



EUROPEAN EQUESTRIAN FEDERATION

STRATEGIC PLAN

2022 to 2026
27 September 2021

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. This document is meant to be a living document that shall be reviewed in regular intervals and amended, if necessary, in order to remain relevant under changing circumstances.

The plan focuses on the goals and priorities to be pursued by the EEF Board. These goals and priorities have been defined in several consultation rounds with the EEF member NFs and stakeholder groups in the years 2019 to 2021. 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 help foster their engagement.

Consequently, the plan gives an overview of the topics dealt within 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 are represented randomly.

THE EEF ORGANISATION



The mission of the EEF is to maximise the potential and development of equestrianism throughout the continent: Working together with FEI, other partners, stakeholders and all members 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 and DEVELOPING the equestrian sport throughout Europe.

The equestrian sport is a global network of organisations brought together through their commitment to provide sporting opportunities for athletes 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 stakeholder organisations. Other prominent goals are to support 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 represents the interests of European horse sport within the FEI in close cooperation with the other continental organisations. It also liaises with the European Union and other decision-making bodies on matters of concern to the horse community.

EEF AS THE CONTINENTAL PARTNER OF THE FEI

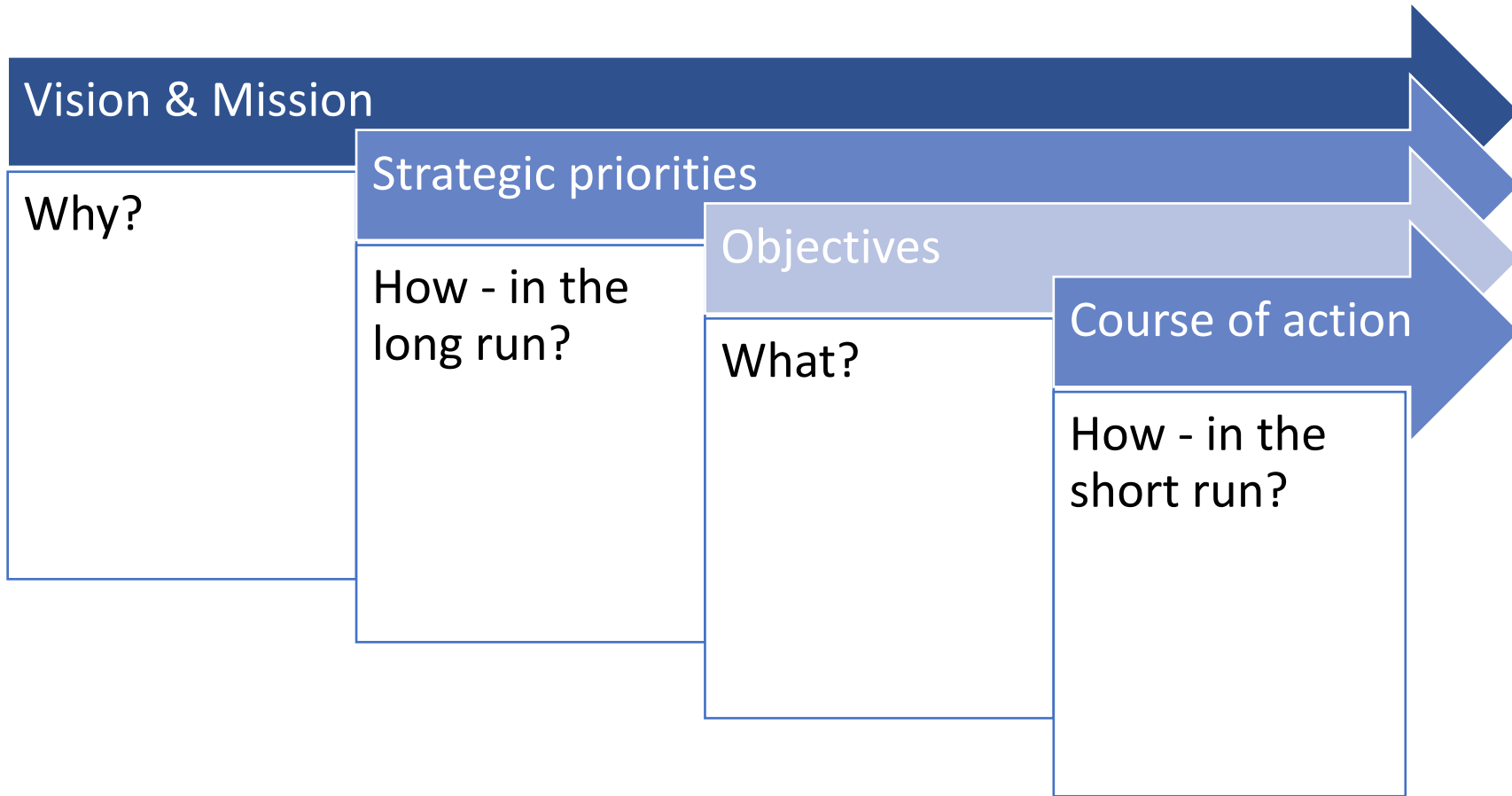


The EEF is and always should be a strategic partner of the FEI to promote, develop and manage the Equestrian sport across the European continent as is mirrored in the MOU between the EEF and FEI.

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

The EEF recognises that the FEI is the sole governing body of equestrian sport worldwide.

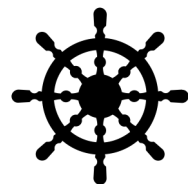
STRUCTURE OF THE STRATEGIC PLAN



Analysis



Control



Report





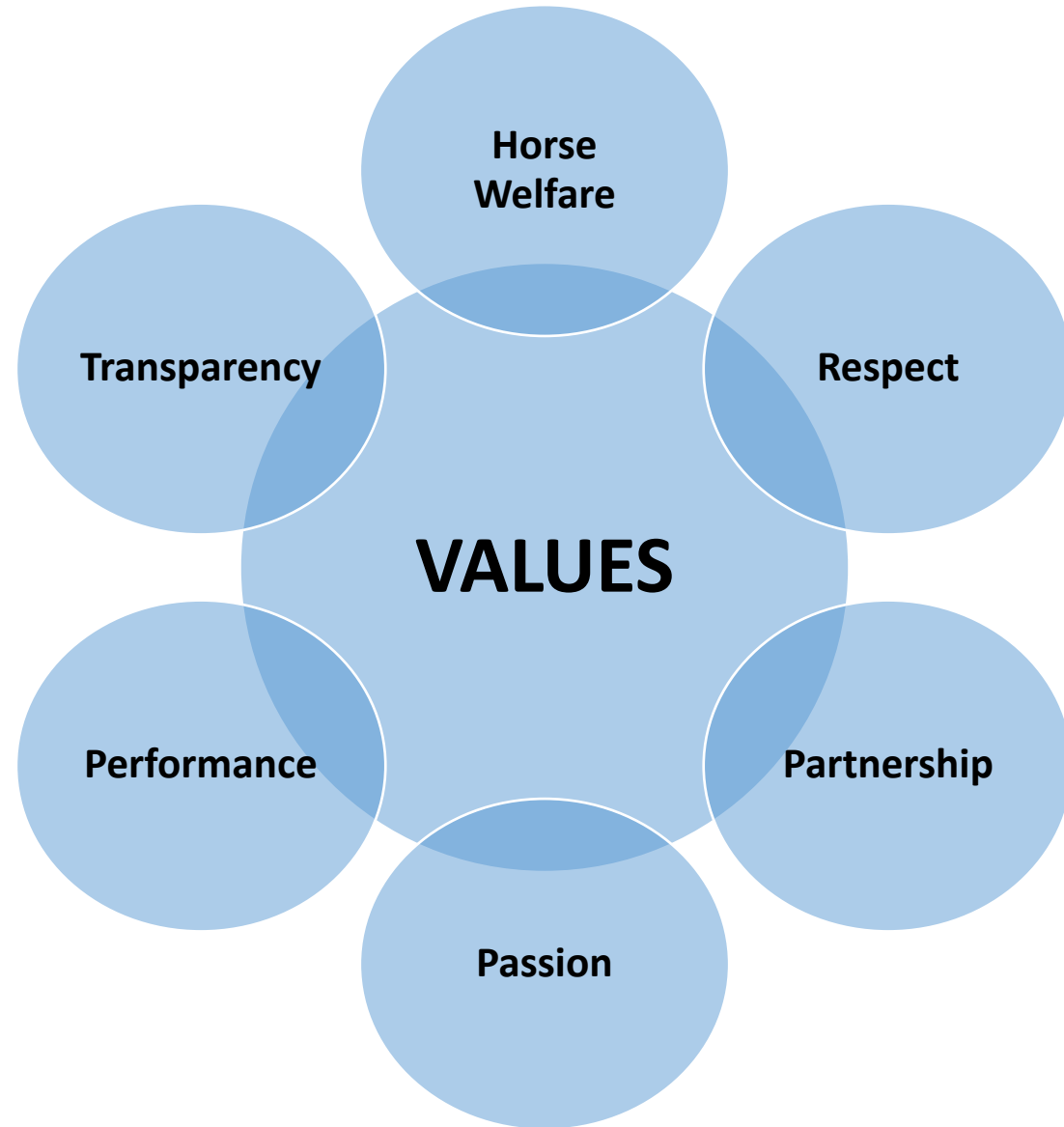
VISION

Secure and sustain the „social license“ for equestrianism
- united across Europe - with the horse as our partner in sport
and life.



MISSION

Provide the platform to inspire the growth and accessibility of equestrian sport with horse welfare as the guiding principle of our progressive and transparent leadership.



STRATEGIC PRIORITIES

Lead

- Leading the European consensus process & Representing European interests in the FEI.
- Managing European and Regional Championships and European Series.
- Leading the European consensus process & Representing Equestrian interests in the European Union (EU).

Develop

- Engaging with National Federations (NFs) and stakeholders to develop the next generation of athletes, trainers, officials and administrators in Europe. Secure sustainable sport in Europe.
- Engaging with National Federations (NFs) and stakeholders to secure the sustainability of equestrian sport in Europe ("social license").

Promote

- Promote the equestrian values of respect, unique partnerships and welfare of the horse and contribution of equestrianism to society.
- Emphasise the need for a social license for equestrian sports within our community.



LEAD

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

OBJECTIVES

LEAD

- Speak with one voice for Europe in the FEI and the EU on matters of high importance by reaching European consensus

- Manage European and Regional Championships and Series

- Strong(er) engagement of member NFs through EEF structure and processes

- Foster good relationships with the FEI and the other continental associations (PAEC, AEF, ACES)

- Increase European influence in the FEI

- Act as a lobby organisation for equine matters in the EU



COURSE OF ACTIONS

Lead

- Define and follow a clear process and criteria on how to reach consensual EEF positions in matters of high importance
- Communicate regularly with members, either through the EEF Newsletter, the President's message, social media or any other means
- Introduce an EEF Code of Conduct to be signed by all EEF Board Members
- Apply good governance principles and always act in a transparent manner



COURSE OF ACTIONS

Lead

- Establish a plan together with the FEI for EEF to take over the management of
 - European Championships on all levels and in all disciplines
 - Regional Championships on all levels and in all disciplines
 - Western and Central European World Cup Leagues in respective disciplines
 - Division I and EEF Series in Jumping; other comparable series in other disciplines



COURSE OF ACTIONS

Lead

- Allocate an annual budget to the permanent EEF EU-Committee in order to facilitate lobbying activities for the equestrian sector in the EU
- Encourage EEF member NFs to nominate candidates for FEI positions on an annual basis
- Introduce a weighted voting system in the EEF which takes into account the level of sports activity when providing votes on sport specific matters
- Share minutes of EEF meetings with all members, the FEI and the other continental associations



DEVELOP

sport and work together with all independent member bodies throughout Europe.

OBJECTIVES



Develop

- Initiate new EEF events in Europe and support the existing ones

- Adopt the Brotherhood programme for development projects in Europe

- Establish European Rankings

- Establish a strong development cooperation with FEI Solidarity

- Secure funding for development through authorities and organisations

- Foster the transfer of equestrian knowledge across Europe



COURSE OF ACTIONS

Develop

- Apply for funding through the EU Erasmus+ Sport programme at least every third year
- Establish a strong development cooperation with FEI Solidarity
- Secure the annual conduct of the Longines EEF Series & the Riders Masters Cup
- Initiate Brotherhood projects every year
- Initiate education programmes for national officials and administrators



PROMOTE

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

OBJECTIVES

Promote

- Highlight horse welfare in all our actions

- Secure the “social license” for equestrianism

- Promote fair-play and clean sport

- Endorse equestrianism’s diversity assets in gender and age

- Promote the European values of equestrianism

- Promote best practices between NFs



COURSE OF ACTIONS

Promote

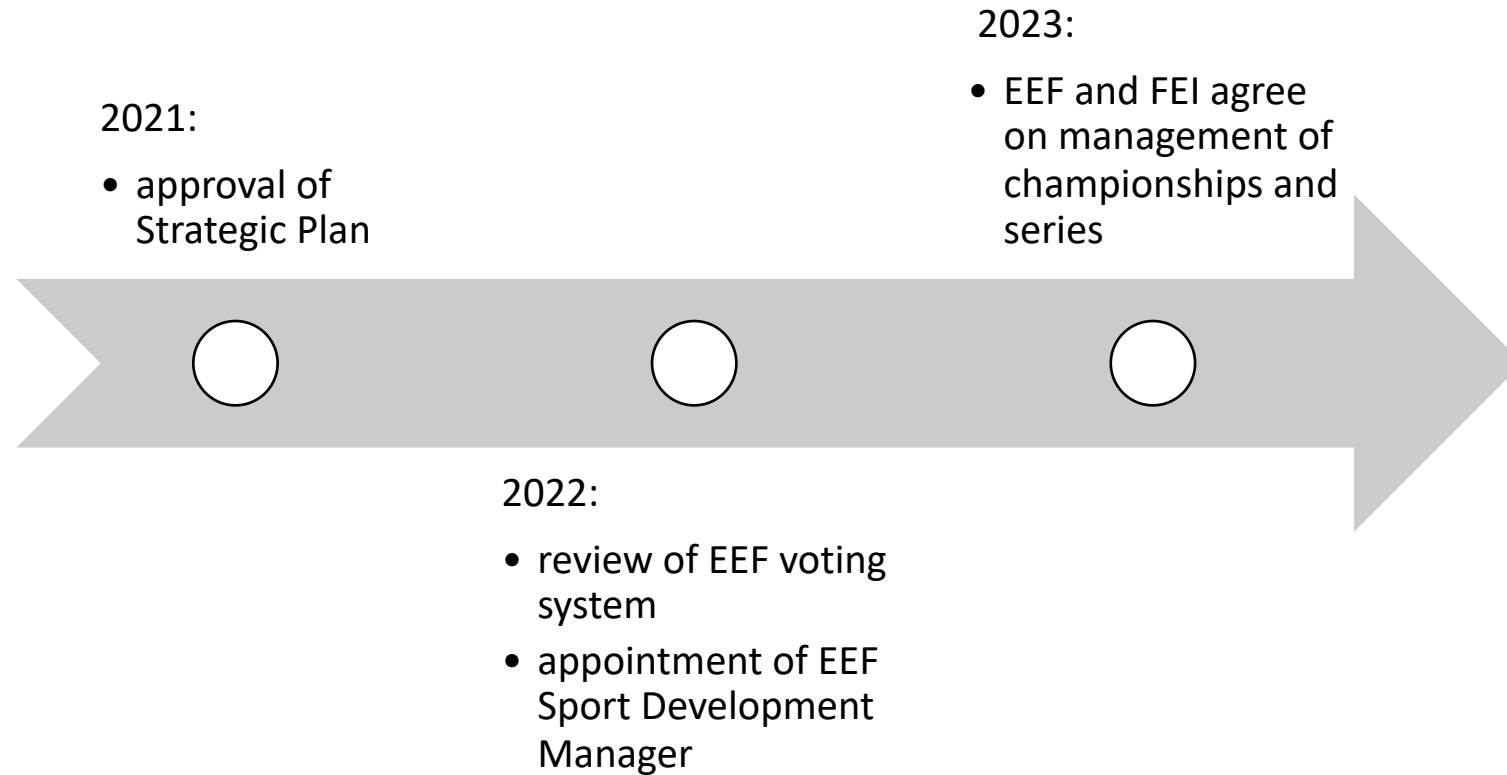
- Offer an annual round table debate for all EEF members on the current status of Equestrian sport
- Apply the principle of putting horse welfare as a first priority in all our discussions, decisions and actions
- Inform the EEF community (members, FEI, partners, media) on a regular basis on EEF activities via an EEF newsletter, website and selected social media channels
- Enter into a media partnership with selected media players in order to increase media reach and gain audience



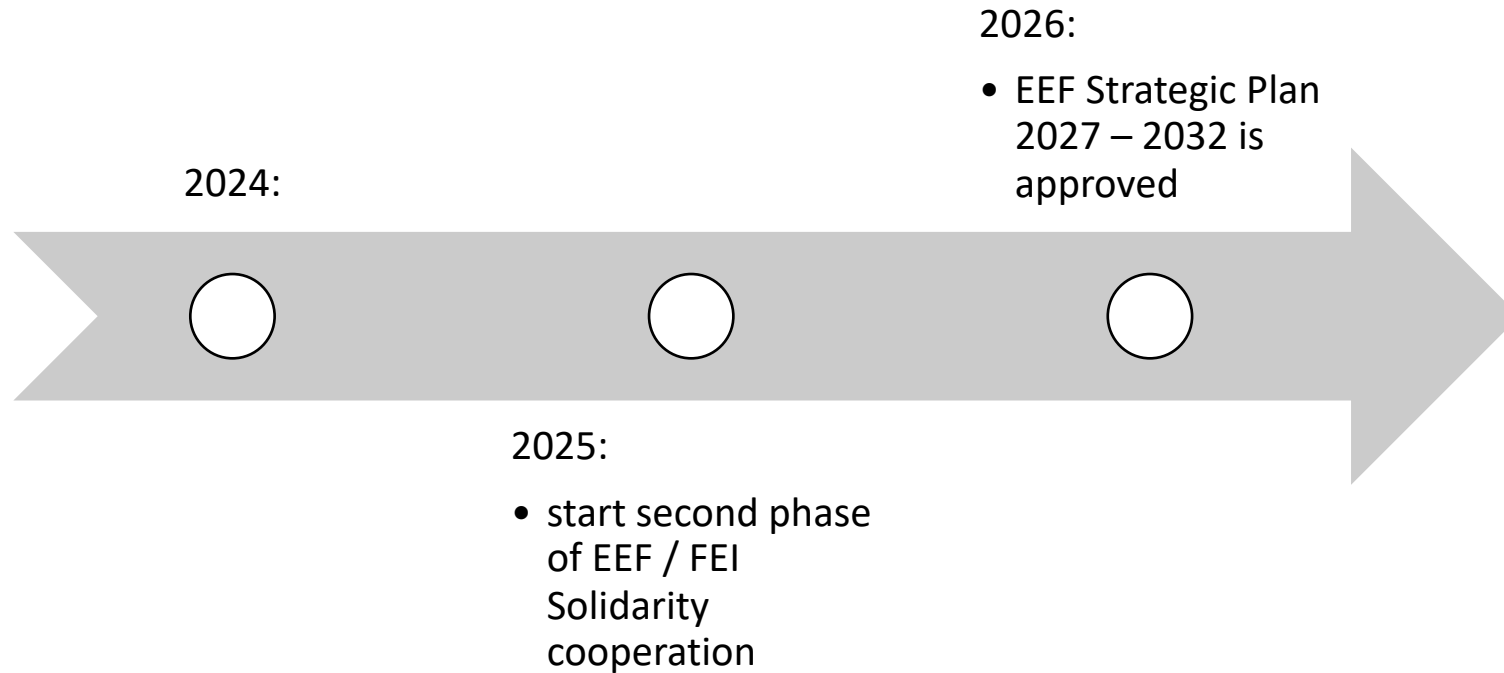
Our mission is to provide the platform to inspire the growth and accessibility of equestrian sport with horse welfare as the guiding principle of our progressive and transparent leadership.

Priorities	Objectives					
Lead	Speak with one voice for Europe in the FEI and the EU on matters of high importance by reaching European consensus	Strong(er) engagement of member NFs through EEF structure and processes	Increase European influence in the FEI	Manage European and Regional Championships and Series	Foster good relationships with the FEI and the other continental associations (PAEC, AEF, ACES)	Act as a lobby organisation for equine matters in the EU
Develop	Initiate new EEF events in Europe and support the existing ones	Establish European Rankings	Secure funding for development through authorities and organisations	Adopt the Brotherhood programme for development projects in Europe	Establish a strong development cooperation with FEI Solidarity	Foster the transfer of equestrian knowledge across Europe
Promote	Highlight horse welfare in all our actions	Promote fair-play and clean sport	Promote the European values of equestrianism	Secure the “social license” for equestrianism	Endorse equestrianism’s diversity assets in gender and age	Promote best practices between NFs

Pathway & key milestones (2021-2023)



Pathway & key milestones (2024-2026)



Making the strategy a success

In order to facilitate the successful execution of this strategy we must strive for a concerted effort of the EEF Board, EEF Management and all members to collaborate and communicate intensively as we move forward to 2026.





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