



Minutes

Belgicastraat 9, box 2, 1930 Zaventem Belgium

Phone: + 32 2 478 50 56 Fax: +32 2 478 11 26

Email: info@euroequestrian

Meeting	EEF Board Meeting
Date	10 October 2016
Time	10:00 - 16:30 h
Location	Abbey Park/Kenilworth, British Equestrian Federation Offices
Chair	Hanfried Haring
Minutes	Carina Mayer

Participants	
Hanfried Haring	President
Ulf Helgstrand	Vice President
Armagan Özgörkey	Vice President
Andrew Finding	Board Member
George Dimaras	Board Member
Theo Ploegmakers	Board Member
Eleonora Ottaviani	Board Member & Athletes Representative
Nayla Stoessel	Board Member
Carina Mayer	Secretary General
Invited	
Bo Helander	Chair of EEF EU Committee
Soenke Lauterbach	Chair of Strategic Working Group
Kroum Rachkov	Vice President BUL NF
Teodor Sheytanov	Secretary General BUL NF
Alan Andabaka	Supervisory Board President CRO NF
Zeynep Gorbon	PA to Vice-President Armagan Özgörkey
Laura Borromeo	PA to Athletes Representative Eleonora Ottaviani



Official Partner of the EEF



Pt.	Topic
1	Welcome
2	Minutes of the Board Meeting in Athens on 27 May 2016
3	Report about ongoing questions
4	Preparation of the GA
5	AOB
5.1	Meeting with the Balkan Group
5.2	Report of Mike Etherington Smith, Chairman of Eventing Working Group

1 Welcome

The President welcomes the participants and opens the meeting. He thanks Andrew Finding for the invitation.

2 Minutes of the Board Meeting in Athens on 27 May 2016

The minutes are approved.

3 Report about ongoing questions

International Riders Trophy / Riders Masters Cup

Hanfried Haring thanks Nayla Stoessel, Theo Ploegmakers and George Dimaras for their great input in the discussion of the contract with European Equestrian Masters (EEM). The following is being discussed: Title, format, flexibility. Several Board Members stressed that it was very important to have the EEF name in the title. The President and the aforementioned Board Members will do their utmost in order to sign the contract so that the project can start in December in Paris. This included the discussions with the USEF and the FEI as far as this is necessary.

Strategic Plan

Soenke Lauterbach, Chair of the Strategic Working Group, presents the proposed modifications to the EEF Strategic Plan.

The discussion with regards to a potential link between membership fees and votes has been postponed so that the focus can be put on the proposed change to the continental representation of EEF in the FEI. In a next step the Working Group will start thinking about new products again.

The updated Strategic Plan is thoroughly discussed by the Board. Amendments to the regional proposal are agreed with the Chair and the Members of the Strategic Planning Committee. Soenke Lauterbach is asked to present this to the General Assembly the following day in two steps.

Step 1 is the updated Strategic Plan and Step 2 the timeline associated with the proposed change of the EEF representation in the FEI.

It has to be very clear that this model is only proposed by and for the EEF. If wanted it may serve as a role model for other continents as proposed by the former FEI President HRH Princess Haya and agreed by the present President Ingmar de Vos.

Armagan Özgörkey and Hanfried Haring will talk to their colleagues in the FEI Bureau under the condition that they will get the full backing by the General Assembly the following day.

New membership request

Theo Ploegmakers reports that Moldavia wishes to join the EEF. If the conditions are fulfilled the request shall be followed-up accordingly.

4 Preparation of the GA

The agenda for the GA is being discussed.

5.1 Meeting with the Balkan Group

Kroum Rachkov, Teodor Sheytanov and Alan Andabaka join the meeting and present their idea of a future of the Balkan Championships.

As of 2018 the FEI will no longer take responsibility for existing Regional Championships and the EEF Board Members unanimously decide that EEF will take this responsibility over from the FEI (with regards to allocation, representation, regulation, officials, medals).

It is agreed that this is a good opportunity for both parties and may serve as a positive role model for other regions as well. The Board Members highlight that the correct framework will have to be set in order to ensure that the OC and participating NFs will follow the rules and comply with the requirements (ie regarding the FEI Entry System). The Brotherhood program shall be used to develop the region and the event with regards to standards, governance, decision making, structure, etc.

A working group shall be appointed which will be chaired by Theo Ploegmakers. Theo Ploegmakers, Armagan Özgörkey and George Dimaras shall determine the members of the working group..

5.2 Report of Mike Etherington Smith, Chairman of Eventing Working Group

Mike Etherington-Smith presents his report. Carina Mayer will present the report at the General Assembly the following day on behalf of the Chairman. The President thanks Mike Etherington-Smith and the members of the Working Group for their enormous input.

5.3 EEF Accounting

Hanfried Haring informs the Board Members about the issues being faced with the EEF's accounting partner Deloitte. The problems have been ongoing for a longer period of time and have reached a point of total dissatisfaction. A change to PWC shall be arranged as soon as the contract with Deloitte permits. A financial report shall be shared with the Board Members quarterly. Armagan Özgörkey presents the figures for 2015 and gives a view on 2016/2017. The Board accepts the report.

5.4 Next Meeting

The next in-person meeting of the Board shall take place in the first quarter of 2017, if possible in Brussels. The subsequent meeting could be at Equitana in March.

Furthermore a meeting of the Secretary Generals should be organized. Carina Mayer will be in charge.

The President thanks the Board Members and closes the meeting at 16:30.



EUROPEAN EQUESTRIAN FEDERATION

STRATEGIC PLAN

2014 to 2020
8.6.2016



THE EEF STRATEGIC PLAN

The EEF Strategic Plan will play an integral role in managing the EEF and achieving its goals over the next 7 years, organized in two working periods, the first from 2014 to 2016 and the second from the year 2017 to 2020.

It will be used extensively by the EEF Board and EEF Management Team. When necessary, it will be modified to reflect the ongoing development and needs of the European Equestrian Sport and EEF.



INTRODUCTION: THE EEF ORGANISATION

- STRATEGIC DRIVERS

- # LEAD (Goals and priority strategies, Partnerships, funding and capability)
- # PROMOTE (Goals and priority strategies Partnerships, funding and capability)
- # DEVELOP (Goals and priority strategies, Partnerships, funding and capability)

- EEF AS THE CONTINENTAL PARTNER OF FEI
- FINANCIAL ASSESSMENT
- TIMELINE OF THE STRATEGIC PLAN
- FINAL CONSIDERATIONS



INTRODUCTION

The purpose of this document is to outline the strategic direction of the European Equestrian Federation (EEF) for developing horse sport on the European continent.

The plan focuses on the goals and priorities to be pursued by the EEF Board. It follows the vision of the wider European equestrian sport and the fundamental principles outlined in the EEF Statutes.

The EEF Strategic Plan primarily addresses the members of the European Equestrian Federation in order to ensure that the EEF's direction is clearly articulated and understood. It shall serve as reference and source of inspiration for the long-term planning of its members. In addition, it explains the future path to other external stakeholders, such as European organising committees, sponsors or other partners, to foster their engagement.

Consequently, the plan gives an overview of the subjects dealt with in European equestrian sport.

This Strategic Plan only highlights what is considered to be a strategic priority. Therefore the plan does not represent exhaustive reflection of all the EEF's roles and duties. Please also note that listings and enumerations in this document do not indicate any order of priority, but rather represent a random.



THE EEF ORGANISATION

The mission of the EEF is to maximise the potential and development of equestrianism throughout the continent: Working together with FEI and all member bodies as a modern and progressive organisation.

EEF's responsibility is not limited to LEADING, to regulating traditional equestrian disciplines; our vision extends to PROMOTING the values and contributions of equestrianism, encouraging and PROVIDING EDUCATION based on a foundation of fair, safe competition and the welfare of its human and equine athletes by working together with all independent member bodies for the DEVELOPMENT of the sport, throughout Europe.

The equestrian sport is a global network of organisations brought together through their commitment to provide sporting opportunities for riders and horses in all equestrian disciplines.

The European Equestrian Federation (EEF) was founded in February 2010 with the main goal to democratically develop and promote equestrian sport in Europe in close cooperation with its National Federations, the FEI and the representative stakeholders organisations. Other prominent goals are to support **regions National Federations** to upgrade the level of equestrian sport across Europe and to improve communication between all parties involved in equestrian sport.

The European Equestrian Federation **will represents** the interests of European horse sport within the FEI **in close cooperation with the other continental organisations**. It **will** also liaises with the European Union and other decision-making bodies on matters of concern to the horse community.



STRATEGIC DRIVERS

In order to be clear, simple and achievable, the proposed EEF Strategic Plan 2014 to 2020 is based on the three main values of the organisation:

LEAD
PROMOTE
DEVELOP

To support and implement these strategic drivers, the EEF has identified the following key performance areas:

- Management Plan
- Marketing Plan
- Operational Plan (events, development and communications)
- Financial Plan

~~and will be organised in the overall EEF Working Plan goals, strategies and actions in two periods of time:~~

- ~~- short term 2014 to 2016~~
- ~~- long term 2017 to 2020.~~



LEAD

the European equestrian sport with competence and be recognised for such by its members, FEI, the European authorities, national governments and other sport and trade organisations.



GOALS AND PRIORITY OBJECTIVES STRATEGIES

Goals: The main goal of the strategic driver 'LEAD' is to be recognised as being competent for the leadership of the sport in the continent.

Priority Objectives Strategies (during the first 3-years-plan period: 2014 to 2016)

- 1) Lead the partnership with Equestrian National Federations to represent their interest as one strong voice and to get support for the implementation of the EEF Strategic Plan;
- 2) ~~Lead~~ **Maintain** a productive and strong relationship with the FEI, **other continental organisations**, European Union Institutions and other relevant organisations;
- 3) Lead the development of technical competences for better European Equestrian Sport **governance**;
- 4) Establish an efficient **up to date** communication system between EEF and **it's** National Federations, ~~European Authorities, Corporate Companies, Media~~ and other organisations, ~~supported by the website and internet communications~~;
- 5) Produce the necessary EEF regulations to complement the Statutes for the implementation of a new governance policy **if required**.



PARTNERSHIPS, FUNDING AND CAPABILITY

Partnerships

FEI
 Continental Equestrian Organisations
 European Union, ~~European Parliament~~

Funding

Membership fees
 European authorities
 Headquarters' city and country
 Corporate sponsors

Capability and Responsibilities

~~For successful LEADING, the EEF President, the EEF Board and the EEF Secretary General have to be involved in specific missions and projects, with clear goals and duties to implement the EEF Strategic Plan.~~



PROMOTE

the values and contribution of horse sport **to society**; encourage and provide education based on fair, safe competitions and on the welfare of its **human and equine** athletes.



GOALS AND PRIORITY OBJECTIVES STRATEGIES

Goals: **EEF is the competent body for equestrian sport in Europe** ~~One of the important challenges is to become a competent body for organising events and to develop marketing and commercial programmes.~~

Priority Objectives Strategies (during the first 3-years plan period: 2014 to 2016)

- 1) Promote **European horse culture** by **preserving** the EEF brand values, animal welfare, fair play **and ethical behavior** ~~culture and European Horse Culture.~~
- 2) Promote and establish regular EEF Ranking systems for all disciplines and categories;
- 3) Establish **and maintain** successful partnerships, marketing and commercial programmes for the benefit of EEF and its members;
- 4) Be involved in **the definition of the format and in the bidding and allocation process** ~~allocation and approval (including schedule)~~ of European Championships in all disciplines and categories in partnership with the FEI.
- 5) Successfully implement new EEF products, e.g.
 - EEF Generation Games
 - EEF International Riders Trophy



PARTNERSHIPS, FUNDING AND CAPABILITY

Partnerships

FEI
European Broadcasting Union and national televisions
Corporate companies/agencies
European national media ~~TV, newspapers, radio and internet~~
Universities and schools
Cities and regions

Funding

Sponsorships programmes
Licensing programmes

Capability and Responsibilities

~~For success in PROMOTION, the EEF has to develop commercial capabilities. Such effort must be reported to the EEF Board Members for Promotion and to the EEF Secretary General in concrete mission and projects.~~



DEVELOP

the sport, work together with all independent member bodies throughout Europe.



GOALS AND PRIORITY OBJECTIVES STRATEGIES

Goals: ~~The main challenge of the Strategic Driver 'DEVELOP' is the successful implementation of Implement~~ projects to benefit the ~~Equestrian~~ European National Federations, particularly with the Brotherhood programme.

Priority Objectives Strategies ~~(during the first 3-years plan period: 2014 to 2016)~~

- 1) ~~Develop~~ Run the EEF Brotherhood Programme for the National ~~Equestrian~~ Federations ~~during the strategic plan period~~;
- 2) Create specific EEF Development Plans for each discipline and categories;
- 3) Identify educational needs of each National Equestrian Federation in management, for Athletes, Officials, Organisers, ~~volunteers~~ and others. ~~Study the opportunity to create an EEF Academy with partner Universities~~;
- 4) Create a regular recognition system of EEF members' work, award the best development projects of National Federations and disciplines.



PARTNERSHIPS, FUNDING AND CAPABILITY

Partnerships

FEI
National Federations
European Union
Corporate Companies

Funding

Membership fees
Corporate Sponsors

Capability and Responsibilities

~~To succeed in DEVELOPMENT, the EEF has to establish specific project management of development.~~



EEF AS THE CONTINENTAL PARTNER OF FEI

The EEF is and always should be a strategic partner of FEI, ~~the International Equestrian Federation~~, to promote, develop and ~~organise~~ manage the Equestrian Sport across the European continent.

~~One of the first steps of the EEF during the first period of this Strategic Plan should be the formal conversation and open discussion with the FEI, to clearly share the direction of EEF and its main strategic goals.~~

The confidence of FEI in EEF ~~will be~~ is built through regular and continued efforts between the two institutions. A culture of permanent cooperation and friendship will be the best way to guarantee the growth of equestrian sport.

~~At the same time, it must also be considered to sign a document of mutual recognition on mission and activities in future between FEI and EEF.~~

Goal: EEF to replace Regional Groups I and II in the FEI Bureau as of FEI GA 2017.



EEF Working Group Strategic Planning

EEF continental representation in FEI



1

Continental Organisation EEF

- history in brief
 - founded 2010
 - common practise of Groups I and II working together closely formalised



2

Continental Organisation EEF

- structure
 - 40 member NFs from EOC countries
 - EEF Board with 8 members
 - Group Chairs I and II as statutory members of Board
 - standing EU working group
 - other working groups



3

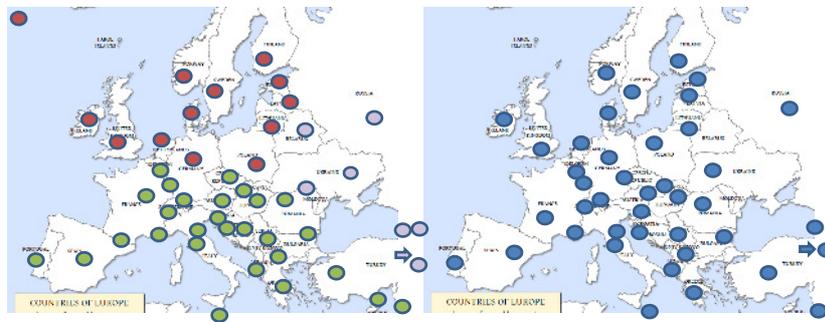
Continental Organisation EEF

- activities in brief
 - lead (representation in FEI, working groups)
 - promote (IRT and Generation Games)
 - develop (Brotherhood)



4

Continental Organisation EEF



- NFs of Group I
- NFs of Group II
- European NFs of Group III
- current EEF member NFs



5

Continental Organisation EEF

- FEI Group system has been discussed as outdated for a long time
- Groups I and II have been working as one for many years
- EEF is a consequence
- consequently: Proposal to implement EEF as continental representative in FEI instead of Groups I and II



6

Continental Organisation EEF

- Advantages of continental representation in FEI
 - representation by the same persons in FEI and EEF guaranteed
 - one leadership and management
 - no „artificial“ division of European NFs
 - no „competition“ of Groups I, II and EEF
 - no threat to other Groups/Continents or FEI



7

Continental Organisation EEF

- EEF continental representation can serve as role model also for other continental organisations



8

Continental Organisation EEF

- How to implement?
 - President and 1st Vice President of EEF to serve as „continental chairs“ in FEI Bureau
 - 2nd VP and one EEF Board member as Deputy continental chairs
 - to be elected by EEF GA, confirmed by FEI GA
 - Groups I and II to be dissolved
 - EEF and FEI Statutes amended accordingly
 - NFs keep the right to communicate and work directly with FEI



9

Continental Organisation EEF

- How can this work for Group III members?
 - a number of Group III NFs are EOC countries and can be EEF members
 - 4 are EEF members already
 - Group III remains in place
 - EEF members of Group III have their Group Chair as representative
 - For certain questions also the continental chairs can serve as their informal representatives (if NFs wish so)
 - This does not lead to these NFs having more than one vote in FEI



10

Continental Organisation EEF

- Timeframe
 - EEF GA 2016: present to EEF Board and members for debate
 - continued debate in autumn, winter, spring
 - autumn/winter 2016: present to FEI Bureau for debate
 - Winter/Spring 2017: present to FEI member NFs
 - EEF GA 2017: vote on changes of EEF Statutes
 - FEI GA 2017: vote on changes of FEI Statutes
 - effective after FEI GA 2017

