	6M	Events & Functions	-	3M	3.5M	5M	6M	8,000
		International Engineering exhibition	0	3M	Events & Functions	2.3M	2.6M	2.75M	2.9M	3M	1,000

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)	
						Year 1	Year 2	Year 3	Year 4	Year 5		
		Sale of infrastructure scorecards	0	0.3M	PRAC	100,000	180,000	210,000	240,000	300,000	400	
		Other incomes (Zumba, rental, interest on savings etc)	7.2M	11.5M	Membership	7.590M	8.576m	9.562M	10.548M	11.533M	1,000	
	Develop and present concept notes to development partners – AfDB, World Bank, AU, EU	Revenue generated from grants	0	30M	Resource Mobilization	Mapping of potential donors	Proposal writing and applications	10M	20M	30M	1,500	
	Identify and seek new partnerships aligned to the objectives of IEK	No. of new partnerships	0	20	Resource Mobilization	4	4	4	4	4	400	
	Develop and implement a fundraising strategy for generating financial resources	Fundraising strategy in place	0	1	Resource Mobilization		Fundraising strategy	Implementation	Implementation	Implementation	2,000	
	Research fundraising	Write research proposals to attract funds	0	20M	Resource Mobilisation	2M	5M	10M	15M	20M	2,000	
	<b>Quick Win (Short Term)</b>											
	Develop a resource mobilization strategy detailing action to be undertaken to raise funds needed for implementation of the 2023-2028 strategic plan	Resource mobilization strategy	0	1	Resource Mobilization	Development of strategy	Strategy implementation	Strategy implementation	Strategy implementation	Strategy implementation	1,000	
Engage an event management service provider for IEK conventions,	% increase in revenue generation from events		50%	Resource Mobilization	Framework agreement with service provider	20%	30%	40%	50%	4,000		

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
	exhibitions and other major events										
	Develop and implement automatic Membership Renewal Reminders	Text reminder App in place	0	1	Resource Mobilization	Mass reminder App in place	Subscription Reminders	Subscription Reminders	Subscription Reminders	Subscription Reminders	600
	Develop and implement an investment policy	Investment Policy in place	0	1	Resource Mobilization	Development of policy	Implementation	Implementation	Implementation	Implementation	600
<b>Long Term</b>											
	Form IEK consultancy and advisory firm	Firm in place	0	1	Learning & Capacity Building	Concept note	Articles of Assoc.	Firm registered	Firm in place	Firm in place	3,200
Asset Accumulation	Construct Engineering Plaza	Engineering Plaza in place	0	1	Resource Mobilization	Concept note approved	Funds mobilization from members	Groundbreaking, continuous resource mobilization	Engineering Tower		1,500,000
	Establish engineering tower investment fund drive	Investment amount collected	0	200M	Resource Mobilization	40M	40M	40M	40M	40M	1,000



## **14. Appendix 2: COMMITTEE NOMINATION PROFORMA CURRICULUM VITAE**

### **a) GENERAL INFORMATION**

Name:

Date of Birth:

ID number:

County:

Gender:

Disability:

Professional Registration:

IEK membership number:

Other Professional affiliations:

Engineering Discipline:

Years of experience post-qualification:

### **b) PROFESSIONAL EXPERIENCE**

#### **Specialization:**

Keys Experience: (Brief summary of most important work during stages of your career)

### **c) INVOLVEMENT IN THE PROFESSION**

Contribution to IEK council, IEK Committees, Professional Associations, and societies (local and international).

### **d) KEY RELEVANT ATTRIBUTES AND CONTRIBUTION TO OFFER TO THE NEW COUNCIL/COMMITTEE**

(why you should be appointed?)

*Note: CV should be maximum 4 pages.*