

EVALUATION OF FEI PRESIDENT'S MANIFESTO AND PROGRAMME

Legends

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[Annex A - OG participations 1996-2012](#) (pdf)

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ROWS	- A - CATEGORY	- B - GOALS	- C - 2006-2010 FIRST MANDATE EVALUATION	- D - 2010-2013 SECOND MANDATE EVALUATION
1	National Federations	It will ensure that there are closer and more transparent links between the National Federations and the FEI.	<p>Delivered</p> <ul style="list-style-type: none"> • NF Liaison Officer appointed in 2006 • FEI Family IT System 	Istanbul GA 2012 Election Procedure for Group Chairs: Secret ballot and elections run by IT system via ECIU.
2	National Federations	I pledge to grow the number of NFs, with differing degrees of professional help into properly constituted, well integrated and active members of the FEI.	<p>Partially delivered</p> <p>2006 Total NFs 136: Suspensions* 5 - CUB, KUW, LES, GRN, SUR.</p> <p>2007 Total NFs 133: Suspensions* 6 - BRU, CAY, CUB, ICL, MDA, SUD. Exclusions 3** - SUR, LES, GRD</p> <p>2008 Total NFs 132: Suspensions* 4 - BRU, MGL, MYA, NIC. Disaffiliation of DOM (governance issues)</p> <p>2009 Total NFs 133: Re-affiliation of DOM</p> <p>2010 Total NFs 133: Suspensions 2 - CUB*, KUW (non-compliance with Olympic principle of autonomy of sport)</p> <p>2011 Total NFs 132: Suspensions 5 - MAD, MGL, NIC, SUD* and KUW (see above). Disaffiliations 2 - AHO (dissolution of AHO and IOC decision) and RSA/SANEF (governance issues); Re-affiliation of RSA/SAEF.</p> <p>2012 Total NFs 132 :Suspensions* 1 - YEM</p> <p>* For non-payment of annual membership ** For several consecutive years of non-payment of annual membership.</p>	<p>In progress</p> <p>Also introduced simultaneous translation into the GA, formerly only two languages, English and French. Requested Spanish, Arabic and Russian for Estoril GA 2007 arranged as a donation. The same for Buenos Aires 2008. Always included since then.</p> <p>GA format changing to make NFs more active at GA as from 2009 Re-classification of NFs in Istanbul 2012.</p> <p>Development Department produced a template to help NFs and applicant countries to FEI membership with their Statutes and their internal structure (Lucinda and Legal responsible for this).</p> <p>Pending application processes: Angola, Aruba, Bahamas, Bosnia and Herzegovina, Cameroon, Ivory Coast, Gabon, Mauritania, Nigeria, Seychelles.</p>
3	National Federations	I pledge to introduce a Global Network for all NFs provided by sponsorship in kind.	<p>Delivered but not in sponsorship - through donation.</p> <p>FEI FAMILY introduced in 2009 - changed to FEI DOCUMENTS in 2012. This password protected platform for the NFs, Bureau and Committees has been especially designed to include official information such as the Annexes & Minutes to meetings, working documents, and more. It is regularly updated to inform stakeholders/NFs on:</p> <ul style="list-style-type: none"> • What is going on in the FEI • Post documents for information • Post documents for revision • Provide useful and practical information 	FEI Family changed into FEI Documents in 2012 in an improved format.

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4	National Federations	NFs need to have timely and accurate information given to them to ensure we encourage debate and participation for all.	<p>Delivered</p> <p>Daily Media Monitoring delivered to the Bureau as of April 2009.</p> <p>NFs now receive FEI Annual Report, FEI Website, FEI Focus, Month in Review, Communications and Releases.</p> <p>FEI Family Extranet – Portal for NFs on website, Quarterly Reports to the Bureau which were later exchanged for monthly Bureau teleconference meetings / Executive Board weekly conference calls.</p>	<p>FEI Sports Forum 2012.</p> <p>Re-organisation of GA Format 2012 to allow for more active NF participation.</p> <p>NFs receive as of 2011 the FEI UPDATE, in 2012 special UPDATE edition dedicated to the London Olympic Games 2012 was created. For 2013 and 2014 an FEI UPDATE on the Alltech FEI World Equestrian Games will be issued.</p> <p>Introduction of administration Road Map/ Planning so that the staff are aware in advance of important deadlines.</p>
5	National Federations	Increase the connection between the FEI and the rest of the World.	<p>Delivered</p> <p>Meetings and Conferences</p> <ul style="list-style-type: none"> • FEI Commercial PAT 2006 - 2009. • Atari Game called "My horse and I" in 2006-2009. • Heat and Transport Seminar pre- Hong Kong 2008. • MOU with IJRC and GCT. • Sports Forum in Interlaken 2008 - continued in 2012, 2013. • FEI NSAID Global Congress 2010. • IOC VP Thomas Bach invited and attended WEG Kentucky. • FEI Awards since 2008 endorsed by Jeremy Irons, William Shatner, Robert Duvall. • FEI HQ Staff Attendance of sport seminars in Lausanne. <p>FEI Management and Technical Committee Chairs are asked to attend FEI Regional Group Meetings. Furthermore, HQ provides agenda items for discussion at the Meetings for Group input.</p> <p>Active member of SportAccord and ASOIF GA (with an exhibition stand since 2010).</p> <p>Communications</p> <ul style="list-style-type: none"> • Re-organisation of Communications Department into Press Relations and Corporate Communications. • Updated FEI Website. • Fast growing social media community with the help of twitter and facebook • FEI Awards provoked interest and support from a wider audience thanks to celebrity endorsements (see above). 	<ul style="list-style-type: none"> • Changes with Associate membership in FEI GA 2012 - Associate members to link in with FEI via MOU's. • Former Associate Members which will be invited in 2013 to formalise their relationship with the FEI are as follows: AIDEO, Association of International Dressage Event Organisers, AJO, Alliance of the Jumping Organisers, AQHA, American Quarter Horse Association, ERA, Event Riders Association, IDOC, International Dressage Officials Club, IDRC, International Dressage Riders Club, IDTC, International Dressage Trainers Club, IEOA, International Equestrian Organisers Alliance, IEOC, International Eventing Officials Club, IJRC, International Jumping Riders Club, IVC, International Vaulting Club, PEDTC, Para-Equestrian Dressage Trainers Club, World Horse Welfare. • Unique Pictogramme competition allowed for global public interaction to design FEI pictogrammes. The FEI received 85 submissions in total from 54 applicants. The jury panel was composed as follows: <ul style="list-style-type: none"> ▪ HRH Princess HAYA, FEI President; ▪ Mr Lambis V. NIKOLAOU, Chairman of the IOC Culture and Education Commission; ▪ Mr Kevin STAUT, Athlete representative on FEI Executive Board; ▪ FEI HQ (Commercial and Corporate Communications); and ▪ Mr Chris LIGHTFOOT, Managing Director of Whitestone International (designer of the Alltech FEI World Equestrian Games™ 2014 logo). • During the London Olympic Games week - audience reached via FEI Facebook platform 1.6 Million people. For the Para Olympics – audience reached via FEI Facebook 0.5 Million people. Total FEI Twitter audience – 2.6 Million people. • FEI Presence at important conferences, i.e. Dubai Host Summit, SportAccord (exhibition stand 2011-2013), ASOIF GA, OIE, IATA, Doha Goals, 2010 EU Conference on Vet and transportation matters, and strive to have an active participation in seminars and forums. • Sports Forum 2012, 2013. • FEI Awards 2011-2012 endorsed by Michael Douglas, Bo Derek, Jacques Rogge, Rt Hon Hugh Robertson.

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6	National Federations	Suggest that the NF liaison person is appointed as a central co-ordination and communication role within the FEI.	<p>Delivered</p> <p>Lucinda Arsenio was appointed in 2006 as NF Liaison Officer. The NF Liaison Office became the primary point of contact for NFs and stakeholders.</p> <p>Effective central coordination and communication with NFs and stakeholders through daily dialogue. Service level raised considerably. Management of issues related to NFs governance, autonomy of sport, etc. Close coordination with the IOC on international relations.</p>	<p>Consolidation of the role exercised hitherto.</p> <p>As from 2013, NFs can only become FEI members if they have NOC's support.</p>
7	National Federations	Provide a better mechanism for NFs to be able to present their views on technical and administrative matters to the FEI Committees.	<p>Delivered</p> <p>Piloted Sports Forum Model Interlaken 2008.</p> <p>Overall effort to make TC's more accountable:</p> <ul style="list-style-type: none"> • Removal of Dressage Committee 2008 GA. • Critical mass of new TC Chairs in 2010 (eventing, dressage, show jumping and reining) changed the Bureau culture. • Forcing Sports Departments to fulfill the Operations Manual with BCG was a turning point for them to realise they are accountable to more than just their own communities ie. The FEI at large. • Ops Manual - Cultural change, and critical mass of new TC Chairs solidified that change. Sports Forum 2012. 	<p>Creation of FEI Sports Forum in 2012; thanks to the creation of this platform further topics may be discussed during the sessions at the FEI General Assembly week.</p> <p>For the first time through the Sports Forum, the people who are directly affected by the decisions made at the General Assembly – notably the athletes and event organisers – were given the opportunity</p> <ol style="list-style-type: none"> 1. to actively provide input on the rule-making process long before proposed changes are submitted to the FEI General Assembly; and 2. Have a major role in the decision-making process. <p>The Sports Forum gives the floor to NFs and stakeholders and enables comments. Ideal meeting place for NFs and stakeholder to meet.</p> <p>The Furusiyya FEI Nations Cup™ Series was created as result of the Sports Forum (the format received the unanimous vote of the Bureau thanks to the SF).</p>
8	National Federations	Action: Encourage debate and feeling of inclusion in the process.	<p>Delivered at every possible opportunity.</p> <ul style="list-style-type: none"> • Hong Kong Heat and Humidity Seminar, 11 March 2008 • Sport Forum Interlaken, April 2008 • Hyperflexion Round Table, February 2010 • NSAID Global Congress, August 2010 • IT is Interactive: FEI Family Site was used to take the Bureau vote for Olympic Games Bid city pre- Copenhagen IOC Congress 2009 • CTF in 2011 • NF Development Task Force created to look at the matter of Restructuring. 	<p>Sports Forum 2012 - FEI Nations Cup Debate, resulted in Furusiyya partnership.</p>
9	National Federations	Committees should be encouraged to communicate decisions to all NFs, together with a detailed description on why a certain action has been taken.	<p>Delivered through Sports Forum, however on day to day matters it is hard to evaluate progress.</p> <p>In 2006, staff did not answer emails and there was no possibility for open discussion with the TC's. This attitude is much improved.</p> <p>Sports Forum is the formal mechanism for this, but the day to day dealings are difficult to monitor, the FEI has not yet fully embraced the fact that it needs to be a service organisation.</p>	<p>Ingmar De Vos became SG May 2011, an SG with an understanding of the NFs makes the difference.</p>

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10	National Federations	Action: Provide a global IT system that will professionalize our communication with NFs.	<p>Delivered through Sports Forum, however on day to day matters it is hard to evaluate progress.</p> <p>In 2006, staff did not answer emails and there was no possibility for open discussion with the TC's. This attitude is much improved.</p> <p>Sports Forum is the formal mechanism for this, but the day to day dealings are difficult to monitor, the FEI has not yet fully embraced the fact that it needs to be a service organisation.</p>	<p>Further improved website and FEI Documents (Extranet).</p> <p>In 2012, the FEI put into place an electronic online voting system for the election of Regional Group Chairs rather than during a Regional Group Meeting as this would be a more democratic procedure since it would give more National Federations (NFs) within the concerned Group the opportunity to cast their vote(s).</p> <p>On 1 January 2013, the new online Entry system was launched and gradually introduced for Jumping. Implementation for Endurance in October 2013. The online Entry System will expand to include all other disciplines.</p> <p>The online entry system was designed in cooperation with OCs and NFs to improve the automation and exchange of data between the FEI and the NFs with a developed IT system, and will also provide IT tools to NFs that do not already have their own entries database. The system will make communication between the organising committees, NFs and the FEI easier and will ensure a better quality and traceability of data.</p> <p>The electronic online voting system functionality may be used for purposes other than the elections.</p>
11	National Federations	Action: Create a designated area for NFs to communicate with the FEI and vice versa (on the website).	<p>Delivered but major issues of functionality.</p> <ul style="list-style-type: none"> • FEI Family web interface was not user friendly. • Mismanagement of the project (too large scope of the project; too many suppliers). • Lack of communication on the project with the NFs. 	As mentioned FEI Family has evolved and has become FEI Documents.
12	National Federations	The FEI must take more time to engage with NFs so that we can help to build more professionalism and effectiveness in our organisation.	<p>Not delivered by 2010</p> <p>Major issues in the first term hindered the smooth development of the FEI in areas functioning harmoniously (dressage, progressive list, restructuring, Olympic qualification, doping).</p> <p>The NSAID Congress in April 2010 led to clean sport.</p> <p>The restructuring led to CTF in 2011.</p>	<p>Delivered in 2012</p> <p>Further refinement to FEI GA format 2012; specifically the Regional Groups Meeting with the Bureau. Harmonisation with the Sports Forum. FEI Online Entry System: NFs were actively involved in the creation Web Services for National Federations: The IT department is in touch with many different National federations interested in using Web Services. Two workshops for IT Specialists were organised in November 2011 and 2012. NFs using Web Services (5) are able to create a bridge between their IT system and the FEI's, improving administration overall. Online Examination: An online examination platform is available. It is currently operational and being used for Veterinarians to pass online exams to become a FEI Permitted Treating Veterinarian and to be able to access stables in the different FEI Events. We have received very good feedback on this project. 2008 Vets passed the exam successfully (therefore 3366 have their ID card in September 2013).</p>

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12 cont'd				<p>Automated results: An XML format for automated results processing has been delivered at the beginning of 2012, some National Federations and Providers already use it and some are in the process of integrating it into their system. In parallel, the FEI now provides the possibility for NFs or Providers to upload/send by themselves the results directly into the FEI Database web platform. This is an important change for the all the sport stakeholders as it assures a more automated transfer of results, improving quality and speed.</p> <p>The IT department will continue to work closely with National Federations to help them in their project of implementation of the web services to automate their exchange between their national IT system and the FEI IT system.</p> <ul style="list-style-type: none"> • FEI online entry system for Jumping launched in 2013. Other disciplines to follow. • Training and refreshment courses for FEI officials. • Athletes' biographies managed by the FEI Database. • Initiation of online education system. • The creation of the Sports Forum gives additional possibility for FEI officials and staff to engage with NFs. <p>After the NSAID Congress in Lausanne/April 2010 and following a transparent consultation process with the NFs, a new concept has been unanimously accepted by the GA in Taipei 2010. After many years of discussion and the creation of a Strategic Planning Committee to discuss the future FEI governance structure with no result, it was decided to establish a Constitutional Task Force to identify with the NFs the real needs for a change in the FEI governance. Further to the findings of the CTF presented at 2011 GA in Rio, the GA approved in 2012 some modifications to the rules. It was agreed that this would close the re-structuring process in order to focus on core business which is sport.</p>
13	National Federations	<ul style="list-style-type: none"> • The National Federations are the Gateway to the organization, be it as an emerging nation or an NF with a glass cabinet full of medals. • Every country needs to feel that its vote counts and its voice will be heard. No country should feel excluded or undervalued from the process of open, honest and transparent debate within the FEI. • We are a democratic organization and need to respect the rights of the small as well as the large. 	<p>Delivered and upheld - but remains a source of concern, depends on the person of the President, lacks statutory strength.</p> <p>Statutes "Art 5.2 FEI Membership confers upon a National Federation the right to host international equestrian events under and according to the FEI Statutes, General Regulations and Sport Rules, and the right to attend and vote at a General Assembly.</p> <p>9.2 Each National Federation has a right to participate in any General Assembly and to cast a vote on the Resolutions on the General Assembly." Despite pressure in GAs Estoril 2007, Buenos Aires 2008, Copenhagen 2009, CTF 2011, this principle prevails.</p>	<p>Following the recommendations of the Constitutional Task Force and the acceptance by the 2011 GA of their report, the discussion regarding the number of votes per nation has been concluded by maintaining in the FEI statutes the principle of one nation one vote. Consequently, the 1 NF / 1 vote debate was closed.</p> <p>CTF report was delivered in Rio 2011 with realistic and globally supported changes to the structure, which were implemented in the statutes revision of 2012. The restructuring debate is now closed from the sport and operational points of view.</p>
14	National Federations	Principle: Strong NFs are the 'lifblood' of the FEI. Their success builds Horse sport into a worldwide sport with all the benefits that this brings.	The emergency of continental groups is negative evidence to the fact that this principle was not upheld. In 2010, statutory changes that could have made it different did not happen. Unity threatened more than ever before in 2009 – 2010. Major diplomatic efforts made post 2010 GA to unify FEI.	<p>Delivered</p> <p>Dependant on a continual and concerted effort from President and SG, reliant on an apolitical EB. The Sports Forum was a major tool to relieve that pressure because the format and timing of the GA did not allow NFs to discuss sports issues in detail with enough time to be submitted to the GA for approval. Necessary specifications are recognised formally in the statutes.</p>

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15	Governance	I am prepared to submit myself to an external independent audit every year.	<p>Delivered upon request by the President on two occasions, otherwise never requested.</p> <p>Instigated upon Presidential request 2007, 2009, 2010 external audit paid for by President from Deloitte Touche, never formally requested.</p>	
16	Governance	Criticism: Too often the FEI is accused of talking and not acting on anything.	<p>Delivered. Negative evidence is Dressage TC resignation Buenos Aires 2008 and Group C & G Olympic Qualifications debacle in Copenhagen 2009.</p> <p>Clean Sport 2008 - The Commission on Anti-Doping & Medication was set up in November 2008 in response to the Hong Kong cases. The Commission, which was chaired by Prof Arnd Ljungqvist, Vice President of the World Anti-Doping Agency (WADA) and Chairman of the IOC Medical Commission as well as representative of all the stakeholder groups in horse sport and its governing bodies.</p> <p>2009 - Separately, in May 2009, the FEI set up an Ethics Panel as an independent commission to assess and investigate practices among members of the German equestrian team and its officials at the 2008 Olympic equestrian events in Hong Kong. Under the chairmanship of Britain's former Metropolitan Police Commissioner Lord Stevens, the Ethics Panel was renamed the Stevens Commission. The Stevens Commission remit was subsequently broadened to include a wider overview of equestrian sport to dovetail with the work of the Ljungqvist's Commission and provide the FEI with a complete spectrum of changes to be implemented in the fight against doping.</p> <p>The recommendations from the Stevens Commission, which were published in Sept 2009, supported and supplemented the work of the Ljungqvist Commission. The work of the two Commissions was then aligned at a meeting in Oct 2009 to produce the Joint-Commission Recommendations, which received overwhelming support at the GA in Copenhagen on 19th Nov 2009, setting out a roadmap of revolutionary changes designed to transform the face of equestrian sport.</p> <p>Cloning The full wording of prior view on cloning which was declared at the 2007 GA was: "The competitive equestrian couple of horse and rider are both acknowledged as athletes by the FEI. The cloning of either with a view to competing at international level would be unacceptable to the FEI. The FEI opposes cloning for it goes against one of the FEI's basic objectives: to enable FEI athletes to compete in international events under fair and even conditions. Cloning technology is ever changing. The FEI is monitoring this closely while considering the necessary implementation of rules to safeguard fairness in the disciplines it governs."</p>	<p>Conversion Rate Round Table 2011. ECIU included formally in Statutes in GA 2010 and then refinement in EGA 2011.</p> <p>Also to refer to Row 15.</p>

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16 Cont'd	Governance		"Gene doping is something not currently specified in the FEI Regulations, but we are monitoring the risk of this ever occurring in our sport in the future, and would introduce a prohibition if the level of threat of gene-doping was thought to increase. Stem cell therapy is a recognised treatment to assist in tissue repair but in no way alters the genetic structure, whereas gene doping is an attempt to improve and change the original genetic structure."	
17	Governance	I acknowledge that there are representatives from NFs, athletes and organisers on Technical Committees but they do not always represent the whole.	Not delivered - Still a complaint. Not quantifiable as far as regional representation specifically is concerned, additional issue: Clubs are not representative of totality of Athletes. Creation of Nominations Committee 2008.	In progress <ul style="list-style-type: none"> Athlete on EB with a vote EGA 2011. (Issue of athletes not fully representative) Democratic and open Athlete elections decided at GA Istanbul 2012. Creation of Ethics Panel required by IOC.
18	Governance	Too often there is not enough explanation to a perfectly legitimate and well thought out policy. Good communication is key.	Not delivered	Delivered Streamlining of all decision making processes.
19	Governance	Principles: We have to adapt with the times and learn from other people's experiences.	Difficult to evaluate. Dressage TC removal 2008 GA in Buenos Aires, issues of judging etc. Clean Sport (2009) Rollkur round table (February 2010) NSAID Congress (2010) Independent Tribunal.	Delivered The FEI Sports Forum now provides a permanent platform to identify needs and bring in new ideas. Before the creation of the Sports Forum, specific discussions were held on: <ul style="list-style-type: none"> Conversion rates (2011) CTF Survey with NFs / Regional Groups (2011) Areas of leadership: Environment, Sustainability, On line Education, Integrity, Women.
20	Governance	Principles: I wholeheartedly support and welcome the restructuring process.	Delivered in 2010 In Copenhagen 2009, the restructuring was 40/41 one vote against and failed to achieve the 2/3 majority (because the modification of the statutes was disturbed by the appointment of the new Board/change in composition at the same time).	In April 2011, the FEI Executive Board created the FEI Constitutional Task Force, with a mandate to allow all members of the FEI to drive the effort and dialogue towards an optimal governance structure for the international federation... The Task Force ultimately informed the Bureau of the timeline and format recognized by the members of the FEI as being most efficient and presented its findings to the GA in Rio in November 2011. The Constitutional Task Force carried out formal consultations with Bureau members; with the collective NFs assembled at the May 2011 Extraordinary General Assembly; with individual NFs through the FEI Regional Groups; and with the Continental Associations. The FEI GA in Istanbul 2012 were provided with rule changes which took into consideration the conclusions of the Constitutional Task Force as well as comments received from NFs, Bureau Members and FEI stakeholders in addition to changes identified by HQ based on past/current experiences. Delivered in 2012 (article making Executive Board stronger passed in 2012). Executive Board defined as a statutory decision making body instead of being a sub-committee of the Bureau.

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21	Governance	Principles: <ul style="list-style-type: none"> Group Chairman needs to be fully supported by the system. The restructuring process will undoubtedly do a great deal of good and I will be keen to lend my support to the principles and to those who have to actually implement it. 	2006 - 2010: Very difficult to achieve as Group Chairman Relationship with the President was constantly overshadowed by changes that the President had to make, for example the Job Descriptions for Bureau Members and the Restructuring Process was viewed very much as a threat. No effort spared in 2009.	Delivered Transparent Group Chair elections via ECIU (Instituted in 2012.) and Deputy Group Chairs elected by the GA can now attend Bureau with a vote (Istanbul 2012). Update FEI Statutes Art 24.10 (as per Pt. 1 of this document). Inclusion of online election process possibly in the FEI Internal Regulations.
22	Governance	Actions/ Principle: Enhance accountability, transparency and credibility of the organisation.	Delivered <ul style="list-style-type: none"> Job descriptions 2006/7, created for staff and elected members. Creation of Audit and Compliance 2007. FEI Statutes Art. 31 Hiring Lord Condon for Integrity Unit 2006 (he was removed by Michael Stone) Stevens Commission 2009. Ljungqvist Commission 2009. Finances are now presented in a transparent fashion, including a three year forecast 2007 -2010. Steps to clean up sport/ reject corruption: outlawing paying wildcards 2007, 2008 creation of FEI Operations Manual in coordination with BCG the Ops Manual provides a roadmap to the FEI, and lists 167 processes and procedures that exist in the FEI(negative evidence: this tool has been ignored by the FEI as a living document.) Embarking on FEI Clean Sport Initiative to combat doping - Ljungqvist Commission & Stevens Commission. Subsequent approval of the Commissions' recommendations during the GA 2009. Creation of the Equestrian Community Integrity Unit 1 January 2010-Formal integration in the FEI Statutes-Art. 41. 	Minutes are available on the FEI Extranet (FEI Documents). In 2011, Art. 6.1. Internal regulations was modified so Nominations Committee no longer is a political body. The Nominations Committee now receives nominations from National Federations for all positions on the Bureau, Committees, Tribunal, and Deputy Chairs of Regional Groups and makes recommendations to the Bureau and/or General Assembly, as appropriate based on objective eligibility criteria for each position provided by the Secretary General. It shall report to the Bureau.
23	Governance	Action / Principle: Ensure clarity in communication to encourage full participation from all National Federations on technical and administrative matters.	Not delivered Delivered tools but Stakeholders unhappy, not perceived as being fulfilled at all. HQ reticent to cultural change, Staff also. Ops Manual created 2007. Sports Forum Interlaken: Pilot 2008. FEI does not have an events department, these events take up an enormous internal resource, and alternative process needs to be evolved.	Sports Forum Delivered in 2012 Following the inclusion of the organisation of the FEI Sports Forum in the Statutes approved by the GA in November 2011 the first true Sports Forum was organised by the department of Governance & Executive Affairs in 2012 (the resources of this department has been reinforced with the inclusion of a Events Manager). The Forum provides a unique platform to all National Federations, as well as stakeholders, to participate and open debate proposals. In some cases, as per Rule changes, NFs are able to provide input prior to the statutory consultation period. FEI Update Library on FEI website.
24	Governance	Actions/ Principle: Commit to a Code of Conduct that can be based on accepted International business models.	Not delivered Audit and Compliance Committee Created 2007. Ops Manual delivered documenting all processes and procedures in HQ. November 2008. Last update 2010. Independent Integrity Unit (ECIU) launched on January 1 2010, best practice in International Sports.	Ops Manual was too difficult to use as a living document. Creation of FEI Handbook: "How to work with the FEI» replacing the Ops Manual. To fall in line with IOC the FEI updated its Code Ethics which is based on the IOC Code. The FEI General Assembly in 2012 agreed to the inclusion of Appendix 3 in the FEI Internal Regulations includes the Code of Ethics and Conflict of Interest Policy. The GA also approved Appendix F of the FEI General Regulation which also includes the Code. By including the code in the IR and GRs the FEI ensures that all bodies within the FEI must comply with the Code.

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25	Governance	Action/Principle: Use IT to enhance communication and interaction with our National Federations and Organisations.	Delivered Not functional or user friendly.	The IT department will continue to work closely with National Federations to help them in their project of implementation of the web services to automate their exchange between their national IT system and the FEI IT system.
26	Governance	Action/ Principle: Increase responsibilities handed to FEI Staff without diminishing the policy and governance role of the Volunteer.	Delivered as possible. <ul style="list-style-type: none"> • Job descriptions for staff and volunteers established in 2008. • HM King Hussein 1st Building as new FEI HQ, new home, new outlook (2010). The ECIU(Equestrian Community Integrity Unit is essentially to monitor corruption, identify offenders and conflicts of interest, as well as safeguard horse welfare. ECIU launched 1 January 2010.	This is entirely dependent on the calibre of staff. <ul style="list-style-type: none"> • SG restructured HQ • Heads meetings • Changes in the organigramme
27	Governance	Action/ Principle: Apply continuous monitoring of other major sporting organisations to result in education and marketing awareness.	Delivered BCG commercial benchmarking in 2007/2008. First one after the 2006 election was carried out by IMG and Deloitte Touche. The second one carried out before the 2010 election was done by Deloitte Touche. All 3 reports were made available to the FEI but none were ever used.	
28	Governance	Action/ Principle: Provide stringent financial management to result in a positive profit and loss situation on an annual basis.	Delivered November Buenos Aires GA. We moved then from a budget floated by donations and rollover finances to one that had clear and transparent P&L - Sponsors: HSBC (Eventing) Meydan (Show jumping) Reem Acra.	More transparency into accounts. New CFO to contribute to this improvement. Financial Management: HQ no longer able to sign over CHF 50'000 CHF - FEI Internal Regulations Art. 3.2.4 and 3.2.9 the Bureau has the mandate to decide "about any single financial commitment of the FEI which exceeds CHF 50'000." (Previously, the Bureau had only to approve contracts above CHF 1 million) in order to have a better understanding and control of finances of HQ management. The sponsorship agreement with Longines provides sustainability for the next ten years.
29	Governance	Actions: I will publish KPI's against which I can be held to account.	Not delivered - could not get focus on this issue, faster results attained driving organisation to goals than getting them to produce KPI's. Manifesto has acted as a KPI log.	
30	Governance	Volunteers in senior positions within the FEI should have job specifications with their roles and responsibilities clearly defined.	Delivered As of 2008 when job specifications were established Volunteers and HQ Staff now have job descriptions; and job appraisals and security. Job specifications are published for all vacant positions on FEI Standing Committees and Bureau positions and updated as necessary.	
31	Governance	We should look for more regional representation on the FEI Committees.	Delivered Nominations Committee (2007) responsibility.	President or SG always make calls to alert NFs of vacancies and deadlines for submissions. The Nominations Committee is only vetting candidates, no longer actively seeking for.

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32	Governance	Encourage greater attendance by staff and relevant Bureau members at Group Meetings.	<p>Delivered</p> <p>In addition to the SG, the Directors of the following departments systematically attend Regional Group Meetings to present items or answer queries: FEI Solidarity, Sports, Education & Standards and Veterinary.</p>	<p>The new format of the Groups meeting with the Bureau allows all NFs to know the needs /concerns of all Group Meetings.</p> <p>The format for the Bureau meeting with Regional Groups was changed to a Joint meeting of Regional Groups with the Bureau in order to be more inclusive and promote communication among the Regional Groups/NFs.</p> <p>Rather than having each Regional Group present their issues separately to the Bureau as of GA 2012, Regional Groups present together their issues to the Bureau. This is done through the agenda which is established by theme/topics that concern more than one Regional Group. Topics that are specific to a region still may be presented to the Bureau at the end of the agenda. be presented following the shared topics/themes.</p>
33	Governance	Group Chairman through NFs should encourage wider participation from Athletes, organisers, and the Media in their Regions.	<p>Not delivered in 2010.</p> <p>This is totally dependent on who is the Group Chair.</p>	<p>Calls for confidential and transparent elections, delivered in 2012 now monitored by ECIU. Online elections Group Chairs delivered. Athletes' elections in progress.</p>
34	Governance	Technical Committees should have defined mechanism for allowing more contribution and debate from NFs, Athlete's and Organisers.	<p>Delivered but not functional. TC still work in silos, and as individual fiefdoms.</p> <p>Statute Adoption 2007 TC Composition.</p> <p>2007 Athlete's Committee.</p> <p>2008 Sports Forum Interlaken.</p>	<p>Delivered: Sports Forum 2012, 2013.</p> <p>All Associate Members are now engaged through MOUs.</p>
35	Governance	Effective controls are needed to make sure that staff is held accountable.	<p>Delivered and enforced</p> <p>Job descriptions and appraisals in place as of 2008.</p>	<p>Ongoing.</p>
36	Governance	I would like to lead a revolution in communication management to ensure the accurate and timely passage of information and to enable the FEI and our NFs to participate with the touch of a button. We need a properly integrated system to give greater information, globalise our management systems, and ultimately save the FEI money.	<p>Delivered</p> <p>Establishment of new Media and Corporate Communications departments. New communications vehicles (newsletters, video webcasts, publications).</p> <p>Competitive tender of FEI television distribution and production contracts - New contracts with defined targets and incentives (IMG, MBPTV).</p> <ul style="list-style-type: none"> • Successful introduction and development of FEI Social Media platforms, reaching out to existing and new audiences – taking the corporate communications reach to a new level of engagement with relevant, timely and interesting content. • Introduction of FEI Awards scheme to showcase and communicate to the wider equestrian and sports world the many volunteers, athletes and projects involved with the equestrian disciplines • Introduction of FEI involvement in international sport trade conferences, positioning the sport alongside other leading sporting institutions. Sportaccord, etc. • Outreach and two way conversations with a previously untouched audience of youth equestrian riders and fans, with particular focus on the Youth Olympic Games. FEI Corporate Communications drove and initiated the global FEI Year of Youth campaign. 	<ul style="list-style-type: none"> • Establishment and investment into the FEI Social Media platforms, with the explosive growth of the FEI social media community, not only offering links to National Federations, but reaching out to an untouched fan base around the world, with a hunger and appetite for information and acknowledgement. FEI Social Media presence has become one of the fastest growing and most creative corporate communications platforms in comparison to other international sports federations • Nurturing innovative digital and innovative digital corporate communications tools and campaigns, offering creative, targeted and impactful communications to relevant stakeholders. Development and creative management of FEI Clean Sport campaign leading up to the Olympics and Para Olympics, FEI Pictogram competition, FEI Helmet Safety campaign alongside constant evolution of digital FEI publications. • A concerted effort and focus on developing new contemporary sports and reportage imagery to assist in the development and promotion of the sport to a wider non equestrian audience • Constant review and development on the FEI Website platforms with regular review and updates to make the multi-disciplinary information relevant and accessible.

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36 Cont'd	Governance			<ul style="list-style-type: none"> An acknowledgement to ensure FEI adopts and introduces sustainable methods in its communications and outreach to stakeholders Creative management and development of the FEI Clean Sport Tool Kit a targeted and relevant communication/educational tool for NFs alongside new corporate communication messaging and digital communications for FEI Solidarity. <p>With the constant evolution of new digital corporate communications tools and trends, the FEI will ensure it will quickly embrace and welcome these new opportunities and tools, allowing faster, targeted and relevant communication and two way dialogue with all stakeholders. New tools and platforms are being developed to ensure the goal of FEI Corporate Communications development is sustainable, constant and cutting edge, taking into consideration the needs of all stakeholders.</p>
37	Welfare	Principle: It is the duty of the FEI to protect and ensure that the animals we enjoy using for our pleasure and monetary gain are best served in everything that we do.	<p>Delivered</p> <p>The FEI has a clear set of Rules and Procedures to pursue wrong doing/abuse of horses such as hypersensitivity, rapping, etc. Furthermore decisions taken by the Tribunal are available on the FEI website.</p> <p>In 2010, the FEI created an entirely new anti-doping and legal system that protected the welfare of horses by being transparent about the rules and implementing them in systematic way through the legal system. The introduction of the ECIU lent support and credibility to the new processes and caused Athletes to be extremely careful in their conduct and approach. The Athlete's Guide to the anti-doping rules supported the Athletes through education.</p>	<p>Significant progress has been made in protecting the welfare of the horse through the FEI's rules and procedures. In the last several years, we have developed a robust hypersensitivity protocol that has gained acceptance across all stakeholder groups and protects horse welfare while properly balancing athlete's rights. Athletes and horses, where appropriate, have been disqualified from Events and those disqualifications have been upheld by the Tribunal and through appeal. We have also harmonised rules across disciplines so that welfare standards are elevated for all the sports, including protocols for dealing properly with blood on horses who do not show obvious injury. Through the anti-doping program we have also prosecuted cases where there is any allegation of administering Prohibited Substances to horses.</p> <p>The FEI will continue to use the ECIU to be the vigilant monitor of what is happening at Events and any new approaches to gaining an advantage in competition that might threaten horse welfare. The Legal and Veterinary departments will continue to review all intelligence coming from athletes and officials that is reported to it and ensure that regulations and policy match up with any genuine threats to horse welfare. Officials will be disciplined for any failure to implement the rules protecting horse welfare.</p>
38	Welfare	Principle: Equally it is up to us to support the riders whenever possible and to ensure that fair play and the process are adhered to when disputes arise.	<p>Delivered</p> <p>Introduction of provisional suspensions so that anyone testing positive did not compete in the final event. Speedy decisions there -after. Independent FEI Tribunal.</p> <p>The 2010 regulatory system was a big improvement for Athletes because it put in place rules that distinguish between serious</p>	<p>As a critical step forward to enhance fairness for Athletes, the FEI Tribunal has gone through a transformation process to become truly independent from the FEI Legal Department. First, a clerk to the FEI Tribunal has been hired as a conduit between the FEI Legal Department and the Athlete/Support Personnel so that all communications are through an independent representative of the Tribunal and not through the FEI Legal Department. This clerk is not an FEI employee and she works directly for the FEI Tribunal. This facilitates fairness</p>

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38 Cont'd			and minor violations. Athletes were supported and educated on the changes through seminars, the clean sport website, and supportive written material. The IPAD and Android Apps on the FEI Prohibited List were heavily downloaded and gave Athletes the opportunity to check immediately whether or not a substance was prohibited. These tools and transparency, along with greater rights for the Athletes, resulted in more buy-in from athletes and support and a marked reduction in cases. But where the rules were violated, the sanctions were a lot more severe.	and independence in the decision-making for the Tribunal. Second, new Internal Regulations of the FEI Tribunal were issued on 1 January 2012, codifying procedural protections and processes for parties who come before the FEI Tribunal. This has also enhanced transparency and made it clear to Athletes what the processes are and how their rights are protected by the regulations. Third, Athletes are provided with the information they request about their cases in advance of the hearings to enable them to properly defend themselves and to fully understand the charges against them. Fourth, and finally, Athletes since 2011 for equine anti-doping cases have the choice of using a different laboratory to test the B Sample from the FEI Lab that tested the A Sample. This is particularly compelling since it is a more athlete protective rule than what exists in the WADA Code where the A and B Samples of human tests are always conducted in the same laboratory. The FEI will continue to provide fair and democratic processes for Athletes so that they have the right to be heard and any sanctions imposed are based on evidence and after the required procedure. The FEI will also maintain its obligation to staunchly defend the rights of the 99% of Equestrian Athletes who play fair and treat their horses properly by pursuing any violators to the fullest extent provided for in the regulations.
39	Welfare	I pledge to increase the efficiency and the timescale of anti-doping and judicial decisions by decreasing the existing average of 2.5 months from testing to judgment to 1.5 months, within two years.	Delivered In 2006 in average it took 107* days for a final decision to be taken as compared to 31 days for a final decision in 2012. * = counted from point of time when case file is submitted to the Tribunal until Final Tribunal decision.	This has been achieved for all Athletes who have cooperated with the relevant timelines and wished to have their cases heard. The current timescale of 31 days average to final decision is being maintained and even improved upon.
40	Welfare	Look at quarantine issues affecting horse transportation and come up with a policy that can be applied on an inter-regional basis and on a global one.	Not delivered	Delivered in 2013 The FEI signs an agreement with the OIE formalising the relationship between FEI and OIE. Included in the agreement is: An FEI funded employee working at the OIE exclusively on high level horses; Training and increasing the standards of Government Officials; Support to regional/national training including seminars for OIE National Focal points (such as the one organised in December 2012 in Panama); Better laboratory test for the trade of horses; Communication tools and activities to raise awareness.
41	Welfare	Follow up on the work of the medication task force and assist in the implementation of the anti-doping processes.	Delivered Prohibited List - new approach - a new approach was agreed for the list of prohibited substances to clearly define the difference between Controlled Medication and Banned Substances. The ultimate goal of this approach is to provide riders and veterinarians with as much clarity as possible. The concept of one detailed List with everything spelled out also closely mirrors the approach taken by the World Anti-Doping Agency in regard to human athletes. Our education outreach on this is helping athletes to avoid inadvertent positives caused by using medication permitted outside competition too close to an event.	The number of anti-doping cases has dramatically decreased at the FEI since the institution of the new anti-doping regulations. In 2012, there were no Banned Substances positives in any of the Olympic Disciplines and the numbers were markedly decreased. All FEI Tribunal appeals involving anti-doping matters have been CONFIRMED by CAS. The FEI Legal and Veterinary Departments are working with the Communications and Education & Standards Departments to support education tools and information that will increase the level of awareness of our community concerning the use of prohibited substances.

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41 Cont'd	Welfare		<p>Banned Substances and Controlled Medications should not be found in a horse in competition.</p> <p>FEI Clean Sport Launched in 2010 - The FEI's Clean Sport Campaign was launched in April 2010 with the aim of ensuring a level playing field and protecting the welfare of our equine athletes by providing everyone involved with the necessary information and tools.</p> <p>The FEI is using the latest technology in its Clean Sport campaign to ensure the message is being received loud and clear by everyone involved in our sport.</p> <p>We have launched online tools and mobile phone apps, which can be accessed through our dedicated Clean Sport website to promote education and ensure these regulations are adhered to.</p>	
42	Welfare	Encourage adequate provision of resources within the legal department of the FEI.	<p>Delivered</p> <p>The Legal Department includes: 1 Director, 2 Legal Counsels (to work on Tribunal cases, contracts, etc.), 1 coordinator dedicated to Athletes and two assistants.</p>	The FEI Legal Department is well-resourced to deal with anti-doping and horse welfare threats and cases.
43	Welfare	Look at ways to ensure that competition horses have adequate rest between transportation and competition.	<p>Not delivered</p>	The online entry system will allow to control the interval between two competitions. Delivered with online entry system, example: in Endurance online entry system rest periods are checked.
44	Welfare	Spend less time on the defensive and communicate the positive steps taken on the anti-doping since the Athens Olympic Games.	<p>Delivered</p> <p>In 2010, no positive results in either our human or equine athletes at the Youth Olympic Games, Alltech FEI World Equestrian Games™ and Asian Games in Guangzhou in China. This was the best possible endorsement of the Clean Sport campaign and was widely communicated.</p>	<p>In 2011, only 0.5% of all horses tested through the FEI testing programmes were positive, an encouraging trend.</p> <p>In 2012 we had no positive doping tests for either human or equine athletes at the London Olympic Games, this was communicated through a simple press release, but not "harped on" as the FEI is no longer fighting the reputation that Doping is endemic in our sport, following the Clean Sport Campaign, the situation is no longer comparable to post-Athens's Olympics at the time of the FEI 2006 Presidential Election.</p> <p>Continue the same philosophy as the London 2012 Games as the low case rate and prosecution success.</p>
45	Welfare	Continuously monitor the Judicial Process to ensure that it is as efficient, effective and transparent as possible.	<p>Delivered</p> <p>ECIU was launched 1 January 2010.</p>	<p>ECIU - A vital part of the intelligence gathering system is the ECIU telephone hotline and email address for anyone wishing to report concerns they have regarding integrity issues. All calls and emails are confidential and individuals have the right to remain anonymous. The ECIU also has full access to the FEI server, and can review information as well as having a fulltime member of its independent staff who monitors all the FEI's Departments including the legal and Judiciary. (Paul Greenwood).</p> <p>Continue current approach as it is working effectively.</p>

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46	Welfare	Give the Person Responsible the benefit of the doubt until proven guilty.	<p>Delivered</p> <p>ECIU Integrity is about fair play right across the sport, not just about riders and officials. It is as much about protecting the innocent as it is about identifying and preventing irregular practices. The ECIU works with the FEI and its stakeholders and not against them, ECIU was launched on 1 January 2010. The ECIU has been incorporated into the FEI Statutes with a governance system that allows free and easy access to FEI stakeholders to ensure that fairness and integrity permeate every aspect of equestrian sport. The availability and work of the ECIU is publicised to stakeholders and enforced by the FEI Tribunal so that it is a genuine protective mechanism for all participants in the sport.</p>	<p>The Internal Regulations of the FEI Tribunal were modified to give Athletes significant protections and full rights to ensure they have a fair opportunity to be heard and the outcome is well-considered and substantiated by the evidence. This seems to be working as all cases appealed to CAS have been confirmed in the FEI's favour.</p> <p>Continue current approach as it is working effectively.</p>
47	Welfare	Reaction to positive cases should be swift, robust and heavily penalise the offender. We must be seen as having a zero tolerance approach to drug abuse.	<p>Delivered</p> <p>Fully WADA Compliant. / Equine Prohibited Substances List at GA 2010 in Chinese Taipei - produced and reviewed annually based on the recommendations of experts, including sports veterinarians, pharmacologists, toxicologists and research scientists. The List revisions are made following extensive consultation in response to scientific advances and available information regarding the use of substances in horses.</p> <p>The List review process is continuous and an updated List becomes available on 1 January each year. 1,156 Prohibited Substances, anything prohibited in competition, no matter how the substance is classified, is called a "Prohibited Substance". 966 Banned Substances: These are doping substances which have no place in Equestrian sport.</p>	<p>All banned substances cases result in an immediate provisional suspension from Competition and serious prosecution before the Tribunal.</p> <p>Continue current approach and apply immediate provisional suspension in case of use of medication cocktails</p>
48	Welfare	We must develop the Medication Box as quickly as possible, recognising the welfare aspect of treating horses without enhancing performance.	<p>Delivered</p> <p>Equine Anti-doping and Controlled Medication Regulations: unanimously approved by the 2009 FEI GA. A comprehensive regulation system that covers both the rules on doping control and the rules on medication control.</p> <p>190 Controlled Medication Substances: commonly used in equine medicine but prohibited in competition.</p>	
49	Welfare	We should apply tougher stewarding at shows / events and Championships to ensure that horses are not ill-treated.	<p>Delivered</p> <p>Equestrian Integrity Unit use of CCTV cameras.</p> <p>Rollkur</p> <p>In Feb 2010, following a round table on this issue, hyper flexion/Rollkur was re-defined as flexion of the horse's neck achieved through aggressive force, which is therefore unacceptable.</p> <p>Whilst what happens in the warm-up areas is the responsibility of the rider, trainer and the Steward on duty, participants at the round table emphasised that the main responsibility for the welfare of the horse rests with the rider.</p>	<p>Stewarding education system introduced for all disciplines- 45 courses organised (393 participants).</p> <ul style="list-style-type: none"> • Stewarding manuals are being updated/produced/brought in line with the education systems for all disciplines • Need more and better education of stewards • Creation of a personalised syllabus for each discipline • Creation and roll out of the online education system • Recognition of stewards as full-fledged FEI officials • Need for more stewards at events (but financial consequences for OCs)

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49 Cont'd	Welfare		<p>That being said, it is the FEI's role, through its Stewards to ensure that the riders and trainers are aware of that responsibility and that they uphold the FEI rules on welfare.</p> <p>A consensus was reached at the round table to clearly spell out the rule in the Steward's Manual. There is a 10min limit on the use of Low, Deep and Roud, or LDR, but the Steward's Manual also explicitly states that deliberate extreme flexion of the neck involving either high, low or lateral head carriages, should only be performed for very short periods. FEI steward therefore keep a close eye on the training and warm-up techniques of all riders at FEI events to ensure that there are no violations of FEI rules relating to horse welfare. If there are, the FEI Stewards will step in to stop it. If the rules are violated, riders are sanctioned.</p> <p>Ensuring horse welfare is a constant in the FEI's daily work. It is the wish of all of us who love the horse to ensure that they are happy athletes and the FEI is continuously working on education for riders, trainers and stewards so that we are all aiming for a common goal, to protect the welfare of our partner, the horse.</p>	
50	Welfare	We should form an Athletes' Commission within the FEI so that the wider issues are aired.	<p>Delivered</p> <p>GA Estoril 2007 Lee Pearson named as Chair (Bureau Member with a vote).</p>	<p>At the EGA in 2011 an athlete was placed on the FEI Executive Board with a vote (Kevin Staut appointed by The President).</p> <p>In some disciplines such as Driving impossible to find candidates for the position of Athletes in the Technical Committees. For Eventing, we have re-opened the position twice without result.</p> <p>Maria Gretzer - more involvement, commitment and drive.</p> <p>An Athletes' representative in all disciplines will be directly elected by the athletes of that discipline.</p>
51	Welfare	Introduce micro-chipping horses to allow for ease of identification and transportation.	<p>Not delivered in 2010 but then Delivered in 2011 GA</p> <p>How micro chipping would be delivered was scoped; the Veterinary Committee decided the best option was to accept EU standards (2010).</p>	<p>The FEI GA in 2011 approved mandatory micro chipping of FEI registered horses as of 1 Jan 2013. It was clarified at the GA in 2012 that mandatory micro chipping applied to newly registered horses only.</p> <p>To decide on a date when all FEI horses must be micro-chipped (2016).</p>
52	IOC	<p>I will strengthen our equestrian disciplines within the Olympic Movement;</p> <p>And</p> <p>Actively sell our disciplines to the IOC Executive Board and to IOC Members.</p>	<p>Delivered</p> <p>Elected IOC Member in 2007.</p> <p>Jumping</p> <p>The biggest FEI discipline with 1,236 jumping events out of a total of 3,213 FEI events (38.5%).</p> <p>The equestrian discipline at YOG - Dalma Malhas was the first Saudi woman athlete to compete at an Olympic event.</p> <p>Universality - Final four at WEG 2010. Four riders from 4 different continents.</p> <p>Eventing</p> <p>Short format - Cross country without roads and track and steeplechase is now the norm as a result the number of events and NFs practising the discipline has more than doubled in 10 years (555 FEI events in 2011, 251 in 2001).</p>	<p>Eventing</p> <p>FEI Nations Cup™ Eventing - trial season launched in March 2012.</p> <p>Eventing development in South America. Increased quota places in 2011 for Eventing in the PanAm's secured through Mario Vazquez Rana - in order to allow all NFs entered to participate (provided that the extra costs to the Organising Committee were covered by the FEI).</p> <p>Most successful Olympic Games ever due to the following: spectacular venue in Greenwich, packed stadiums, attendance of Olympic family members and clean sport: 0 positives humans and equine.</p>

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52 Cont'd	IOC		<p>Improved eventing risk management policy and action plan (introduced in 2010) - to ensure athletes and horses are not exposed to greater risks than those that already exist in the sport.</p> <p>Creation of the HSBC FEI Classics™- uniting all 4* events in a Series. HSBC is title sponsor 2008-2013</p> <p>FEI World Cup™ Eventing - 2002-2012</p> <p>Dressage Teams of 3 riders at Olympic Games - instead of teams of 4 allow for greater universality as more nations can participate. The creation of FEI Judge General position - a lead judging post to ensure greater consistency and accuracy of judging at all levels of dressage competition. Judges Supervisory Panel (JSP) - for major FEI events i.e. Olympic Games, WEG, FEI Continental Championships at Grand Prix Level and FEI World Cup Finals. The JSP is allowed to correct the judge's marks for factual errors. One of the benefits of the JSP is to provide a backup for the judges in order to protect both judges and athletes by preventing unfair marks. Reem Acra - Title Sponsor of the Reem Acra FEI World Cup™ Dressage Western European League.</p>	<p>Important attendance of IOC Members. Best Olympic Family lounge. Best ticket sales (97.6 %). Female athletes competing at same level as men.</p> <p>Further to IOC evaluation, to undertake action to improve positioning of FEI and equestrian disciplines in the Olympic Movement, i.e. TV exposure.</p> <p>Jumping Furusiyya FEI Nations Cup 2013-2016.</p>
53	IOC	I will work to ensure solid ties between the NFs and the NOCs.	<p>No clear avenue to establish this.</p> <p>Not delivered in a systematic way because this is performed on a case by case basis.</p>	<p>Delivered</p> <p>As per the new article included in the FEI Statutes as approved at the GA in 2012, NFs must have the support of their NOC.</p>
54	IOC	I pledge to set the conditions to take Equestrianism from a Category C to a Category B listed discipline by 2012 Olympics. This will mean more income and more solidarity with the IOC.	<p>Not delivered</p> <p>Our margin of revenue resulting from the Olympic Distribution has increased, but our denomination has not. Agreement (in "notes section") was reached accompanied upon request of the IOC to review the Groups into which the Ifs were placed by IOC several years ago and which form the basis of the formula for ASOIF division of revenues.</p>	<p>Efforts to be continued</p> <ul style="list-style-type: none"> • Important increase of Olympic revenues. • Massive effort to increase TV exposure. • NFs to be actively encouraged to promote sport with their NOCs and IOC Members.
55	IOC	Strengthen our relationship with the IOC Executive Board, building on the relationship that currently exists between the FEI Olympic Department and the IOC.	<p>Delivered</p> <p>Invited and attended</p> <ul style="list-style-type: none"> • 2006 - President Rogge attended Aachen with IOC VP Thomas Bach. • 2007 - President Rogge and Timothy Fok attended Honk Kong test event. • 2008 - President Rogge and IOC members: Timothy Fok, HSH Prince Albert, Willi Karlschmidt HM King Constantine (Hon Member) HRH Infanta Doña Pilar (Hon Member) , IOC Staff: Christophe Dubi (IOC Sports Department) attended Games in Hong Kong . • 2010 - Thomas Bach was also invited and attended WEG Kentucky. • Athlete from Equestrian Sport selected to take the historic first athlete's oath for in Singapore YOG Opening Ceremonies (Caroline Chew) in 2010. Dalma Malhas became the first woman from Saudi Arabia to compete in an Olympic Event YOG 2010. IOC members invited and attended Equestrian Events in Singapore YOG: President Rogge, Guinilla Lindberg, Nawal Mutawakel, John Coates, Toni Botero, and IOC Director General Christophe de Kepper. 	<p>Significant IOC presence (members and honorary members) at equestrian events in London2012: IOC President Jacques Rogge, Thomas Bach, HRH Crown Prince Frederik of Denmark, HRH The Prince of Orange, HRH The Princess Royal, HSH The Sovereign Prince of Monaco, Peter Tallberg, HRH The Infanta Doña Pilar, Carlos Nuzman, Prof. Arne Ljungqvist, Gerardo Werthein, Gunilla Lindberg, Sir Craig Reedie, Tsunekazu Takeda.</p> <p>Also: HRH Princess Benedikte of Denmark, The English Royal Family, and The Swedish Royal Family.</p> <p>IOC Sports Department hosted at FEI HQ for a two-month period following a flood at IOC premises - Dec 2012-Jan 2013.</p>

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56	IOC	Work within the IOC to ensure that horse sport is cost effective and that we are seen to be helpful at all times.	<p>Delivered</p> <p>FEI President elected IOC Member in 2007, with an IF denomination (International Federation Representative). I served on the IOC Athlete's Commission 2005-2010. I serve on the Culture and Education Commission 2006- . I served on the IOC Congress Editorial Committee 2009. I serve on the IOC International Relations Commission 2010. I worked exhaustively with Denis Oswald (London Coordination Commission Chair) and Gilbert Felli in 2006-2008 to ensure that we created the correct processes retroactively to ensure that the FEI could retain Greenwich Park as an Olympic venue for London2012 - this included commissioning an independent Feasibility Study on the venue in 2007 (Feasibility Panel consisted of Captain John Roche from FEI, Frank Kemperman from Aachen, Pierre Michelet (FRA) worked on the footing for the Eventing at the Greenwich venue). Greenwich was disputed as a venue by the British equestrian community. Worked closely with Captain John Roche and the FEI Jumping TC to ensure that at the request of the Singapore YOG OC (SYOCOG) the fence heights did not exceed 1.20m. This significantly reduced their costs allocation for horses and we also worked exhaustively with them on the transport and cost of transport of those horses in order to ensure that our overall costs as a sport were kept within reason.</p>	<p>After London2012, a thorough debrief was made.</p> <p>FEI's greater involvement in the preparation of equestrian events, i.e. timings, minimum requirements.</p> <p>Hiring of Director, Games and Championships (Tim Hadaway, former Equestrian Manager London2012).</p>
57	IOC	<p>Actively promote equestrian disciplines to the Olympic Broadcast network and the major network carriers;</p> <p>And</p> <p>Work on a pro-active communications plan for the IOC press offices and media outputs.</p>	<p>Delivered</p> <ul style="list-style-type: none"> • The USOC Initiative of the Olympic Broadcast network was on the table at the time of the Presidential Elections of 2006, but it never came to fruition. • FEI TV was launched in 2009 FEI livestreams majority of FEI's top events - 50-60 live broadcasts per year (depending on competition year & calendar) and hundreds of hours of archive footage (highlights, interviews, etc.). The biggest single operation to date was FEI WEG 2010 when FEI TV streamed almost the entire games live and reached almost 2m page views. FEI TV successfully started expansion to mobile in 2012. • FEI's monthly television magazine FEI Equestrian World is broadcast on the world's major networks such as BBC Worldwide, CNBC, ESPN International, Universal Sports, Fox Sports, Supersport, Viasat Sport, etc. reaching more than approx.150 territories and is also offered on some of the world largest websites such as e.g. www.sina.com or www.qiyi.com. • FEI Equestrian World TV Magazine is broadcast by Abu Dhabi Media Company, Al Jazeera Sports Channel, Fox Sports Middle East, BBC World News, CNBC Europe and ESPN International every month • We secured a place on the Sport Accord "Sports Hub" with other Olympic Sports since Dubai Sport Accord Convention 2010. • FEI WEG 2006 Aachen - the advertising equivalent of the media coverage generated by WEG 2006 is 13m Euros based on circa 14,000 articles published in 20 countries. • Alltech FEI World Equestrian Games 2010™, Kentucky - 66 TV channels broadcasted the Games worldwide. In the USA alone there were 38 hours of TV coverage, 28 of which were live. 	

EVALUATION OF FEI PRESIDENT'S MANIFESTO AND PROGRAMME

ROWS	- A - CATEGORY	- B - GOALS	- C - 2006-2010 FIRST MANDATE EVALUATION	- D - 2010-2013 SECOND MANDATE EVALUATION
58	IOC	Put the judicial and anti-doping issues at the heart of our technical activity at the Olympic Games.	<p>Delivered</p> <p>Elective Pre-screening in HK OG 2008.</p> <p>YOG horses screened before leaving Australia, and screened upon arrival 2010.</p> <p>Provisional Suspension foreseen under the 2006 version of the EADMC Rules; the respective text stipulated that a Provisional Suspension "may" be imposed - that possibility was only used for the first time during the 2008 OGs.</p> <p>Equestrian Community Integrity Unit 2010.</p>	<p>Clean Games:</p> <ul style="list-style-type: none"> • Alltech FEI World Equestrian Games 2010™, Kentucky (USA) • 2010 Summer Youth Olympic Games, Singapore (SIN) • 2010 Asian Games, Guangzhou (CHN) • 2011 Pan American Games, Guadalajara (MEX) • 2012 Olympic Games, London (GBR)
59	IOC	Work with the NFs to ensure that we are producing the best possible facilities for them.	<p>Not delivered</p> <p>The Bureau and Group Members were given the opportunity to give a recommendation to the FEI President for the voting of Olympic bid cities. In Person Bureau Meeting April 1st, 2009.</p>	<p>Delivered for London 2012</p> <p>A debrief document is being finalised. This document will lead to a Technical guide with clear conditions and requirements for future Championships and Games. Footing.</p> <p>Appointment of Tim Hadaway as Director, Games and Championships.</p>
60	IOC	Create a celebration of horse sport within the Olympic Movement by promoting heritage, tradition and the future.	<p>Delivered</p> <ul style="list-style-type: none"> • FEI Awards 2009 • Year of Youth 2009 • Inspire Photo Exhibition 2010 • New pictograms 2012 • Museum feature in them HM King Hussein FEI Building 2011 	<p>Introduction of rider graphics and statistics on television / score boards (April 2010).</p> <p>Development of new broadcast graphics and development of new timekeeping technology together with Longines (Q3-2013).</p> <p>I asked UN to recognise 13 December as International Day of the Horse worldwide.</p>
61	IOC	I believe the Olympic Movement is essential to worldwide Development and Universality.	<p>Delivered</p> <p>The FEI committed to expanding our global participation ensuring a growing number of nations are involved in our sport at the highest level.</p> <p>The FEI portfolio has more than tripled in the last 10 years. In 2001 a total of 941 international competitions were held worldwide. In 2011 there were 3,213 international competitions were held worldwide.</p> <p>30 nations competing in equestrian sport in 1996 Olympic Games. London 2012 shows a 25% increase (40 nations). See Annex A - OG participations 1996-2012.</p> <p>Annex B - Statistics on participations at Olympic Games 2000-2012.</p>	<p>FEI Solidarity created in EGA 2011</p>
62	Commercial	With Sport increasingly being linked to revenue, the FEI should no longer look to others to grow our sport.	<p>Delivered</p> <ul style="list-style-type: none"> • HSBC Classics 2008-2013 • Reem Acra 2010 • Meydan 2010-2011 • Rolex 2007-2012 • Alltech 2010 	<ul style="list-style-type: none"> • Eventing NC & Dressage NC. • Longines (10 years period). • Renewal Reem Acra. • Furusiyya Nations Cup 2013. • Commercial portfolio. Identification of new products.

EVALUATION OF FEI PRESIDENT'S MANIFESTO AND PROGRAMME

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63	Commercial	The injection of funds (raised from the fund raising pledge of CHF 10 Million within year 1) should be regarded as a way to kick start Horse sport on a global scale.	<p>Delivered</p> <p>Funds raised by the President and announced in the FEI GA in Estoril in 2007. Friends of FEI: CHF 15'048'000 HM King Hussein I Building CHF 24'775'000</p> <p>See Box 73C.</p>	<p>FEI Solidarity created. Funds raised for FEI Solidarity: CHF 1'735'000 FEI Foundation. Longines deal provides FEI with new margin.</p> <p>See Box 73C.</p>
64	Commercial	Sponsorship and not Patronage will lead to the long term gain for the FEI and Horse sport.	<p>Delivered</p> <ul style="list-style-type: none"> • HSBC Classics 2008-2013 • Reem Acra 2010 • Meydan 2010-2011 • Rolex 2007-2012 • Alltech 2010 	<ul style="list-style-type: none"> • Longines • Furusiyya <p>Sponsorship evolving to partnerships.</p>
65	Commercial	It is important to brand our sport, as well as the FEI.	<p>Delivered</p> <p>Further efforts required, Further resources required for Corporate Communications.</p> <ul style="list-style-type: none"> • FEI Awards • FEI Focus • FEI Inspire Photo Exhibit (new platform for athletes) • Solidarity ambassadors • Sports Forum awards • Pictograms 	<ul style="list-style-type: none"> • FEI Update • Presentation of FEI at international conferences i.e. Host Cities, SportAccord, IATA, OIE, etc. • Best exhibition stand at SportAccord • TV presence to be developed • Positioning of FEI with other Ifs
66	Commercial	The FEI has to respond to market forces without sacrificing its core values and ethics.	<p>Delivered, but remaining vigilant.</p> <p>Creation of ECIU. Conflict of interest policy. Code of ethics.</p> <p>To fall in line with IOC the FEI updated its Code Ethics which is based on the IOC Code. The FEI General Assembly in 2012 agreed to the inclusion of Appendix 3 in the FEI Internal Regulations includes the Code of Ethics and Conflict of Interest Policy. The GA also approved Appendix F of the FEI General Regulation which also includes the Code. By including the code in the IR and GRs the FEI ensures that all bodies within the FEI must comply with the Code.</p>	In FEI sponsorship agreements, specific mention of 'no sponsors interference in sports matters'
67	Commercial	I will work extremely hard with the FEI Commercial Division to drive income into horse sports.	<p>Delivered and ongoing</p> <ul style="list-style-type: none"> • Alltech WEG • HSBC in Eventing • Meydan & Rolex Show jumping • Reem Acra in Dressage • Market research 141 • Presidential (Commercial) Advisory Team 2007 – 2009 	<p>In 2011 EGA I appointed Gerardo Werthein as SPC for Commercial Matters, and this is a valuable help in replacement of PAT (Presidential Advisory Team)</p> <p>Longines.</p>

EVALUATION OF FEI PRESIDENT'S MANIFESTO AND PROGRAMME

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68	Commercial	We need to place an even greater emphasis on commercializing our products.	<p>Delivered</p> <p>General: There was an increase of 16% in commercial revenues between 2007 and 2010. Proportion of overall FEI revenue from commercial activity increased from 29% in 2005 to almost 50% in 2010. Sponsorship increased from 1 in 2005 to: to 5 in 2010 (Rolex, HSBC, Meydan, Reem Acra and Alltech) The FEI increasingly benefiting from commercialization of its key Championships (increased WEG hosting fee, introduction of sponsorship revenue share with WEG & EC organisers). Increased standards of sponsor account management (hired 2 experienced account managers) & added value to sponsor packages HSBC FEI Classics™ now a successful and valuable series with global TV exposure. Licensing & Merchandising: Specialized licensing & merchandising agency appointment and hiring of Licensing & Branding manager. Licensing of FEI Dressage tests & diagrams (also as iPhone App) Atari 2nd release support, Heritage gloves renewal. Broadcast: See next KPI below for data on increased broadcast coverage and revenues. Successful introduction of new media (FEI TV and FEI YouTube Channel) and integration into social media TV production enhancements harnessing new technologies (e.g. virtual courses, stats, rider info & picture) thanks to the set-up of a TV production advisory group to review production enhancement potential Championships: New FEI WEG and Senior European Championships host procurement bidding process to raise the profile of events and create conditions of a competitive bid process (to increase revenues).</p>	<p>Sponsorship: A new sponsorship structure & strategy has been developed and approved by the Bureau in June 2012. New sponsors: Furusiyya (2012-16), Longines (2013-23) Significant increase in sponsorship revenues in 2013 Broadcast: EBU agreement renewed until end 2014 with increased license fees and first ever broadcast guarantees (see next KPI) IMG agreement renewed until end 2014. Production standards harmonized and increased (HD now the standard) Licensing & Merchandising: 2 new licensing deals (Apparel and Collectible) FEI product certification program assessment under discussion Development of an FEI e-shop in process Licensing & Merchandising program linked to FEI Solidarity. Branding: A coherent FEI Championships & Series logo/branding system is being developed to build brand equity around FEI key events. Launch of new FEI Discipline pictograms in 2012. Sponsorship Portfolio was created.</p>
69	Commercial	We have to act together with those who own them.	<p>Delivered</p> <p>We impose our commercial partners on shows and organisers, we do not act with them, the following solutions:</p> <ul style="list-style-type: none"> • MOU GCT December 2007 • HSBC Classics brought additional value • Profit sharing arrangements with show organizers to find joint sponsors, Madrid for the European, WEG Alltech 85% - 15 split, in sponsorship 	<p>Delivered</p> <p>Higher financial contributions to WC & NC organisers. Promotion of bidding process for important FEI events.</p>
70	Commercial	We need to address what we own and what we want to own in the future.	<p>Not delivered</p> <p>Clarity – but no action. Ownership rights discussed in 2006 never followed up on.</p>	<p>Ongoing</p> <p>FEI focuses its attention on the WEG which is its flagship event. Clear definition of FEI named-events.</p> <p>More focus on FEI properties that we control 100%.</p>
71	Commercial	We must strive to increase the value of these products, while still maintaining the integrity of the sport.	<p>Delivered</p> <p>Only way this can be protected is by finding some way of not allowing the TC's to become commercially driven.</p>	<p>First transfer on the way. Once all funds are in the Solidarity Foundation approach a banking institution for a Financial Partner. Official carrier - Cargo plus hotel (in progress). Official timekeeper - Longines. Official sustainability partner (in progress).</p> <p>This system will remove any direct pressure on the Technical Committees.</p>

EVALUATION OF FEI PRESIDENT'S MANIFESTO AND PROGRAMME

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72	Commercial	I will fundraise CHF 10 million for the FEI projects and horse sport in my first year as President.	Delivered Friends of FEI: CHF 15'048'000 HM King Hussein I Building CHF 24'775'000	Funds raised for FEI Solidarity in 2012: CHF 1'735'000
73	Commercial	The FEI needs to become an 'umbrella' brand; it does not need to do so at the expense of equestrian sports.	Not delivered	New pictograms implementation also with OCs and NFs so they serve the whole community.
74	Commercial	The FEI should work with the NFs, Organisers and Riders so that everybody gains through the relationship.	Delivered Financial contribution to organisers and riders (prize-money) has been increased thanks to contributions from existing & new sponsors. FEI is working very closely with organisers to ensure that commercial requirements are workable for organisers, balancing the funding needs of the FEI with those of event organisers. Event hosting contracts have been harmonized and simplified. FEI created new eventing series benefiting 4* events, (HSBC FEI Classics™) - Pau, Adelaide and Luhmühlen have particularly benefitted from this FEI and OCs cooperating to find sponsors both for events and for FEI (commission scheme). Thanks to the FEI, Alltech, Rolex and Reem Acra have become sponsors of various events directly with OCs. FEI sponsors have purchased though the FEI additional commercial inventory from OCs at FEI Series events beyond their FEI contracts (e.g. branding, hospitality...). FEI support of WEG and ECs with sponsorship contract negotiations. Level of FEI service to organisers to deliver sponsorship rights (account management) has been increased OCs benefiting from coverage on FEI TV (live, highlights, interviews...) OCs benefiting from greater international TV coverage thanks to global distribution through IMG Riders profiled on FEI TV, FEI Equestrian World TV magazine, social media, FEI print publications...etc.	Continued support and cooperation with OCs of FEI Series and Championships. In particular: a) Very close cooperation with WEG 2014 OC in all commercial areas (branding, sponsorship, licensing, broadcast production & distribution...) b) Close cooperation with OCs in preparation of ECs 2013 and 2105 c) Support of various OCs in securing broadcast (TV and internet) production and coverage. In addition all events of the HSBC FEI Classics™ are now benefiting from wider international television coverage thanks to the FEI's efforts to create a series television product. Lastly, a new bid process for WEG and Senior ECs ensuring more transparent, structured and professional process benefiting potential OCs (more data provided to OCs such as economic impact analysis, user-friendly documents and host agreements, FEI information meeting...etc.). Thanks to Longines and Furusiyya deals, important contribution to organisers.
75	Commercial	NFs should have the right to input ideas and suggestions to the Commercial Department.	Not delivered There is no avenue, efforts of the Commercial department have not come to fruition at all.	Oversight was vastly increased. Institutionalisation of a Debrief process.
76	Commercial	Tailor made revenue /commercial proposals for the different regions, not solely apply a European Model for income opportunities.	In progress "141" (Mellard Brown) Research Commissioned.	Delivered Commercial proposals for top partners are tailor made.
77	Commercial	Increase the resources in the Communications Department so that it has the opportunity to be much more pro-active with the Media and our NFs.	Delivered Malina Gueorguiev (2005) Olivia Robinson (2007) Richard Johnson (2008) Burson Marstellar hired (2009 – 2010) Grania Willis (2010) Romy Hoffmann (2010) Marianne Burkhardt (2010) Ruth Grundy (2010) Nicole Sigrist (2002)	Corporate Communications Dept.: 1 Director, 2 Managers, 1 Webmaster Designwerk, UK (design agency) Clearsilver, UK (PR and design agency) Appaloosa Equine Creative Agency, UK (Design agency) 2013: Hiring of 1 graphic designer to reduced agencies' costs Press Relations Dept.: 1 Director, 2 Managers Freelance journalists: Louise Parkes (Jumping, Dressage, championships) Kate Green (Eventing) Cindy Timmer (Driving) Kit Houghton (Photo catalogue)

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78	Commercial	The FEI should try to create its own properties and assets and should not try to take Rights from those who legally have hold of them.	Delivered but perceived as not sufficient <ul style="list-style-type: none"> • HSBC Classics • FEI TV 	<ul style="list-style-type: none"> • Licensing and certification projects • FEI Nations Cup™ Eventing & Dressage • Furusiyya Nations Cup™ • Pictograms contest • FEI Awards • Solidarity Fundraising • FEI Campus • FEI Certification programme (ongoing)
79	Commercial	Provide an IT Global Network for the FEI and National Federations.	Delivered but not properly functional: FEI Family.	See under NF section
80	Commercial	Look further at Television Rights and a proposal for an FEI Television and Media Department.	<p>Not good enough to claim this is delivered, the income is far from noteworthy, and there is no conformity in the production of our series because we hand over the control to OC's. We must find a way to produce and market a top product and still allow the OC's to benefit. Create a win-win situation.</p> <p>EBU Negotiations underway with IMG, with light to providing value for Host Nation of WEG (2008 – 2010).</p> <p>FEI TV The TV Manager within the Commercial Department designated to coordinate production, TV distribution and on-line distribution.</p>	<p>Partially delivered but ongoing as TV landscape changes constantly.</p> <p>Furusiyya NC, year 2013 will remain as is, year 2014 the TV Rights status must be reviewed.</p> <p>FEI TV internet projects sees its second profitable year in a row.</p> <p>FEI TV extension to mobile devices.</p> <p>EBU / IMG contract prolonged.</p> <p>New FEI TV launched.</p> <p>Development of technology and graphics with Longines:</p> <p>New distribution of FEI TV Magazine within sponsorship of Longines.</p>
81	Commercial	Success looks like: The creation of Regional and Global Heroes for both horse and rider.	<p>Improved but not delivered</p> <p>FEI Awards 2009. FEI Inspiration Photo Exhibit 2010. FEI Focus</p> <p>The FEI has put heroes into focus instead of promoting itself, but it has not created a regional or global hero, and certainly not lifted a hero from the horse sport to International celebrity status. Look at the way the Thieler brother created a national hero of Willi Melliger and Calvaro that is the kind of global craze the FEI needs to aim for with its athletes.</p>	Further work required by Communications Department. FEI Solidarity Ambassadors from different parts of the world delivered .
82	Commercial	Success looks like: Increased Broadcast Rights payments and greater coverage.	<p>Not delivered</p> <p>Broadcast distribution (TV, internet TV, mobile): FEI TV successfully launched in 2009 with market leader technical provider Perform. Launch of FEI's YouTube channel and integration in Sportaccord channel IMG Media appointed in 2009 further to tender process for TV rights distribution (world's largest independent distributor of sports content) General increase in number of channels, broadcast hours and cumulated audience across properties.</p>	<p>Partially delivered but ongoing process as TV landscape evolves constantly.</p> <p>Traditional television: EBU contract renewed until 2014: Competitive process with IMG led to over 35% increase in rights fee vs. previous EBU contract (+ potential contribution to N2014 TV production costs). First ever contractual broadcast commitments (firm guarantee of 1'219 hours of coverage across 56 EBU territories until the end of 2014). IMG partnership renewed until 2014 and resulted in increased TV revenues and coverage, wider global distribution (e.g. Middle East & China). General increased sponsorship value of FEI properties through increased TV exposure and audience. Despite having to operate in a decreasing market for rights fees of second tier sports: revenues for 2012 more than doubled compared to 2008 (last comparable year according to competition calendar).</p>

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82 Cont'd	Commercial			<p>Internet broadcast: FEI TV already profitable in 2011, less than 2 years after launch and one year earlier than forecasted. Revenues in 2012 reached the revenue level from traditional television In 2011: over 1 million visits and 2.6 million page views over 250 hours of live broadcasts from approx. 50 key FEI events approx.350- 400 video on demands clips offered per year approx. 2.000.000 videos watched per year. FEI TV also serves as highly efficient FEI marketing/PR tool. FEI TV syndicated players on 30+ different equestrian websites. FEI TV channel on Perform's "E-player" which sits on 250+ websites. Broadcast of disciplines/events without regular broadcast coverage (e.g. Vaulting, Driving and Endurance & Championships for Juniors/Young Horses) First FEI TV mobile application launched in 2012.</p> <p>Preparation negotiation TV EBU/IMG.</p>
83	Commercial	Success looks like: Ownership of more FEI Properties.	<p>Not good enough</p> <ul style="list-style-type: none"> • FEI TV • FEI Classics • WEG 	<p>Delivered</p> <p>New commercial strategy. Appointment of Chief of Business Development and Strategy.</p>
84	Commercial	Success looks like: Organizers and Riders viewing the FEI as a way in which they can increase revenues for themselves.	<p>Not delivered</p> <p>Ongoing, this is tied to our broadcasting deal with the EBU, currently under negotiations. Increase of prize money.</p>	<p>Partially delivered, in progress</p> <p>The EBU deal was never going to produce a situation where the organisers and riders viewed the FEI in a way that would increase revenues for themselves. This needs to be rethought.</p> <p>The Longines and Furusiyya partnership brings in further revenues for the Organisers and Riders.</p> <p>Increased prize money even in time of economy downturn.</p>
85	Commercial	Success looks like National Federations benefitting from the Commercial system that the FEI creates.	<p>Not delivered</p> <p>Not realistic with actual revenue structure.</p>	<p>Not delivered</p> <p>Not realistic with actual revenue structure.</p>
86	Commercial	Success looks like Emerging Nations feeling that the onerous fundraising task is supplemented by FEI assistance in Development.	<p>Not delivered in 2010 but then Delivered by 2011</p> <p>We work as a filter for Olympic Solidarity (not creditable to this administration).</p>	<p>Delivered</p> <p>To help nations in the greatest need to make our sport accessible worldwide we created FEI Solidarity (EGA 2011) which was modelled on the Olympic Solidarity Programme. The key objectives were:</p> <ul style="list-style-type: none"> • To assist the NFs in the preparation of their athletes for participation in FEI competitions • To develop the sport's knowledge and technical level of athletes and coaches • To train sports administrators to create where needed simple, functional and economical equestrian sports facilities in co-operation with national or international bodies and to support the organisation of competitions at national, regional and continental level under the authority or patronage of the NFs, and to assist the NFs in the organisation, preparation and participation of their delegations in regional and continental Games. • To encourage joint bi-lateral or multi-lateral co-operation programmes among NFs • To urge Governments and International Organisations to include equestrian sport in official development assistance.

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87	Commercial	Success looks like: The IOC taking us more seriously because the Media /TV does.	<p>Delivered</p> <p>Renewal of the EBU Deal 2010 - IMG partnership (TV distribution) => increased TV revenues and coverage, wider global distribution (e.g. Middle East & China). - FEI TV launch => increased live exposure & FEI disciplines showcase See previous KPI above for more details.</p>	<p>Covered and Cumulated audience increase:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">Coverage</th> <th style="text-align: center;">Cumulated Audience*</th> </tr> </thead> <tbody> <tr> <td>FEI Europeans Dressage 2011</td> <td style="text-align: center;">+64%</td> <td style="text-align: center;">+122%</td> </tr> <tr> <td>FEI Europeans Eventing 2011</td> <td style="text-align: center;">+54%</td> <td style="text-align: center;">+186%</td> </tr> <tr> <td>FEI Europeans Jumping 2011</td> <td style="text-align: center;">+138%</td> <td style="text-align: center;">+193%</td> </tr> <tr> <td>FEI Classics™</td> <td style="text-align: center;">+1148%</td> <td style="text-align: center;">+86%</td> </tr> <tr> <td>FEI World Cup™ Jumping</td> <td style="text-align: center;">+17%</td> <td style="text-align: center;">+33%</td> </tr> <tr> <td>FEI World Cup™ Dressage</td> <td style="text-align: center;">+1864%</td> <td style="text-align: center;">+48%</td> </tr> <tr> <td>FEI Nations Cup™</td> <td style="text-align: center;">+120%</td> <td style="text-align: center;">+59%</td> </tr> </tbody> </table> <p>The FEI does not have TV data from the Olympic Games, however Beijing Olympic Games statistics have been requested to the IOC. We were informed that London 2012 data will not be available before end of 2013. FEI WEG statistics of Aachen (GER) and Lexington (US) are not really comparable in FEI's favour without putting them into context (games allocated to the US to develop the US market). Due to time difference with Europe drop in cumulated audience (from 460 mill. to 168 mill.) despite increase in coverage (from 322 hours to 450 hours).</p> <p>Coverage & audiences of FEI broadcast products (FEI Series & Championships):</p> <p>Monitoring reports for FEI World Cup™ Jumping 2012/13 and FEI World Cup™ Dressage 2012/13 currently in preparation (due to season end in April). General trend compared to previous season: FEI will have realized continued and partly significant increase in broadcast coverage as well as an – compared to coverage more moderate - increase in cumulated audience.</p> <p>Due to the cancellation of flagship event Badminton Horse Trials the cumulated audience for the FEI Classics™ 2012 dropped accordingly. The production of a replacement programme by FEI helped to keep the drop on moderate level and contributed to an increase of overall TV-coverage of the series by more than 25% compared to the previous season.</p> <p>Similar scenario for the FEI Nations Cup™ Jumping for which a significant increase in broadcast coverage could be achieved (50%+) while simultaneously a moderate drop in audience has been monitored.</p> <p>For the first time ever a series of programming from the FEI World Cup™ Driving was offered to broadcasters and allowed for the series to achieve coverage on some special interest and general sport (Eurosport) channels. For the first time ever a FEI (co-) produced documentary around the FEI World Endurance Championships 2012 achieving coverage on different (mainly special interest) channels (in AUS, CAN, ITA, NZL, UK).</p> <p>For the London 2012 Olympic Games the IOC for the first time ever shared detailed broadcasting figures with the IFs. While due to missing data for previous OG very difficult to compare it can be said for London 2012 that:</p> <ul style="list-style-type: none"> • Equestrian reached a total of 181.030 viewer hours (sport with the lowest score: 31.692), which represents approx. 7% of the coverage of the highest score achieved by an Olympic sport; • Equestrian reached a total TV-audience of 44 million (sport with the lowest score: 33), which represents approx. 21.8% of the sport with the highest score. 		Coverage	Cumulated Audience*	FEI Europeans Dressage 2011	+64%	+122%	FEI Europeans Eventing 2011	+54%	+186%	FEI Europeans Jumping 2011	+138%	+193%	FEI Classics™	+1148%	+86%	FEI World Cup™ Jumping	+17%	+33%	FEI World Cup™ Dressage	+1864%	+48%	FEI Nations Cup™	+120%	+59%
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EVALUATION OF FEI PRESIDENT'S MANIFESTO AND PROGRAMME

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88	Development	Too often in our organisation Development is a title used to describe only the plight of emerging nations.	<p>Undelivered</p> <p>Many efforts made to explain Development, all work on Development has been theoretical, and strategic.</p> <p>DTF created in 2010 - presented to GA in 2010.</p>	<p>Delivered</p> <p>Creation of FEI Solidarity in 2011 based upon Olympic Solidarity model with clear matrix.</p> <p>Very wide communication on FEI Solidarity:</p> <ul style="list-style-type: none"> • Launch of FEI Solidarity concept to all stakeholders to introduce the mechanics and rationale • Digital Communications tactics including social media • Regular and constant messaging and features in FEI Focus magazines, Equestrio with occasional press support • Web presence • Video teaser at major sports events • Launch in 2013 of FEI Solidarity Ambassador scheme – promotion and project trips arranged for 2013 to boost interest in scheme • Development of case studies and photographic /video reporting • Development of draft fundraising strategy • Production of fundraising proposals and documents – hard and digital • Development of FEI Solidarity microsite and newsletter • Production of FEI Solidarity Trade Stand • Construction and fundraising mechanics of FEI Solidarity Wall at HM King Hussein I Building
89	Development	Development is the key to the true Universality of our sport.	<p>Not delivered in 2010 but some progress was made in specific regions concerning the FEI coaching system thanks to individual efforts from Andy Griffiths, Jose Ortelli and Jean-Philippe Camboulives.</p>	<p>Delivered: FEI Solidarity</p>
90	Development	Development should be embraced by all but there should be an understanding that the developmental requirements vary in different Regions and Groups. It is a process of evolving and attaining maturity.	<p>Not delivered</p> <p>DTF created 2009.</p> <p>I did a tailor made approach for one Region the Americas, Groups 4, 5, 6. Which with their permission can be used as an example. Other diagnostic tools and exercises were carried out, but none used to formulate programmes, this shows a clear need for a Volunteer Body overlooking Development Globally, and across disciplines.</p>	<p>Delivered: FEI Solidarity</p>
91	Development	The FEI's Development Programme needs far more financial help and increased resources.	<p>Delivered through Presidential Fundraising, but no real tangible made progress made.</p> <p>Creation of DTF after GA 2009.</p> <p>This was the main priority for the FEI in 2009 for rollout in 2010.</p>	<p>Delivered: FEI Solidarity</p>
92	Development	Development is in everybody's interest and will strengthen our NFs. The result is a stronger FEI, stronger horse sport and a stronger relationship with the NOCs and with the IOC. This is why I believe that development is such an important subject.	<p>Unquantifiable, however generally not delivered in the area of development.</p> <p>Not much has been done for development.</p>	<p>Delivered: FEI Solidarity</p>
93	Development	I will not get involved with how the money (I raise) is apportioned (though strong preference stated for 20% of any revenue raised will go towards Development).	<p>Principle adhered too but nothing delivered also due to limited income.</p>	<p>Partially delivered</p> <p>As from 2013, 50 % of FEI revenue from licensing allocated to FEI Solidarity.</p>

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94	Development	Realise that Education covers not only the Athletes but also Welfare, Technical Organisation and the training of the support network.	<p>Delivered</p> <p>This is the most significant example of the FEI Clean Sport Campaign which has been running since 2010 and has set a benchmark for other IF's. Specific website explaining the rules and clarifying the roles for those involved in the sport; Athletes Guide and how Testing Works Guide; Prohibited substances database accessible online and via iPhone and Android applications; global education programme; Clean Sport Toolkit aimed at helping NFs and equestrian stakeholders to familiarise athletes and their support teams with equine and human anti-doping regulations and procedures, also helps presenters of anti-doping workshops a structured set-up of all the materials they need on a UBS-stick. Contains five tools to break down the complexities of Clean Sport (a presentation, tips for presenters, resources centre, quiz, and glossary).</p>	<p>Delivered, but can never be said to be enough, eventually this can only be deemed well done, is if we professionalize our officials, or at least key positions as per the Stevens Commission recommendations. - Steward General courses, many courses have been run for FEI Staff at HQ, throughout the organization, from SG right down. From 2010-2012 15 Clean Sport courses for riders, veterinarians, grooms and FEI Officials were organised with an estimated number of about 500 participants.</p> <ul style="list-style-type: none"> • Clean Sport tool kit • FEI Campus • Awareness campaign in view of clean Olympic Games in London 2012
95	Development	I will totally support the Development Programme and extend it.	<p>2010 Partially delivered</p> <p>Funds for development were raised by the President in 2007 and 2008 for a total amount of 15'400'000 CHF, out of which 20% were earmarked for development. The development funds were used for Eventing official's education, other education initiatives (400K CHF) and the rest was allocated to the FEI Solidarity Fund.</p> <p>The rest of the funds raised helped the FEI with seed money for projects such as :</p> <ul style="list-style-type: none"> • The IT project to help modernize the tools and improve sport administrative processes used both internally at the FEI and externally (at the National federation level) and to improve the quality of data for the sport • The FEI Website for a better showcase of the FEI's activities • The FEI TV project to help the FEI create new sources of revenues in the future for the FEI • Other ad hoc projects (Safety statistics, Youth project, Ethics audit etc.), projects which would have been difficult for the FEI to finance from its operations. <p>DTF Created 2010.</p>	<p>Delivered FEI Solidarity created.</p>
96	Development	In my first year as President, I will raise CHF 2 Million which can be earmarked for Development.	<p>Delivered</p> <p>To refer to 95C above.</p>	<p>Delivered: FEI Solidarity</p>
97	Development	Development is to be stronger at all levels at all times.	<p>Not delivered in 2010</p>	<p>Delivered: FEI Solidarity</p>
98	Development	There is a requirement to define the key issues affecting Development, both on a Worldwide and Regional level.	<p>Delivered</p> <p>An exceptional amount of diagnostic work done by Jacqueline Braissant. Presentations in GA 2007, 2008, 2009.</p>	<p>Delivered: FEI Solidarity</p>
99	Development	Development: Tailor made Programs are to be developed to provide individual solutions through the recognition that different groups and countries have different strengths and to develop these strengths on a case by case basis.	<p>Delivered (by the President personally).</p> <p>After personal visits of the President to countries in Groups 4, 5, 6 in 1st quarter of 2010, specific development reports were established on each country visited.</p>	<p>Delivered: FEI Solidarity</p>

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100	Development	Encourage Universality in all disciplines.	Not delivered by the FEI , natural evolution of the sport. The FEI cannot take credit. Need for Athens vs. Hong Kong.	Need to discuss a formal mechanism for doing this, no clear path exists.
101	Development	Make Emerging Nations welcome and let them have free and open voice to the FEI without feeling that they are going to be penalised as a result.	<p>Delivered</p> <p>2006 Total NFs 136: Suspensions* 5 - CUB, KUW, LES, GRN, SUR.</p> <p>2007 Total NFs 133: Suspensions* 6 - BRU, CAY, CUB, ICL, MDA, SUD. Exclusions 3** - SUR, LES, GRD</p> <p>2008 Total NFs 132: Suspensions* 4 - BRU, MGL, MYA, NIC. Disaffiliation of DOM (governance issues)</p> <p>2009 Total NFs 133: Re-affiliation of DOM</p> <p>2010 Total NFs 133: Suspensions 2 - CUB*, KUW (non-compliance with Olympic principle of autonomy of sport)</p> <p>2011 Total NFs 132: Suspensions 5 - MAD, MGL, NIC, SUD* and KUW (see above). Disaffiliations 2 - AHO (dissolution of AHO and IOC decision) and RSA/SANEF (governance issues); Re-affiliation of RSA/SAEF.</p> <p>2012 Total NFs 132 :Suspensions* 1 - YEM</p> <p>* For non-payment of annual membership ** For several consecutive years of non-payment of annual membership.</p> <p>Also introduced simultaneous translation into the GA, formerly only two languages, English and French. Requested Spanish, Arabic and Russian for Estoril GA 2007 arranged as a donation. The same for Buenos Aires 2008. Always included since then.</p> <p>GA format changing to make NFs more active at GA as from 2009.</p> <p>Re-classification of NFs in Istanbul 2012.</p> <p>Development Department produced a template to help NFs and applicant countries to FEI membership with their Statutes and their internal structure (Lucinda and Legal responsible for this).</p> <p>Pending application processes: Angola, Aruba, Bahamas, Bosnia and Herzegovina, Cameroon, Ivory Coast, Gabon, Mauritania, Nigeria, Seychelles.</p>	<p>New format of the Regional Groups meeting with the Bureau as from 2012.</p> <p>NF Liaison Office.</p>
102	Development	Use my knowledge of racehorse transportation issues to help develop a worldwide and regional quarantine program so that competition can increase and not be fettered by "Red Tape".	<p>Not delivered</p> <p>In process: Concept paper on introduction of micro-chipping to allow for the ease of ID and transport completed. Speech to OIE in Paris May 2010. Speech to European Veterinary Commission, Brussels June 2010.</p>	<p>In progress OIE (see Welfare section).</p>
103	Development	Use my knowledge of transportation to look at ways in which the FEI can help to reduce cost.	Not delivered. Work in progress.	<p>In progress Strategic direction of Veterinary Department. Equal to global health and doping. FEI spoke at IATA symposium on animal transportation.</p>

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104	Development	Help Emerging Nations with an IT program that can professionalize communication and input into the FEI.	<p>Delivered (but not functional).</p> <p>The project was not delivered by the provider as expected (modules missing i.e. entry system, online draft schedules, results management).</p>	<p>FEI web services.</p> <p>Further improved website and FEI Documents (Extranet).</p> <p>In 2012, the FEI put into place an electronic online voting system for the election of Regional Group Chairs rather than during a Regional Group Meeting as this would be a more democratic procedure since it would give more National Federations (NFs) within the concerned Group the opportunity to cast their vote(s).</p> <p>On 1 January 2013, the new online Entry system was launched and gradually introduced for Jumping. Implementation for Endurance in October 2013. The online Entry System will expand to include all other disciplines.</p> <p>The online entry system was designed in cooperation with OCs and NFs to improve the automation and exchange of data between the FEI and the NFs with a developed IT system, and will also provide IT tools to NFs that do not already have their own entries database. The system will make communication between the organising committees, NFs and the FEI easier and will ensure a better quality and traceability of data.</p> <p>The electronic online voting system functionality may be used for purposes other than the elections.</p>
105	Development	Look at cost effective solutions for running international competitions in emerging nations.	<p>Not delivered</p> <p>World Challenge.</p> <p>Create a league for competition on borrowed horses so that young people from all walks of society can participate around the world. We need to address any related welfare issues, and develop a good programme for it. The Youth Olympic Games is an example.</p>	<p>Ongoing: evaluations of challenges needed and eventual members (Solidarity letter).</p>

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110	Governance	Formalise and institutionalise clear values to underpin FEI statutes.		<p>Delivered</p> <p>The first clean-up of the Statutes was done at the GA at 2011 and a further one during the GA in Istanbul in 2012. Among the important changes:</p> <ul style="list-style-type: none"> • Athlete representative sits with a vote on the FEI Executive Board. • Inclusion of FEI Solidarity Committee and mandate • Mandate of the FEI Executive Board including approving amounts/contracts of CHF 50'000 and over; • Removal of Associate Members in favour of establishing specific MOUs; • Removal of FEI Bureau Members & Rights of Deputy Group Chairs; • Clarification: rights of Bureau members (i.e. may not vote on behalf of an NF); • Clarification: role of the Nominations Committee; • NF membership criteria; • formalisation of the Equine Prohibited Substance List Group as a Sub-Committee of the Veterinary Committee; • Clarification regarding the rights of the Secretary General; • Inclusion of an Equestrian Community Integrity Unit • FEI Ethics Code expanded based on the IOC Code. <p>In 2011 the "FEI Internal Regulations of the Bureau" became the "FEI Internal Regulations" as the latter dealt with other bodies as well.</p>
111	Governance	Adopt a Code of Conduct that includes standards for good governance and ethical behaviour.		<p>Delivered</p> <p>FEI Code of Ethics included in the FEI Internal Regulations of the Bureau.</p> <p>To fall in line with the IOC, the FEI updated its Code of Ethics which is based on the IOC Code. The FEI General Assembly in 2012 agreed to the inclusion of Appendix 3 in the FEI Internal Regulations includes the Code of Ethics and Conflict of Interest Policy. The GA also approved Appendix F of the FEI General Regulations which also includes the Code. By including the code in the IR and GRs, the FEI ensures that all bodies within the FEI must comply with the Code.</p>
112	Governance	Restructuring, with due consideration is given to the benefits of adopting a continental structure to replace our present Group system.		<p>Delivered</p> <p>The Constitutional Task Force was created in 2011 to help with the restructuring of the FEI. Following its report to the GA in Rio 2011 the CTF was disbanded. Below are the timeline details:</p> <ul style="list-style-type: none"> • 18 January 2011: To ensure NF and Bureau input on the restructuring proposal, multiple choice questions on key issues are sent to NFs and the Bureau for response • 11 February 2011: 1st draft of Statutes is sent to NFs, integrating the responses to the multiple choice questions • 8 March 2011, the Bureau postpones the restructuring and agrees to establish a Task Force to look into the process and make proposals to the GA.

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112 Cont'd	Governance			<ul style="list-style-type: none"> April 2011, a 5 member FEI Constitutional Taskforce (representing each continent) is established. Its mandate to allow all members of the FEI to drive the effort and dialogue towards an optimal governance structure for the FEI. 6 May, 2011: Extraordinary GA takes place in Lausanne, where the Constitutional Task Force carries out formal consultations with the collective National Federations assembled; May to October 2011: CTF received submissions and responses from NFs; conducted telephone or in-person interviews with Bureau members; and presented at all existing Continental Associations Meetings. 11 November 2011, General Assembly in Rio – The CTF presented its report/recommendations to the FEI General Assembly and confirms that their general view is that the existing Bureau model which combines representatives from each of the Regional Groups, Technical Committees, Athletes' Committee, the President, the Vice-Presidents, as well as the Audit and Compliance Committee – has the strong advantage of ensuring that all perspectives are at the table, and minimising the risk that the Bureau will not have a truly global perspective on all of its decisions. The GA approves the report. <p>NB: 1/ there was no proposals from NFs to change the current Group structure and 2/ there was the request to recognise Continental Associations, which was included in the statutes.</p> <p>Following the recommendations of the Constitutional Task Force and the acceptance by the 2011 GA of their report, the discussion regarding the vote per nations has been maintained in the FEI Statutes and the subject regarding restructuring the FEI closed.</p> <p>CTF report was delivered in Rio 2011 with realistic and globally supported changes to the structure, which were implemented in the statutes revision of 2012. The restructuring debate is now closed from the sport and operational points of view.</p> <p>The 1 NF / 1 vote debate was closed.</p>
113	Governance	Establish Athlete representation, with full voting rights, at the Executive Board level.		<p>Delivered</p> <p>Done at the EGA in 2011. 2010-2011 - Kevin Staut 2012-2013 Maria Gretzer</p>

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114	Governance	Build on the work of the Clean Sport Initiative in fulfilment of the recommendations of the Stevens and Ljungqvist Commissions.		<p>Delivered</p> <p>Clean Games at London 2012.</p> <p>Approximately forty percent of our horses were tested at the Olympic and Paralympic Games.</p> <p>Some 10,600 human athletes, all sports combined, competed at the Games, five thousand two hundred tests were carried out, which represents approximately 49 per cent. This does not mean that 49 per cent of the athletes were tested, as some were tested more than once, but the athletes who were tested included the five top human athletes in every event and two chosen at random.</p> <p>The zero positive testing results endorsed the FEI Clean Sport campaign, which has been and will continue to be a team effort within our community and at FEI Headquarters.</p> <p>Clean Sport tool kit.</p> <p>To continue awareness campaigns such as the ones for London 2012 for major FEI Championships and Olympic Games.</p>
115	Governance	Ensure a system of financial management that is both scrutinised and controlled, either through the creation of a Financial Committee or the appointment of a well-qualified Treasurer.		<p>Delivered</p> <p>Audit and Compliance Committee Created 2007.</p> <p>It is a statutory requirement that any amount over 50,000 CHF is cross checked by the EB with the SG. Included in the FEI Internal Regulations (Art. 3.2.4.) The specific mandate to the EB was included on 8 November 2012.</p> <p>New CFO to be hired with full review of financial management.</p>
116	Governance	Make IT Global Network more functional and user-friendly for our National Federations. Improve and further develop the FEI IT system to function in service of the needs of National Federations and Organisers to facilitate exchanges better and reduce the administrative burden.		<p>Delivered</p> <p>Measure of success - Satisfaction survey among NFs demonstrating widespread support for and satisfaction with the system.</p> <p>The system has been designed to improve the automation and exchange of data between the FEI and the NFs with a developed IT system, and will also provide IT tools to NFs that do not already have their own entries database. The system will make communication between the organising committees, NFs and the FEI easier and will ensure a better quality and traceability of data.</p> <p>Improvement of FEI website to become more user friendly with dedicated sections for NFs and stakeholders groups; development of online entry system.</p>
117	National Federations	Maintain principle of One Federation, One Vote, in all matters.		<p>Delivered but needs to be formalised.</p> <p>Measure of success - Protected during HRH's final term and enshrined as a core, non-negotiable value of the FEI.</p> <p>The right is maintained in Art. 5.1 of the FEI Statutes. In our view the discussion of this topic is closed but we have to remain vigilant.</p>

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118	National Federations	Hold an annual Sports Forum to enhance transparency and streamline the Technical Committee Decision-making process, ensuring that NFs, athletes and organisers receive all relevant information six months in advance of the GA. Proposed calendars for the following year will also be presented at the Sport Forum.		<p>Delivered</p> <p>Done in May 2012. The second was in April 2013 in partnership with IMD.</p> <p>The Sports Forum is now part of the Statutes (Art. 17.5) since 2012.</p>
119	National Federations	Empower National Federations to provide services to each other through the creation of a National Federation-driven FEI database of best practice and learnings as well as recommended suppliers and service providers.		<p>Not delivered</p> <p>Need to create infrastructure, then awareness campaign. Find a way to make the industry push the NFs to get certified - there is a matrix to be created - what categories should exist? Measure of success - Bring sport to the centre and create an invaluable service for NFs, which may also have great commercial potential.</p>
120	National Federations	Facilitate Government-to-Government discussions to help ease transportation and quarantine challenges, while also working with regional organisations within the FEI to support their own efforts and provide them with the tools for self-sufficiency in this regard.		<p>In progress</p> <ul style="list-style-type: none"> • Getting the Veterinary Dept. to do a mapping exercise and assimilate information. • Go to / create the dignitary list and make the appropriate diplomatic preparations, and then • It becomes top-down, and it's a political exercise (paperwork will be the main burden by that stage - logistics of travel, who you meet and when you meet them, etc). Benchmark with one region, perhaps South America because of 2016 Games. Measure of success - Easier transportation and quarantine of competition horses per pledge, particularly in advance of big upcoming Games e.g. Rio. <p>FEI President is an automatic OIE Goodwill Ambassador.</p> <p>Since 2013: FEI Committee Member of the OIE Advisory Board.</p> <p>The OIE Goodwill Ambassadorship as an FEI Post. FEI biosecurity code.</p> <p>FEI supported employee at OIE to develop proposals to define sub population of high performance horses and bio security code within OIE, budget for regional conferences with governmental vets.</p>
121	National Federations	Add resources to the Veterinary Department so that it is able to hub a full-fledged transport and quarantine section within it, with a view to shipping the horses of the National Federations to our own championships, in-house. Ensure that the Veterinary Department has the resources to provide additional support and expertise to the National Federations in the area of import and export.		<p>In progress.</p> <p>With increased resources this can be done.</p>

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122	National Federations	Celebrate the individual efforts of National Federations who create their own solutions in the area of transport and quarantine through the creation of specific sanitary protocols, and help them spread their know-how to others.		Not delivered Measure of success - Ongoing recognition of NFs where appropriate. In progress.
123	National Federations	Establish transparent dispute resolution process for NFs. Ensure that the tools for dispute resolution are in place throughout the sport, within the NFs and at regional levels.		Not delivered but in progress
124	National Federations	Improve and further develop the FEI IT system to function in service of the needs of National Federations and Organisers to facilitate exchanges better and reduce the administrative burden.		In progress Further improved website and FEI Documents (Extranet). In 2012, the FEI put into place an electronic online voting system for the election of Regional Group Chairs rather than during a Regional Group Meeting as this would be a more democratic procedure since it would give more National Federations (NFs) within the concerned Group the opportunity to cast their vote(s). On 1 January 2013, the new online Entry system was launched and gradually introduced for Jumping. Implementation for Endurance in October 2013. The online Entry System will expand to include all other disciplines. The online entry system was designed in cooperation with OCs and NFs to improve the automation and exchange of data between the FEI and the NFs with a developed IT system, and will also provide IT tools to NFs that do not already have their own entries database. The system will make communication between the organising committees, NFs and the FEI easier and will ensure a better quality and traceability of data. The electronic online voting system functionality may be used for purposes other than the elections.
125	Commercial	Change our commercial portfolio from sponsorship packages to commercial partnerships, after a full and open debate, and with the support of NFs and organisers.		In progress Measure of success - Successful retention of sponsors, attraction of new sponsors, and leveraging of partnership model for benefit of FEI. New commercial strategy approved in 2012. Commercial portfolio created. Longines became first FEI top partner on board. Other top partners still to be secured. First transfer on the way. Once all funds are in the Solidarity Foundation approach a banking institution for a Financial Partner. Official carrier - Cargo plus hotel Official timekeeper - Longines Official sustainability partner (moved to 72 D) Lisa Lazarus appointed Chief, Business and Development Strategy.

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127	Commercial	Draw on and celebrate our heritage and the traditions of our National Federations.		<p>Not delivered but in progress</p> <p>Measure of success - Legacy. How do we create data and can we outsource the function to researchers or students?</p>
126	Commercial	Increase oversight of the World Equestrian Games through the appointment of a triumvirate that will work closely with - and ensure accountability from - Games Organisers. Ideally, this group would consist of a Bureau / Board member, an appointed member of staff and a designated liaison person in the Games' host country or region.		<p>In progress</p> <p>Measure of success - Better financial oversight of future Games. Oversight was vastly increased. Institutionalisation of a Debrief process Director, Games & Championships appointed. Clear guidelines of minimum requirements. Day to day follow up with OC. Development of best practices guide for equestrian events. Thorough debriefings.</p>
128	Commercial	Launch a process to rebrand the FEI by relying on suggestions from National Federations, athletes and other stakeholders to strengthen the FEI's brand presence in the global market.		<p>Not delivered</p> <p>Measure of success - successful rebrand. The decision was made not to rebrand but to produce new pictograms for the FEI disciplines through an NF competition. This has been done and the launch was at the FEI GA in 2012.</p>
129	Commercial	Seek new ways to diversify the FEI's income sources. We could consider strategic investments and an institutionalised fundraising programme.		<p>In progress</p> <p>Development of new FEI properties still in progress.</p>
130	Development	Develop an FEI Solidarity Programme, based on the Olympic Solidarity model, to support National Federations. All of the money for development would come from commercial revenues, not from our regulatory income. Establish a fundraising component institutionalised through a separate body of trustees, so that the FEI is not reliant on any single individual for this function. This will enable National Federations to control their own development destinies, providing plans and receiving funding on an individual basis.		<p>In progress</p> <p>Measure of success - Successful adoption of the IOC model. FEI solidarity funds properly funded. 20M in the pot by end of 2014. FEI Solidarity was created at the EGA in May 2011. The Solidarity Committee is now functional. The Solidarity Foundation remains in process. The FEI Bureau approved the creation of FEI Solidarity Foundation following the BM Teleconference on 9 October 2012. Profit sharing of specific projects already allocated (licensing = 50%) further being discussed.</p>
131	Development	Create a league for competition on borrowed horses so that young people from all walks of society can participate around the world. We need to address any related welfare issues, and develop a good programme for it. The Youth Olympic Games is an example.		<p>Not delivered but in progress.</p> <p>Measure of success - Successful creation of Borrowed Horses League.</p>
132	Development	Establish a programme that helps former athletes transition to professional careers, with the hope they will serve the FEI or the wider sport, thereby 'home growing' a future generation of world-class FEI leaders and administrators who know our sport.		<p>Not delivered</p> <p>Measure of success - Creation of a stream of Leaders of the Future. In progress. "Dual Career" programme being created using FEI Online Education presented to the Sports Forum in 2013.</p>

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133	Development	Seek the appointment of regional FEI officers in each continent to support Group Chairs and continental associations.		<p>Not delivered</p> <p>The Solidarity Committee was given this task. Its members are now regional representatives. They proposed to fulfil this task themselves - needs to be evaluated.</p>
134	Human & Equine Welfare	Fairness for Athletes - We must continue to refine our protocols to ensure that athletes who are suspected of violations are considered innocent unless proven guilty.		<p>Delivered</p> <p>As a critical step forward to enhance fairness for Athletes, the FEI Tribunal has gone through a transformation process to become truly independent from the FEI Legal Department. First, a clerk to the FEI Tribunal has been hired as a conduit between the FEI Legal Department and the Athlete/Support Personnel so that all communications are through an independent representative of the Tribunal and not through the FEI Legal Department. This clerk is not an FEI employee and she works directly for the FEI Tribunal. This facilitates fairness and independence in the decision-making for the Tribunal. Second, new Internal Regulations of the FEI Tribunal were issued last year, on 1 January 2012, codifying procedural protections and processes for parties who come before the FEI Tribunal. This has also enhanced transparency and made it clear to Athletes what the processes are and how their rights are protected by the regulations. Third, Athletes are provided with the information they request about their cases in advance of the hearings to enable them to properly defend themselves and to fully understand the charges against them. Fourth, and finally, Athletes since 2011 for equine anti-doping cases have the choice of using a different laboratory to test the B Sample from the FEI Lab that tested the A Sample. This is particularly compelling since it is a more athlete protective rule than what exists in the WADA Code where the A and B Samples of human tests are always conducted in the same laboratory.</p>
135	IOC	Conduct an assessment to evaluate our place on the Olympic programme in order to protect our standing. We will not replace an existing discipline for an additional discipline at the Olympic Games.		<p>Delivered until next evaluation.</p> <p>Nothing has been done. Assessment done in the debrief of London 2012.</p>
136	IOC	Seek an increase in the FEI portion of Olympic revenues for the London Games, just as they did for the Beijing Games.		<p>Delivered</p> <p>Measure of success - A revenue increase.</p> <p>Two instalments have been received up to date for the total sum of USD 17'626'777.20 (the net contribution without VAT is USD 16'321'090.00). A third instalment was received upon finalization of their accounts. It shouldn't exceed 10% of the total contribution.</p>
137	IOC	Protect future FEI Olympic revenues from the Rio Games, mindful that the IOC will look at a new redistribution formula for the International Federations after the London Games.		<p>In progress</p> <p>2013: In St Petersburg, the IOC and ASOIF announced a new IF grouping system. The FEI was downgraded from Group C to D. This will impact the revenue from Rio OG. Action undertaken to address the situation with IOC/ASOIF.</p>

EVALUATION OF FEI PRESIDENT'S MANIFESTO AND PROGRAMME

ROWS	- A - CATEGORY	- B - GOALS	- C - 2006-2010	- D - 2010-2013 SECOND MANDATE EVALUATION
138	IOC	Seek the inclusion of Dressage and Eventing to the Youth Olympic Games, without replacing an existing discipline.		As IOC does not want to increase the quota, no possibility to include other sports disciplines in general.
139	IOC	Enhance the universality of horse sport.		In progress. Work with NFs. Measure of success. Expansion of membership (See row 2).
140	IOC	Strengthen the relationship between our National Federations and their National Olympic Committees.		Not delivered Measure of success - create formal protocols together with Lucinda that will enable new relationships between NFs and NOCs. See Row 53.
141	IOC	Encourage National Federation Presidents to seek NOC leadership positions, support them in their ambitions and work to leverage the combined power of our influence.		Ongoing An increase in NF reps in NOC positions. Argentina - Gerardo Werthein Bahrain - Sheikh Khalid Ecuador - Gloria Vinuenza de Cuesta El Salvador - Carmen Barrera Japan - Takeda Tsunekazu Philippines - José Cojuangco, Mikaela Cojuangco
142	IOC	Bring equestrian members of the IOC Family together once a year to facilitate collaboration.		Ongoing Equestrian members have been invited once a year to Sports Forum. Other opportunities to be sought.