



Project Manager for The Africa Youth Games and Youth Olympic Games 2022

Term of Reference

1. Background

In 2018 Zambia successfully competed in both the Africa Youth Games (AYG) in Algeria and the Youth Olympic Games (YOG) in Buenos Aires. As this was the first time Zambia had competed at these Events, there was no formal structure in the years and months leading up to each Event. Athletes in contention to represent Zambia had to largely use their own and their families resources to compete in as many Events as possible - in Zambia, the region and elsewhere.

For the next series of games in 2022 the Zambia National Equestrian Federation (ZANEF) proposes to appoint a Project Manager (PM) to meet the objectives and manage the numerous training, coaching and administrative functions required.

2. Objectives

The key objective of the project will be to support young Zambian Equestrian Athletes to successfully qualify for and compete at these games.

Sub Objectives

- Identify all Athletes that will be age eligible at the time of these Events.
- Develop the criteria for selection with the ZANEF Disciplines and Grading Representatives for final ratification by AGM or SGM.
- Assess these Athletes for their potential against the criteria.
- Create a squad of age eligible Athletes to work with over the next few years.
- To create and implement an Athlete development programme.



3. Issues

- The PM will interact with the parents of the selected members of this squad to ensure their support.
- The squad selection method will be an objective, fair and transparent process that will pass scrutiny and be disclosed in advance to enable Athletes and their parents to prepare accordingly
- Where Events require that the Athletes selected meet Zambian Nationality, the PM will liaise with the Athletes' parents and relevant Authorities to meet this requirement where possible. However, the ultimate responsibility for achieving this requirement lies with the Athlete and/or their families. (e.g. Restricted Passports may be available).

4. Approach

A planned, staged approach to achieving the key objective will be required. Following the selection of the squad, the PM will work with the key EXCOM members, coaches, Athletes' parents and other related stakeholders to develop a workable Athlete development plan including a schedule of activities: training camps; participation in national, regional and international events and use of FEI programmes to provide the necessary expertise and support.

The PM may select an alternative approach through submitting a justified proposal to EXCOM for its consideration, discussion and eventual approval.

5. Expertise

The PM will be expected to have the following expertise:

- Demonstrated knowledge and understanding of competition requirements in show jumping (experience with other Equestrian disciplines will be beneficial but not essential).
- An ability to provide leadership in team and individual situations.
- An ability to handle conflict and manage change.
- An ability to work as part of a team and to exercise initiative when required.
- A high level of organisational and administrative skills.
- Financial management skills, including writing reports, developing & managing budgets and funds acquittal.
- High level communication skills, both written and oral.



- Capacity to communicate and interact with the media, government officials, sponsors and other stakeholders in a professional and transparent way.

6. Personal Attributes

The PM will be expected to have the following attributes:

- A high degree of personal and professional integrity.
- Tact and diplomacy balanced with the capacity to make decisions.
- Ability to maintain confidentiality but not withhold information behind the veil of confidentiality
- Capacity to engender respect from Athletes, officials, owners and others involved in the sport.
- Ability to cope with numerous tasks simultaneously and to deal with stressful situations.

The PM must be available to travel, within Zambia and the region and, on occasion, to countries outside Africa. This may require time away from home and a heavier commitment in the months leading up to these games. In addition the PM will be involved in squad activities, nationally and outside Zambia.

7. Conflict of Interest (COI)

EXCOM defines a Conflict of Interest (COI) as a situation where a person's private interests interfere or may be perceived to interfere with his/her performance of duties.

When responding or conducting business or other dealings for and on behalf of the FEI and ZANEF it is essential that the position of PM should be above any criticism of perceived or actual COI or bias.

- The PM may not be an Athlete seeking selection.
- The PM must notify EXCOM of any potential COI at the commencement of any event, or when a conflict is otherwise identified e.g. at the point of selection for an event or at any other time.
- EXCOM will decide the appropriate course of action to maintain the integrity of the PM.

If a situation of permanent COI arises during the term of office the PM shall be required to step down from the position.



8. Reporting

- The PM will report primarily to the ZANEF Disciplines Representative but ultimately to EXCOM.
- The PM will submit a monthly report to EXCOM on progress made, according to the approved approach and work plan.
- The monthly report will include expenditure versus budget updates.
- Issues that arise should be included in any report - those of a more urgent nature should be brought to EXCOM's attention as they occur.

9. Work Plan

The PM will develop a work plan and budget that will follow the main components of the approach above, subject to any EXCOM approved modifications or changes. It should be noted that funding support will be applied for as per point 12 below. Unless this is achieved the project will have no funding and therefore individual participants will be required to pay their own way.

10. Appointment Procedure

- EXCOM will circulate these Terms of Reference (ToRs) to ZANEF members and to other individuals or organisations in Zambia, calling for applications to ZANEF via email at admin@zaneff.com.
- Applications will include an applicant's proposal for how s/he is suitably qualified and experienced for the role and their motivation for applying, with reference to these ToRs and a declaration of any potential COIs.
- Applications received by the deadline date of 30th June 2019 will be considered by EXCOM and the Appointment Panel established by EXCOM, which will be suitably diverse and knowledgeable.
- The Appointment Panel will assess applicants, determine whether they meet the criteria and recommend an appointment, following interviews with applicants.
- The Appointment Panel will advise the EXCOM, who will in turn notify applicants and announce the appointment.
- The Project Manager will be appointed until the end of the YOG in 2022 subject to satisfactory performance. In the event of persistent failure to perform according to the agreed TOR and Work Plan, the PM shall be required to step down from the position.



11. Allowances & Reimbursements

This is not a salaried position, but budgeted and approved expenditure subject to submission of receipts and invoices will be refunded by ZANEF upon submission of the monthly accounts, included in the reports above. Any prepayments will be acquitted accordingly.

12. Sources of Funding

The PM will be responsible for putting together a Project Plan and Budget which will be used by ZANEF to apply to the National Olympic Committee for additional funds through the Olympic Solidarity "YOG - Athletes Support" Programme.

The profile of the Athletes of all sports that are included in this programme is as follows:

- Young Athletes who have potential to qualify for and participate in the Youth Olympic Games (Summer and Winter) and the Africa Youth Games
- Athletes who practice a sport that is included in the Summer or Winter Youth Olympic Games programme and the Africa Youth Games
- Athletes identified by the NOC of the International Federation (IF) thanks to outstanding results during international or continental youth competitions

In the meantime, ZANEF will apply to the the FEI Solidarity Fund for the Solidarity Show Jumping Coach and this application is required to be submitted by 30th June 2019. The nomination and selection of this coach if the funding is received will be done in a transparent way following due process and procedure.

Participants will be expected to fund much of their own way and this will need to be incorporated into the Project Plan and Budget.