



Dear Colleague

27th March, 2006

I am honoured to be able to present an Executive Summary of my Manifesto to you.

In this Executive Summary you will see that I passionately believe you have to judge somebody not only on their ideas and commitment but also on their performance. My Manifesto sets various performance benchmarks for me to achieve, if elected, and also illustrates what I would like to see happen during my term as President.

I would ask that you read my Manifesto to understand the entire picture and where, I think, a real difference can be made. You can view this Manifesto on www.FEI-Presidency.com

My Key Pillars and Main Pledges form what I would like to see happen during my term and what I hold myself personally accountable for ... to you:

KEY PILLARS

1. FEI Governance: The structuring of the organisation to meet the demands of the 21st Century sporting environment.
2. National Federations: To increase the influence of our Member Bodies (NFs) within the FEI.
3. Development: The need to view this as a worldwide issue, with regional variations. Development is the key to the true Universality of our sport.
4. Commercial: To grow the FEI commercially to strengthen Horsesport on a global basis.
5. Welfare: To respect that the innocent party in our sporting pursuits is protected and nurtured.
6. International Olympic Committee: The Olympic Movement provides revenue and is the shop window for our sport. We need to strengthen Horsesport within the IOC.

MAIN PLEDGES

1. My Governance Pledge: To lead this organisation effectively, I have to measure up against my Pillars and Pledges. I am quite prepared to allow others to professionally analyse my performance on an annual basis.
2. My Pledges to National Federations:
 - To grow the NFs, with differing degrees of professional help, into properly constituted, well-integrated and active members of the FEI.
 - To introduce a Global Network for all NFs provided by sponsorship in kind
3. My Pledge to Development: In my first year as President, I will raise CHF 2 Million for Development, which represents 20% of the total funds I will be committed to raising for Horsesport.
4. My Pledge to Commercialisation: I will fundraise CHF 10 million for FEI Projects and Horsesport in my first year as President from companies who want commercial benefit from their investment. In all cases where I raise money, I will not get directly involved with how the money is apportioned (apart from wanting 20% to be allocated to Development).
5. My Pledge to Welfare: To increase the efficiency and timescale of anti-doping and judicial decisions by taking the existing average of 2.5 months from testing to judgment to 1.5 months, within 2 years.
6. My Pledge to our Olympic Aspirations: I will 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 solidity within the IOC.

FEI GOVERNANCE: Main Points

The modern sporting environment demands that we keep pace with market force changes that are exerting pressures on Horsesport. There has been a need to re-assess the way we do business and I support the excellent work already being carried out. In addition, I would like to suggest that the following principles form the bedrock of good governance:

- Enhance accountability, transparency and credibility of the organisation.
- Ensure clarity in communication to encourage full participation from all National Federations on technical and administrative matters.
- Commitment to a Code of Conduct that can be based on accepted International Business Models.
- Greater use of IT to enhance communication and interaction with our National Federations and other organisations. I am in advanced discussions with a Major Network Provider to provide this for an in kind sponsorship
- Increased responsibilities handed to FEI staff, without diminishing policy and governance role of the Volunteer.
- Continuous monitoring of other major sporting organisations, resulting in education and market awareness.
- To provide stringent financial management that results in a positive profit and loss situation on an annual basis.

NATIONAL FEDERATIONS: Main Points

The National Federations are the gateway to the organisation, be it as an Emerging Nation or an NF with a glass cabinet of Olympic Medals. To have the moral and constitutional authority to be the gateway, it needs to be a one member, one vote, organisation.

- NFs need to have timely and accurate information given to them to ensure we encourage debate and participation of all, not just an elected few.
- There should be One Member (NF), One Vote. We are a democratic organisation and need to respect the rights of the small, as well as the large.
- IT needs to increase the connection between the FEI and the rest of the World.
- FEI should appoint an NF Liaison Officer. There needs to be a central co-ordination and communications role within the FEI for the NFs.
- To provide a better mechanism for NFs to be able to present their views on technical and administrative matters to the FEI Committees and to feel they have been listened to.

DEVELOPMENT: Main Points

Development should be embraced by all but there should be an understanding that development requirements vary in different Regions and Groups.

- Development to be encouraged at all levels and at all times.
- There is a requirement to define the key issues affecting Development, both on a Worldwide and Regional level.
- Tailor-made programs 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.
- To encourage universality in all disciplines.
- To make Emerging Nations welcome and to let them have a free and open voice to the FEI, without feeling that they are going to be penalised as a result.
- To use my knowledge of racehorse transportation issues to help develop a worldwide and regional Transportation and Quarantine Program so that competition can increase and not be fettered by 'red tape'.
- Helping Emerging Nations with an IT program that can professionalise their communication and input into the FEI.
- Realising that education covers not only the athlete, but also welfare, technical organisation and the training of the support network – ie. judges, officials, course designers etc.

COMMERCIALISATION: Main Points

With sport increasingly being linked to revenue, as a way of judging success, the FEI should no longer look to others to grow our sport. We have to help ourselves.

- It is important to brand the sport, as well as the FEI. Although the FEI needs to become an 'umbrella' brand, it does not need to do so at the expense of promoting the sport.
- Work with the National Federations, Organisers and Riders so that everybody gains.
- National Federations should have a right to input suggestions to the Commercial Department.
- To tailor-make revenue/commercial proposals for different regions and not only to apply a European Model to income opportunities.
- To increase the resources in the Communications Department so that it has the opportunity to be much more pro-active with the Media and our National Federations.
- The FEI should try to create its own properties and assets – ie. World Equestrian Games – and should not try to take rights from those who legally have hold of them.
- To look at Television Rights and a proposal for an FEI Television and Media Department.

WELFARE: Main Points

Horses need to be cared for and riders supported, in an age where many traditional values are being sacrificed in pursuit of material gain.

- To look at the Quarantine issues affecting horse transportation and to come up with a policy that can be applied on an inter-regional basis and on a global one.
- To follow up on the work presented by the Medication Task Force and to assist in the implementation of anti-doping processes.
- To encourage adequate provision of resources within the legal department of the FEI.
- Ensure that competition horses have adequate rest between transportation and competition.
- Communicate the positive steps taken on anti-doping since the Athens Olympics.
- Reaction to positive doping cases should be swift, robust and heavily penalise the offender. We must be seen to have a zero tolerance approach to drug abuse.
- Develop the Medication Box as quickly as possible. We must recognise the welfare aspect of treating horses without enhancing performance.
- Micro-chipping horses to allow for ease of identification and transportation.
- Appointment of an Athletes' Commission (not just elite athletes, but ones selected on a regional basis) within the FEI so that the wider issues are discussed.

INTERNATIONAL OLYMPIC COMMITTEE: Main Points

I view the Olympic Movement as essential to Worldwide Development and Universality. I am extremely well placed to put our case, robustly, to the IOC. I serve on the IOC Athletes' Commission and on the Anti-Doping Committee for the IOC Culture & Education Commission. Our existing three Olympic Disciplines form the bedrock of our IOC Mission.

- To strengthen our NF relationships with their NOCs.
- To strengthen our relationship with the IOC Executive Board, building on the relationship that currently exists between the FEI Olympic Department and the IOC.
- To actively sell our disciplines to the IOC Executive Board and to IOC Members.
- To work with Olympic Organising Committees to ensure that the sport is cost-effective and that we are seen to be helpful at all times.
- To actively promote Olympic equestrian disciplines to the major network carriers.
- To work on a pro-active communications plan for the OC press offices and media outputs.
- To put judicial issues and anti-doping at the heart of our technical activity at the Olympic Games.
- To work with NFs to ensure that we are producing the best facilities possible for them.
- To celebrate horsesport within the Olympic Movement by promoting tradition and the future.

CONCLUDING REMARKS

I conclude by saying that the FEI has moved on a great deal in the past 10 years. I believe that you can trust me to deliver a legacy for the FEI that will set the baseline for the next decade. I am progressive without being evangelical. There is an awful lot of good within the FEI and, in particular, amongst the Staff who work tirelessly on our behalf.

I am here to support the staff and the volunteer in their many endeavours. I will guide, advise and facilitate without interfering in day to day matters. I put myself forward on a pragmatic, forward thinking and honest ticket. I will bring my integrity (inspired by my late Father), commitment, sense of duty and enthusiasm to a task that I will totally embrace. These thoughts are entirely mine and I am happy to stand behind every one with conviction and explanation.

I hope you share my vision for the future and, if so, would be grateful for your support.

Princess Haya of Jordan
princesshaya@hrhoffice.com