



## TERMS OF REFERENCE FOR THE PROPOSED **Wangari Maathai Marathon**

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## **1.0 THE BACKGROUND**

The Green Belt Movement (GBM) was founded by Prof. Wangari Maathai in 1977 under the auspices of the National Council of Women of Kenya, as a development and community empowerment grassroots social movement comprised and led mainly by women. The movement promoted a bottom-up, holistic approach to development, a process that addresses basic needs and problems that communities identify as their priorities. GBM empowers people and builds their capacity to restore the environment, promote good governance and develop sustainable livelihoods.

Through its process of mobilizing people to take action, GBM addresses a wide range of issues which directly affect the lives of individuals, particularly women, their families and their communities, including education, access to water, equity, economic empowerment, reproductive health and HIV/AIDS. The resulting empowerment which is developed through GBM programs has also become a powerful catalyst for promoting community action, good governance and cultures of peace.

GBM supports more than 700 Community networks across Kenya that care for over 5,000 tree nurseries. So far, more than 51million trees have been planted in private and public land, protected reserves, sites of cultural significance and in urban centers by the GBM-supported communities since 1977. Over 80% of these participants at the grassroots community level are women. GBM uses tree planting as an entry point for mobilizing community consciousness toward self-determination, equity, improved livelihood, securities and environmental conservation.

As a result of GBM programs the lives of hundreds of thousands of poor women in rural communities in Kenya have been improved, soil erosion has been reduced in critical watersheds, and thousands of acres of biodiversity-rich indigenous forests have been restored or protected. In the 1990s GBM was one of the most prominent civil society organizations publicly opposing corruption, advocating for human rights, and supporting peaceful democratic change in Kenya. The Green Belt Movement has also started to take its messages and approach to other countries in Africa. With initial funding from UNEP, it formed the Pan African Green Network, which has provided a mechanism for outreach to other like-minded environmental organizations across Africa. GBM is also a founding member of The Africa Biodiversity Network, an informal network of about 300 concerned Africans engaged in promoting biodiversity conservation, sustainable development, and the protection of indigenous knowledge and cultures in Africa.

In spite of its over 40 years of achievement, environmental conservation and socio-economic development still face enormous challenges in Kenya and throughout Africa. For instance, at the beginning of the twentieth century, closed canopy forests covered about 30% of Kenya's land area. Today the figure is less than 2%. The United Nations estimates that for sustainable development to occur, a nation, such as Kenya, needs to have at least 10% forest cover to provide all the vital services which these important and fragile ecosystems supply. The reforestation needed to achieve 10% cover is about 50,000 sq km, which equates to over a billion trees.

The GBM programs continue to expand with a focus on Kenya's five forested mountains namely Mount Kenya, Aberdares, Mau Forest, Mount Elgon, Cherengani Hills which jointly supply most of the freshwater resources for the entire country, as well as being critical reservoirs of biodiversity. These five forested mountains, also famously known as 'the five water towers', are of great significance in Kenya because of their critical importance for both sustainable development and for the protection of global biodiversity. These forests deliver vital services such as clean water, timber, fuel, and food directly to rural communities. In Kenya, over 90% of all water comes from these forested mountains and 70% of electrical power generation is derived from rivers that flow from these forests. Kenya's world famous wildlife, its major rivers and lakes depend on protecting these water towers. The benefits of healthy forests and the costs of forest degradation are felt at all levels, from individuals through local communities, and at national, regional, and global scales. Through their linkage with larger scale hydrological and climatic systems they also directly impact agricultural production, biodiversity and global climate change.

GBM believes it is the responsibility of every Citizen to ensure that these water towers and their ecosystems are preserved, not only for this generation, but also for future generations. Kenya's growth, her people's prosperity and peace depends on the extent to which we preserve these ecosystems, because when we plant trees, we plant seeds of peace and hope.

## **2.0 THE CONCEPT AND SCOPE OF THE ASSIGNMENT**

The Green Belt Movement (GBM) proposes to hold an annual Marathon event with a branding as "**Wangari Maathai Marathon**" that aims to achieve the following strategic actions/results;

- Promoting tree planting in the water towers
- Promoting sustainable peace by planting seeds of hope and peace
- Combat climate change
- Towards 10% forest cover and beyond

- Empower media to embrace effective, positive and informative environmental coverage in order to enhance awareness and prioritization of the environment.

The goal is to enhance voluntary initiatives and participation in environmental conservation activities to replenish the sources of water-catchments by every Kenyan through sporting, education and awareness campaigns. This is expected to foster inclusiveness and partnerships in environmental conservation and management of key water towers. The implementation of Marathon will ensure effective stakeholder involvement and resource mobilization in environmental management.

The marathon is one of the most challenging endurance competitions; it is a mass participation race held under variable environmental conditions and temperatures sometimes vary widely from start to finish. GBM will foster a green and eco-friendly Marathon with highest standards of environmental protection.

These will result into the following the outcomes,

- Increased environmental awareness, participation in environmental activities, promotion of eco-friendly lifestyles
- Increased inspiration, mobilization and involvement of general public in the protection and conservation of the environment and especially catchment conservation.
- Realization of National and Regional commitments on landscape restoration.

### **3.0 RATIONALE**

Kenya is experiencing difficult times, not only in maintaining a healthy environment on which to build its economy, but in other facets of life as well. The most serious underlying threats to Kenya's natural resources today are population pressures, climate change, inappropriate land tenure and land use policies, lack of awareness about the benefits of wildlife, and government and other decision-makers' inattention to these issues. These issues drive additional causal factors of environmental degradation – particularly conversion of land to agricultural use – affecting every ecosystem and region of the country.

### **4.0 OVERALL GOAL**

Realization of article 42 of the Kenya Constitution of 2010 that guarantees a healthier and clean environment for all as a human right, SDGs and Vision 2030

#### **4.1 Overall Objective**

- The main objective of the event is to promote environmental conservation for sustainable development through environmental awareness, participation in environmental activities, and promotion of eco-friendly lifestyles.

#### **4.2 Specific Objectives**

- i) Create awareness particularly among Kenyans about the environment and the Climate Change
- ii) Restore 5000ha of degraded land within the five critical Water towers of Kenya namely, Mt. Kenya, The Aberdares, The Mau, Mt. Elgon, Cherangany Hills, to contribute in achieving the minimum 10% forest cover for Kenya.
- iii) Contribution to national landscape restoration commitment.
- iv) Contribute in improving the water availability and hence livelihoods of Kenyans and our neighbors.
- v) Peace, integration, cohesion.
- vi) Sports, youth and marginalized groups.

### **5.0 WANGARI MAATHAI MARATHON: OVERVIEW AND OBJECTIVES**

The Green Belt Movement is looking for a qualified and passionate consultant to organize and manage the proposed Wangari Maathai Marathon.

The successful consultant must be committed, capable and effective leader, able to successfully accomplish multiple goals and demonstrate several different simultaneous competences.

These include (amongst others) the ability to build strategic relationships with officials and stakeholders, effectively raise money, manage and lead a large and diverse volunteer team, plan and strategize efficiently, communicate the vision of the marathon effectively, and execute a well-organized, safe and orderly event in a challenging environment.

During peak times, the successful consultant must be willing to work on a flexible schedule, including weekends, and be able to work with minimum or no supervision. S/he must be a self-starter; a problem solver who is creative and innovative with a positive mental attitude and demonstrated ability to ensure a successful marathon. In the context of the goals laid out above, the following section lists the various objectives, duties and expectations:

## **6.0 SCOPE OF THE WORK**

### **6.1 Establishment of the Event**

The consultant will establish and develop the marathon activities in accordance with approved strategic and operation plan including; the competition; awards; Area – (Location, Distance, family run, 5 km, 10 km, 21 km half marathon, 42 KM full marathon); Partners, sponsors; Target group(s) etc.

### **6.2 Preparation and Management of the Event**

- Call for coordination meetings with the Event Committee members and support the holding of these meetings.
- Assist development of regular report/update, throughout the organization period, to the Event Committee members.
- Prepare draft copy of the Event programme scenario, including running times for review, revisions and approval by the Event Committee.
- Review of the Event concept note to recommend improvements on topics, articulation of the same and format of the event.
- Ensure that all contacts and actions taken with suppliers are noted and communicated to Green Belt Movement for approval.
- Negotiate terms and conditions and appoint sub-contractors.

### **6.3 Participants' Management**

- Establish with Green Belt Movement the list of participants.
- Invitations and information to participants.
- Source for partnerships and sponsors for the event as well as exhibitors and make follow up with interested parties.
- Administer registration through website and compile confirmed registration list of participants, speakers, support staff, event management team, ushers.
- Ensure the involvement of all event partners/stakeholders in the finalization of the invitation lists.
- Ensure protocols are agreed upon and respected before sending invitations.
- Send out Invitations to ALL participants.

- Follow up on invitations - via telephone, email, fax Compile confirmed registration list - participants, speakers, support staff, event management team, ushers, etc.
- Act as the primary contact with the event partners/guests in confirming event details and relaying information.

## **7.0 DELIVERABLES**

### **7.1 The right Vision for the Marathon, and Project Plan**

- Develop the vision for the **Wangari Maathai Marathon** in consultation with GBM.
- Revise, update and/or develop the event plan for the Marathon.
- Prepare/update the marathon budget according to event plan.

### **7.2 Effective Financial Stewardship of the Wangari Maathai Marathon**

In consultation with GBM;

- Establish and maintain effective financial processes and controls for expenditure.
- Effectively spend against revenues, less any board-approved deductions.
- Ensure the keeping of accurate and up to date financial records.
- Ensure the execution of an annual financial audit.

### **7.3 Raising Money and Delivering Sponsorship Value**

- Establish appropriate sponsorship levels and ‘offer’ in consultation with GBM.
- Identify, create, manage and maintain sponsorship relationships of highest value, including initial deal-making.
- Supervise identification and completion of remaining sponsorship deals, and monitor relationships.
- Ensure all sponsorship expectations and relationships are clear and maintained.
- Ensure project delivers expected value to sponsors, including through marketing and branding.

### **7.4 Assembling and Leading the Organizing Committee**

- Review and update Terms of References (ToRs) for all Organizing Committee members.
- Identify and recruit volunteers / Staff to Organizing Committee positions, and set clear team expectations.
- Lead and manage Organizing Committee processes, motivating team and ensuring clarity and consistency of vision.

- Identify paid-employment positions and ensure transparent and productive terms of employment.

### **7.5 Building and Maintaining Effective Strategic Stakeholder Relationships**

- Take responsibility for the establishment and maintenance of marathon stakeholder relationships.
- Secure all necessary permissions and authorizations including but not limited to the annual registration and NGO accreditation of the Marathon.
- Ensure stakeholders engagement by providing regular updates and information sharing through meetings and/or emails.
- Work with and strive to maintain operational relationship with the core stakeholders such as the AK, IAAF, Ministry, Security apparatus, County government.

### **7.6 Delivering a Secure Marathon**

- Ensure coordination with security and safety services through a Security Committee.
- Review and update if necessary the marathon joint Operational Plan in collaboration with GBM and other relevant partners.
- Endeavour to deliver a marathon with minimal injury, and minimal liability.

### **7.7 Delivering a Safe Marathon**

- Identify a medical coordinator for the organizing committee, who can coordinate the medical committee.
- Oversee and assist as needed with the recruitment of medical doctor co-chairs for the medical committee.
- Review and update the medical plan in collaboration with the medical coordinator and team.
- Ensure adequate medical supplies, personnel and vehicular transport is available on Race Day.
- Ensure logistics, communications and transportation protocols are established and adhered to on Race Day for a no-surprise, safe and responsive marathon medical operation.

### **7.8 Delivering a Successful and Well-attended Marathon**

- Meet participation targets through an effective mobilization campaign.
- Meet publicity and attendance targets through an effective publicity campaign.
- Secure targeted elite attendance, and ensure a positive elite athlete experience.
- Build the profile of the marathon internationally.

### **7.9 Representing the Marathon Externally**

- Effectively represent and project the vision and impact of the marathon to audiences in Kenya and abroad.
- Build strategic relationships with external partners – eg IAAF, AK and major marathons.

### **7.10 Protecting the Marathon and Ensuring Compliance**

- Arrange for a pro bono attorney and consult him/her on legal issues that arise during organization.
- Ensure legal compliance to Kenyan national laws and any other relevant international laws.
- Ensure all contracts entered into are in the best interest of the Wangari Maathai Marathon.
- Personally address and manage any legal challenges or concerns raised with the Wangari Maathai Marathon.

### **7.11 Contributing to the Marathon's Sustainability and Legacy**

- Work with the Board to develop the long-term vision of the Marathon as a flagship international event.
- Work with the Board to develop plan and provision for legacy projects for Kenyan athletics.
- Work to ensure long-term sustainability of the marathon, through:
  - Resilient policies and procedures of the Wangari Maathai Marathon (HR, Financial, Organizational).
  - A sustainable logistics set-up for the Wangari Maathai Marathon (office and materials).
  - Capable and qualified Kenyan staff and volunteers.

### **7.12 Protecting the Long-Term Vision and Values of the Wangari Maathai Marathon**

- Work to the highest standards of ethics and conduct in leading the marathon.
- Protect the reputation and brand of the marathon at all times and in all partnerships formed.

## **8.0 QUALIFICATION AND EXPERIENCE**

- Competent team leader with high cadre of technical support team.
- Broader knowledge of marathon/sports/management or event management at both national and international levels.
- At least 5 years of experience organizing large events with multiple stakeholders. Experience organizing a major marathon event would be an added advantage.
- Ability to write technical reports, letters, proposals and other documents in English is required.
- Strong organizational skills and ability to work independently and lead a culturally diverse team of volunteers.
- Excellent interpersonal skills, sound judgement, communication skills, ability to identify and resolve operational constraints.
- Computer literate and good understanding of social media for marketing and publicity.
- Ability to handle multiple tasks simultaneously, set priorities, and work independently, or under minimum supervision.

## **9.0 DURATION OF THE ASSIGNMENT**

From the date of signing a contract/MoU up to one (1) month after the date the event is held.