



HRH Princess Haya Al Hussein

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HRH Princess Haya Al Hussein

VISION

To develop equestrian sports in unison with the National Federations and the Athletes, while respecting good governance and strong values that celebrate the horse and horsemanship.

MISSION STATEMENT

To develop the Fédération Equestre Internationale:

- To facilitate a process that leads to a more representative and more effective board structure.
- To generate and diversify revenue to enable Equestrian Solidarity.
- To unify our Federation and build alliances with other stakeholders.
- To ensure the free movement of horses globally.

INTRODUCTION

Serving as President of the Fédération Equestre Internationale has been one of the greatest honours of my life. When you entrusted me with this responsibility four years ago, I said I expected to be judged by my performance, not by my rhetoric.

Together, we have accomplished a lot over the last few years. My goal for a second term is to build on those accomplishments to unify and strengthen our Federation and horse sport. I also believe the FEI can do much more to support National Federations, athletes and organisers.

This plan for action presents my vision for the future in six broad categories: FEI Governance, National Federations, Commercial, Development, Athlete Welfare and the IOC.

FEI GOVERNANCE

Our Statutes are our guiding constitution; they exist to serve and protect our National Federations and to uphold our sport. They must be treated with the utmost respect.

Our Statutes should help ensure that FEI regulations are enforced impartially and that technical standards of excellence evolve to give athletes from all regions equal access to the opportunities provided by top-quality organisation and the best officials.

Our Statutes should not be mistreated for the protection of the FEI or any individual, nor should they be subject to creative legal maneuvering. On the contrary, we must build on the basic structures and processes of good governance that we now have in place to institutionalise good sporting values.

I stand for:

- Upholding the Statutes of the FEI through transparent, professional governance.
- Representative decision making.
- Democratic procedures.
- Ensuring that the FEI promotes the pursuit of excellence in the standards of our rules, regulations and judging across the disciplines.

FIRST TERM ACCOMPLISHMENTS

The FEI has become a more transparent, accessible, professional and financially sound organisation:

- The 2007 General Assembly in Estoril approved new Statutes and Internal Regulations, with modernised governance structures. The changes included the creation of an Audit and Compliance Committee, an Athletes Committee and job descriptions for both executive and non-executive leadership positions.
- By 2008, a critical mass of new faces in headquarters brought a turning point that professionalised the entire FEI senior management.
- We completed a full operations manual documenting all existing procedures within FEI headquarters, listing 167 processes and procedures that take place throughout our different departments and volunteer body. This living document provides us with a complete map of the FEI from a procedural standpoint.
- We embarked on the FEI Clean Sport Initiative to help ensure the credibility of the FEI as an international sporting body.
- We created our independent Integrity Unit, led by Lord Stevens. This Unit is held up as an example of best practice among other International Sporting Federations, and two further sports, Darts and Snooker have adopted our approach.
- FEI finances are now presented in a transparent fashion, including three-year forecasts, and sound governance has ensured a solid financial position for the FEI.
- We have an array of new communications vehicles, including newsletters, video webcasts and publications that ensure that we reach all corners of the earth and are more transparent.
- The General Assembly in Copenhagen 2009 unanimously supported the restructuring proposal in principal, and though ultimately, aspects of the specifics resulted in a narrow vote against, I believe we have laid the groundwork for the restructuring to be approved in 2011.
- Our new headquarters, inaugurated in October 2010, will nurture a more open and professional working environment and generate revenue for the FEI.

PLEDGES

- **Values** – I will uphold the Statutes of the FEI and solicit the help of the National Federations to formalise and institutionalise clear values to underpin those statutes.
- **Code of Conduct** – In keeping with the recommendations of the XIII Olympic Congress, I support the adoption of a Code of Conduct that includes standards for good governance and ethical behaviour. Adopting such standards is vital for our credibility in the Olympic Movement.
- **Restructuring** – I stand fast in the belief that restructuring is crucial to the future of our organisation; within six months of re-election I will seek statutory changes that would permit the election of a new restructured board at the 2011 General Assembly.
- **Regional Representation** – I will seek the appointment of regional FEI officers in each continent to support Group Chairs and continental associations.
- **Athlete Representation** – Athletes must be included in the decision-making bodies of the FEI. In addition to maintaining a presence through the Athletes' Committee and Technical Committees, I am committed to drawing on the IOC model to find a place for Athlete representation, with full voting rights, at the Executive Board level.
- **Clean Sport** – I will build on the work of the Clean Sport Initiative in fulfillment of the recommendations of the Stevens and Ljungvist Commissions.
- **Financial Oversight** – I will seek to 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.
- **IT**– The IT Global Network that was established in my first term needs to be made more functional and user-friendly for our National Federations.

NATIONAL FEDERATIONS

Our National Federations are our sport and our governing body's global face. The FEI must do better at weaving the will of the National Federations into its very fabric; we need to look for greater alignment while at the same time respecting the individuality of each discipline and each National Federation. The FEI must always strive to be the common thread that creates unity among our National Federations. Together, we can create a strong and durable patchwork that celebrates our diversity.

Working with our National Federations, we should reach out more to our external stakeholders and sponsors to more effectively embrace and empower the industry that underpins our very existence.

FIRST TERM ACCOMPLISHMENTS

A key focus for me has been on trying to help our National Federations to give our disciplines, organisers and athletes the opportunities they deserve, in addition to trying to ease some of the burdens that the National Federations bear.

- We made the General Assemblies more meaningful affairs for National Federations by transitioning the date for our annual meeting from April to November, thereby allowing National Federations to approve rules and regulations pertaining to the sport before they enter into force on January 1 of the following year. The 2007 General Assembly was the last of its kind where National Federations were asked to vote on rules that had been in force since the previous January.
- We protected the system of One Federation, One Vote, rather than a weighted voting system.
- We introduced simultaneous translation at the General Assembly, adding Spanish, Arabic and Chinese to the existing French and English format.
- We established a National Federation Liaison Office.
- We invested in our IT infrastructure and created FEI Family.
- We reclaimed exclusive rights to "fei.org" and adopted that domain name for the FEI rather than "horsesport.org."
- We transformed our communications department at headquarters and updated the FEI website by adding FEI Focus and FEI Month in Review to keep National Federations apprised of relevant developments. Communications and press releases are now more timely and comprehensive.
- We have piloted a worldwide daily media monitoring roundup for the Bureau since April 2009. This is now ready for rollout to the National Federations.
- The FEI held a series of events to encourage the flow of information from the FEI to the National Federations. Examples include the Heat and Transport Seminar, the Sports Forum, the Hyperflexion Round Table and FEI NSAID Global Congress.
- The FEI Awards will increase FEI connectivity between National Federations, and promote them and their stars to the world.
- We created a category of affiliate members and stakeholders to the FEI.
- FEI Bureau Representatives or senior headquarters staff have been present at all FEI Group meetings in the last four years.
- We piloted the Sports Forum model to give National Federations more of an opportunity to present their views on technical and administrative matters to the FEI committees. The forum gave National Federations the opportunity to learn about and discuss recommended rule changes for all of our disciplines six months prior to our General Assembly in November.

- We made progress in the area of transport and quarantine. As a result of the Equine Influenza Outbreak in Australia in 2007, the FEI developed a closer collaborative relationship with the World Organisation for Animal Health (OIE) and the European Union. The legacy agreement from the Beijing Olympic Games opened mainland China to our sport, as demonstrated by the Ghuanzau Asian Games. The awarding of the Olympic Games to Rio in 2016 has laid precedence for the issue of transport and quarantine to be finalised on yet another continent. I had the honour of being the first FEI President to represent our National Federations at the OIE General Assembly. I advocated on your behalf for a more streamlined approach to the free movement of competition horses, by minimising red tape involved in cross border transport. I also sought to raise awareness of the need to change horses' travelling status. We made progress on traceability through microchipping, while maintaining breed branding.
- The FEI hired a Veterinary Director with expertise in transport and quarantine to better serve the National Federations in that area.

PLEDGES

I pledge to continue to build on the progress that has been made to date, but I also recognise that unless our National Federations feel that the FEI exists to serve and support them – and we are not there yet - there will always be discontent. The FEI also needs to remain in touch with the realities that our sports face in order to meet our National Federations' needs and govern in a truly effective style. The following pledges outline the key ways in which I intend to serve our National Federations in the coming four years.

- **Democracy** – I will always protect the right of EVERY member of the FEI to an equal vote in all matters put to the General Assembly; I will actively oppose any move towards a weighted voting system. I stand for One Federation, One Vote, in all matters.
- **Sports Forum** – I pledge to ensure a Sports Forum takes place every year to enhance transparency and streamline the Technical Committee decision-making process by ensuring that National Federations, athletes and organisers are presented with all relevant information six months in advance of the General Assembly. Proposed calendars for the following year will also be presented six months in advance of the General Assembly.
- **NF-to-NF support** – I will work to 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 (from trainers to training yards and from kids camps to equipment). This self-reviewed database will become a valuable resource to assist both large and small National Federations seeking advice as well as mentoring, partnership, and purchasing and exchange opportunities.
- **Transport & Quarantine** – I will personally 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.
- **Veterinary Department Facilitation** – I will endeavour to 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.
- **NF Self-Sufficiency** – I will celebrate the individual efforts of National Federations who create their own solutions in the area of transport and quarantine, for example Venezuela and Columbia, through the creation of specific sanitary protocols, and help them spread their know-how to others.
- **Import & Export** - I will ensure that the Veterinary Department has the resources to provide additional support and expertise to the National Federations in the areas of import and export, as well as transportation and quarantine of horses.
- **Dispute resolution** – Transparent and enhanced approaches to resolutions of National Federation disputes need to be adopted. The National Federation Liaison Office and FEI Headquarters cannot be left with this task alone. I will work to ensure that tools for dispute resolution are in place throughout the sport, within the National Federations and at regional levels.
- **IT** - 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.

COMMERCIAL

I continue to believe we can, once again, become a Top 10 sport. It's not about size, it's about being a small giant – smart, agile, streamlined and flexible. We can and should maintain our voluntary nature, which is our strength, and couple it with thoroughly professional conduct. But whether it be this goal, or the simple goal of no longer being a Federation that solely exists on taxation, it is absolutely imperative that the FEI is commercially sound.

FIRST TERM ACCOMPLISHMENTS

- This the first FEI administration that has not increased taxes at all, for National Federations or our sport. The FEI has become a body that no longer survives predominantly on taxation of its sport.
- In keeping with my 2006 manifesto, we created the Commercial Advisory Board and hired independent consultants to evaluate and recommend improvements to our entire approach to sponsorships. The results included the creation of a critical mass of definite statistics to help us service existing sponsors and target potential partners. Our Commercial Department adopted a strategic approach to its activities.
- We added HSBC as a financial partner and an Eventing Sponsor and created a new commercial property in the HSBC Classics.
- We added Meydan as a show jumping Nations Cup Sponsor.
- Fashion designer Reem Acra signed a three-year sponsorship for the Western European League and the Final of the FEI World Cup Dressage.
- We secured Alltech as a Title Sponsor for the FEI World Equestrian Games for 2010, and we are in negotiations for 2014.
- We continued to travel the road with our valued sponsor Rolex, and through them we have established a benchmark for sponsorship retention and service.
- We raised CHF 12 million in my first year in office, exceeding our target of CHF 10 million.
- We improved the FEI's financial metrics across the board, with the following results:
 - Commercial revenue up from CHF 4.9 million to CHF 15.3 million
 - The proportion of overall revenue from commercial activity up from 29 percent to 49 percent
 - Overall revenue up from CHF 17 million to CHF 31.2 million
 - Assets grew from CHF 18.2 million to CHF 44.18 million, excluding the new headquarters
 - Reserves up from CHF 8.7 million to CHF 10 million
- We created a new revenue stream by planning to rent out part of the new FEI headquarters for 600,000 Euros per year, for a net gain of 1.6 million Euros per year for the FEI, compared to renting space prior to owning our own building.
- We created FEI Television, with a competitive tender for distribution and production contracts with defined targets and incentives (IMG and MBPTV).
- We partnered with Atari to develop and launch "My Horse and Me," a series of video games to introduce budding athletes and non-riders to horse sport.
- We created new events and products to raise the FEI's profile and enhance its commercial appeal, including the FEI Awards, FEI Focus and the FEI Inspire Photo Exhibit. These initiatives also help create regional and global heroes for the FEI.
- We have signed a Memorandum of Understanding with the Global Champions Tour and have benefited from the additional value brought by the HSBC Classics. To incentivise our show organisers, we have entered into profit-sharing arrangements based on finding joint sponsors for events such as Madrid for the European Championships and the Alltech WEG, which resulted in an 85 percent / 15 percent split.

- We engaged in European Broadcasting Union negotiations with IMG to add value for the host nation of the WEG, in addition to delivering FEI TV. We are currently in the process of renewing our EBU deal to increase payments from broadcast rights and gain greater coverage.
- The FEI experienced significantly increased media and television coverage at the World Equestrian Games, the European Championships and the Olympic Games.

PLEDGES

In addition to consolidating the gains achieved during my first term, there are five specific pledges I would propose to deliver if re-elected:

- **Commercial Partnerships** – To increase the value we give to our sponsors and the revenue they provide, I would like to change our commercial portfolio from sponsorship packages to commercial partnerships. Currently, sponsors support a package or a discipline series. This approach creates friction within horse sport and forces the FEI to compete against other entities in the FEI Family. Commercial partnerships would foster broad and lasting sponsor relationships that would benefit all of us and provide better support for our finals. The transition from sponsorship packages to commercial partnerships would likely take a year, but we now have the financial reserves to subsidise the shows that would lose prize money in the transition. Obviously, this step should not be taken without a full and open debate, and only with the support of National Federations and organisers.
- **World Equestrian Games** – The World Equestrian Games should be to the FEI what the Olympic Games are to the IOC. Our Team at headquarters is already working hard to strengthen the bid process. We must ensure that organisers are aware of and prepared to fulfill all of their responsibilities and obligations. To protect our flagship, I would also like to increase oversight of the 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.
- **Heritage** – Our sport has a long and proud tradition that continues to guide us. As we approach the FEI's 100th anniversary, I am more committed than ever to ensuring we draw on and celebrate our heritage and the traditions of our National Federations. The interactive museum at our new headquarters is part of a strong foundation for celebrating and honouring our past as we look toward the next 100 years.
- **Branding** – A strong brand is critical to commercial success in a cluttered market place. To that end, I will launch a process to rebrand the FEI by relying on suggestions from National Federations, athletes and other stakeholders in order to strengthen the FEI's brand presence in the global market.
- **Diversification of Income** – I will actively seek new ways to diversify the FEI's income sources. The decision to rent space in our new headquarters, resulting in annual revenue of 600,000 Euros for the FEI, is an example of how we can create new revenue streams. We could also consider strategic investments and an institutionalised fundraising programme.

DEVELOPMENT

The FEI must be a Federation that treats all its disciplines and regions with equal favour, promoting them all with equal energy, irrespective of their differing power and audience. The FEI must seek to aid development in ways that are country and region-specific, rather than impose its own templates. Furthermore, we must constantly strive to find new and innovative ways to entice young people into the sport.

As an organisation, the FEI needs to work harder to ensure that “development” does not refer exclusively to emerging nations within our sport, but is regarded as an all-embracing term for the efforts made by the FEI and National Federations to grow the sport across all National Federations.

FIRST TERM ACCOMPLISHMENTS

I believe that development and commercialisation go hand-in-hand: development that is sustainable also requires a commercial income, which is dependent on the commercial success of the organisation as a whole. Development should not be seen as handouts to the less well off, but rather as the right of National Federations to evolve with dignity.

- During 2007, 2008 and 2009, we ran an exceptional amount of diagnostic work to identify the needs facing our National Federations and possible solutions.
- The FEI's Development Officers made significant efforts in Eastern Europe and South America at a grassroots level. We are also seeing results at the championship level.
- The emerging nations that make up the FEI need to feel that their voices can be heard without fear of repercussions. The minutes of the last three General Assemblies show that their voices are heard; these can be qualified against the minutes of the 2005 General Assembly.
- We have new horse and rider registration systems, a new calendar, results management systems and an ongoing development in entry and event schedules systems.
- We established an Education and Standards Department, which should once again fall under Development.
- We launched our first ever FEI Year of Youth in the run up to the inaugural Youth Olympic Games to engage online with young people around the world. This initiative was praised by sport consultants IMG as one of the most effective outreach programmes of any International Federation, with the FEI recognised as ‘one of the only International Federations to capitalise on the Youth Olympic Games’.
- We raised CHF 2 million to be earmarked for Development during the first year of my tenure, and we have now raised CHF 12 million through the “Friends of the FEI”.
- We established a Development Task Force to implement a development strategy, examining financial models for a sustainable Development Programme, identifying ways to better serve National Federations and the sport. The task force recommends a five-year development plan that needs to be based on the further input of the disciplines.

PLEDGES

- **FEI Solidarity** – I will seek the development of 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. (Regulatory income should be used solely for regulatory efforts). I will seek approval for an additional fundraising component that will be 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.

HRH PRINCESS HAYA AL HUSSEIN 2010 PROGRAMME

- **Borrowed Horses League** – I will seek to 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 a borrowed horse event, and we now need to establish the necessary support system for it.
- **Leaders of the Future** – I will introduce a programme that will help 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.
- **Industry Partnerships** – I will work to create formal alliances with racing, polo and other stakeholders to cross-pollinate best practices – and, in some cases, skills and resources.
- **Structure** – I am committed to reflecting the changing needs of the National Federations in the structure of the Groups and therefore to ensuring due consideration is given to the benefits of adopting a continental structure to replace our present Group system.

HUMAN & EQUINE WELFARE

We must protect the physical and psychological health of all equine and human athletes, and we must never forget the gravity of the decisions we make and their potential impact on the welfare and livelihoods of all concerned. Working to systematically clean up our sport has been one of the key challenges of my first term, and it hasn't been an easy ride for anybody. But we can all be proud of what we have achieved, and we have strengthened our place in the Olympic family by demonstrating an unequivocal commitment in this area. We have done this hand-in-hand with our athletes. It is imperative that the FEI maintains ongoing communication with athletes and pursues structural changes that will help the FEI keep its finger on the true pulse of our sport.

FIRST TERM ACCOMPLISHMENTS

Welfare is about ensuring that the innocent party is always protected and nurtured in all equestrian sporting pursuits. Horse welfare is one of the central pillars of the FEI, and we have taken huge steps in this area through the FEI's Clean Sport Initiative. We put in place protocols that will ensure that the sport is clean, competition is fair and the competing horses are safe. This initiative has involved a revision of the rules and the production of a list of prohibited substances that makes a clear distinction between doping and medication, with strict sanctions for doping in line with the World Anti-Doping Code.

We can see the results. There were 15 human doping cases for all sports at the Olympic Games in Beijing, and six equine cases. Whereas, at the World Equestrian Games in Kentucky 2010, a total of 82 horses were tested, we had not one positive result.

- The specific measures taken, which go into accreditation protocols, searchable drug databases and the like are too numerous to list here, but can all be found on the dedicated website we created, "www.feicleansport.org, which provides all the information that anyone involved in equestrian sport needs to know, including a number of tools to stay informed.
- Perhaps the greatest difference between our recent efforts to prevent doping and previous initiatives is the much greater focus on education and communication, and the fact that we have moved hand-in-hand with our human athletes instead of treating them as culpable scapegoats. We have provided them with clarity, and we have worked with our treating vets to find solutions that protect our equine partners.
- We established an independent Equestrian Community Integrity Unit to safeguard the integrity of equestrian sport. This unit is essentially an Anti-Corruption Squad, and its strength lies in its independence. It is also empowered to ensure the integrity of FEI governance and administration.
- As a result of the Clean Sport Initiative, the FEI is now in line with WADA, with a drug information database and a List Group that annually appraises and adjusts our Equine Anti-Doping Prohibited Substances List.
- We have harmonised our labs and protocols. For the first time, all our labs have formal contracts.
- We conducted a consultation on the issue of hyperflexion through the Hyperflexion Round Table on February 9, 2010, which showed that talking to welfare groups could help us reach agreements.
- We established fast track systems for Olympic Games and other major championships, and a faster judicial process through our tribunal.
- We created a useable eventing safety database to allow us to make statistically based and informed decisions rather than intuitive ones.
- The Equestrian Integrity Unit is looking into the use of CCTV cameras, which demonstrates our determination to prevent the mistreatment of horses. At WEG Kentucky 2010, our cameras picked up a loose horse in the stable areas in the late hours of the night, and we were able to inform the relevant support team.

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- We introduced an independent tribunal and provisional suspensions for positive tests. By increasing the efficiency of the decision-making process, we reduced the time from testing to judgment from 2.5 months to 1.5 months within two years.
- We have made progress on reviewing and clarifying the line between banned and allowed substances; in order to solve the issue of the Progressive List, I instigated the FEI Global Congress and asked my 1st and 2nd Vice Presidents to run this together with the List Group. Following this Congress, I believe we have found a workable solution in this complex and contentious area.

PLEDGES

- **Objectivity** – Good rules do not rely on subjective judgments. I will ensure that horse welfare is protected by the clarification of objective standards and measurements which are enforced consistently and fairly.
- **Microchipping** – I will set a plan in place for the migration toward compulsory microchipping, facilitated and supported by the FEI, while still allowing and celebrating the various breed brands.
- **Classification of Horses** – I will advocate for the classification of our horses as athletes under civil and national law throughout the world. This will pave the way for easier transportation and quarantine of competition horses, and will also ensure that our sporting partners are considered athletes rather than part of the food chain.
- **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.
- **Serving Athletes** – We should use the addition of an athlete to our board as a result of restructuring to gain a better understanding of the pressures faced by athletes. Protecting horses requires staying abreast of the fast-changing landscape in 21st Century professional sport and the implications for athletes.

INTERNATIONAL OLYMPIC COMMITTEE

Universality is celebrated in the symbolism of the five intertwined rings of the Olympic Movement, which represent the five continents. This definition includes not only regions, but sports. A commitment to universality must drive the FEI's efforts to create open access to horse sport for people from all cultures, from the very most basic grassroots level up to Olympic level, and through all sectors of society. This should be our mission as we aspire to deliver a service of excellence – and this must be our mission if we are to preserve our place within the Olympic family. The same philosophy must apply to our non-Olympic disciplines.

FIRST TERM ACCOMPLISHMENTS

- I have delivered on my pledge to strengthen equestrian disciplines within the Olympic movement through becoming an elected IOC member with an International Federation denomination (International Federation Representative); this appointment as an IOC member in 2006 has enabled me to build stronger links between the FEI and the IOC, and we have protected our status within the Olympic Family.
- On a case-by-case basis, upon request of the National Federations, we have worked on building solid ties between them and their respective National Olympic Committees.
- In order to strengthen the FEI's relationship with the IOC Executive Board, we have built on the relationship that exists between the FEI Olympic Department and the IOC by seeking their advice on key issues and staying in close contact, especially in the event of crises needing effective management.
- We have made sure that we are seen to be helpful to the IOC at all times and have worked tirelessly to ensure that horse sport falls in line with all their requirements, that it is clean, transparent, cost effective and safe.
- The delivery of an expanded communications team at the FEI has ensured a more proactive communications plan for the IOC press offices and media outputs.
- Elective pre-screening at Hong Kong demonstrated the FEI's commitment to put judicial and anti-doping issues at the heart of our technical activity at the Olympic Games. We also had YOG horses screened before they left Australia, put provisional suspensions in place and set up our Integrity Unit.
- During my tenure, for the first time, the Bureau and Group Chairs were asked to consider the bids for the allocation of 2016 Olympic Games, and I voted as an IOC member as per the wishes of the Group Chairs and Technical Chairs that form our Bureau, demonstrating the FEI's commitment to ensure that we produce the best possible facilities for the National Federations.
- In order to create a celebration of horse sport within the Olympic movement, we have delivered an interactive museum in the new FEI headquarters building, the Inspire Photo Awards, and the Year of Youth, as well as the introduction of rider graphics and statistics on television and scorecards.
- During the past four years, FEI headquarters staff has increased proactivity and cooperation with the IOC and other International Federations, resulting in shaping the FEI as a trusted partner in the Olympic network.
- The FEI headquarters staff increased its attendance of sport seminars in Lausanne, and the FEI is now seen as much more of a leader among Olympic Sports Federations, taking a role in International Federation forums and other panels. This increased proactivity has resulted in much positive feedback from other International Federations and the IOC. The FEI is no longer working in isolation.

PLEDGES

I am grateful that the Olympic Movement has offered me a place to give my sport and the FEI a voice and a platform. I will continue to work tirelessly to protect and enhance our place within the Olympic Movement as an IOC Member:

- **Olympic Programme** – I will drive an assessment to evaluate our place on the Olympic programme in order to protect our standing. I will not seek to replace an existing discipline for an additional discipline at the Olympic Games.
- **Games Revenues** – I will seek an increase in the FEI portion of Olympic revenues for the London Games, just as they did for the Beijing Games.
- **Games Revenue Redistribution** – I will also protect our future 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.
- **Youth Olympic Games** – I will actively lobby for the inclusion of Dressage and Eventing to the Youth Olympic Games. I will not seek to replace an existing discipline with an additional discipline in the Olympic Programme.
- **Universality** – I will continue to work tirelessly to ensure the universality of horse sport.
- **NF-NOC Relationships** – I will continue to work to strengthen the relationship between our National Federations and their National Olympic Committees.
- **NOC Influence** – I will actively encourage National Federation Presidents to seek NOC leadership positions, support them in their ambitions and work to leverage the combined power of our influence.
- **Equestrian Members of the IOC Family** – I will bring equestrian members of the IOC family together once a year to facilitate collaboration.

CONCLUSION

I very much hope that you give me the chance to finish what I began. I have realised that the mandate of change and modernisation which you, the National Federations, entrusted me with, depends on people. I have the privilege of working with people I believe in, and a team that is passionate and professional. I hope that you grace me with your patience, and your faith that we have achieved much of what you wanted, and we will further refine the transformation of our International Federation together.

The ideas in this Programme, as in my 2006 Manifesto, are a synopsis of the ideas and suggestions I have heard from the National Federations and other Stakeholders of our community. I have made every effort to find consensus among them and to put forward what I am sure I can deliver with your help.

I am free of outside influence, I am not buyable and I will not sell myself or our interests in the pursuit of power. I pledge above all to work with the best team I can, to stay away from political influence, and do my level best in service of our sport of horses.

Haya Al Hussein



HRH Princess Haya Al Hussein