



KNOW YOUR FEDERATION!

Strategy Plan: 2023-2026

Version 3 - July 2023

Introduction

- The Strategy has been informed by:
 - EFE's Constitution, as amended 11 March 2023 (27th AGM)
 - Latest relevant information & directives from FEI & national sporting bodies
 - Various Ad Hoc inputs received to-date by the Management Committee re: EFE's strategy
 - The period of 2023 to 2026 aligns to the preparations for YOG 2026 & goes a long way to meet Sports Councils and FEI's requirements for a 5-year strategy
- The Management Committee met to develop the new 3-Year Strategy Plan on
 1. Session #1 – 11th May 2023
 2. Session #2 – June 2023
- The Management Committee presented the draft strategy to Club Reps (May 2023) and the Technical Committee (July 2023) and feedback received was incorporated into this document
- The updated EFE Strategy (2023-2026) aims to:
 - Review & refine EFE's Vision, Mission & Values for 2023-2026
 - Review & clarify the Roles & Responsibilities & Ways of Working for:
 - The Management Committee
 - The Technical Committee & other Sub-Committees
 - Club Representatives
 - Identify key strategic goals & targets for 2023-2026



The Management Committee welcomes any comments & inputs from the Members to this Strategic Plan 2023-2026 – send comments/inputs to your Club Rep who will pass them on to the Management Committee

EFE Strategy: 2023-2026

VISION

Achieving Equestrian Excellence For the Good of the Sport

MISSION

The primary focus of EFE is to raise the level of access to and participation in equestrian sport at all levels by providing services that creates growth and encourages performance excellence.

Ref: EFE Constitution Adopted 28th January 2016 As Amended 11 March 2023



EFE Strategy: 2023-2026

OBJECTIVES

1. *To operate & function as **autonomous controlling & administration body** of equestrian sport in Eswatini*
2. *To **protect horses** from all types of abuse or cruelty ensuring the well-being and best interests of the horse*
3. *To **promote & assist standards of performance, sportsmanship & honourable practices** at all equestrian events by controlling, overseeing & coordinating equestrian sport in all aspects of all disciplines as per the **Code of Conduct***
4. *To **promote the standard of coaching, coaches, judging, judges, officials & course designing** through qualifications & experience*
5. *To **promote the standard of performance** by encouraging & assisting athletes in progression to advanced athlete status*
6. *To **promote & assist in the grading of facilities** to ensure standards are met at all equestrian events*
7. *To ensure the **rights of all officials & competitors** are respected at all times as per the **Code of Conduct***



Ref: EFE Constitution Adopted 28th January 2016 As Amended 11 March 2023

EFE Strategy: 2023-2026

OUR VALUES

RESPECT



TRANSPARENCY



INTEGRITY



CONSISTENCY



HONESTY



SPORTSMANSHIP



DEDICATION &
TENACITY



PLEASURE
& FUN



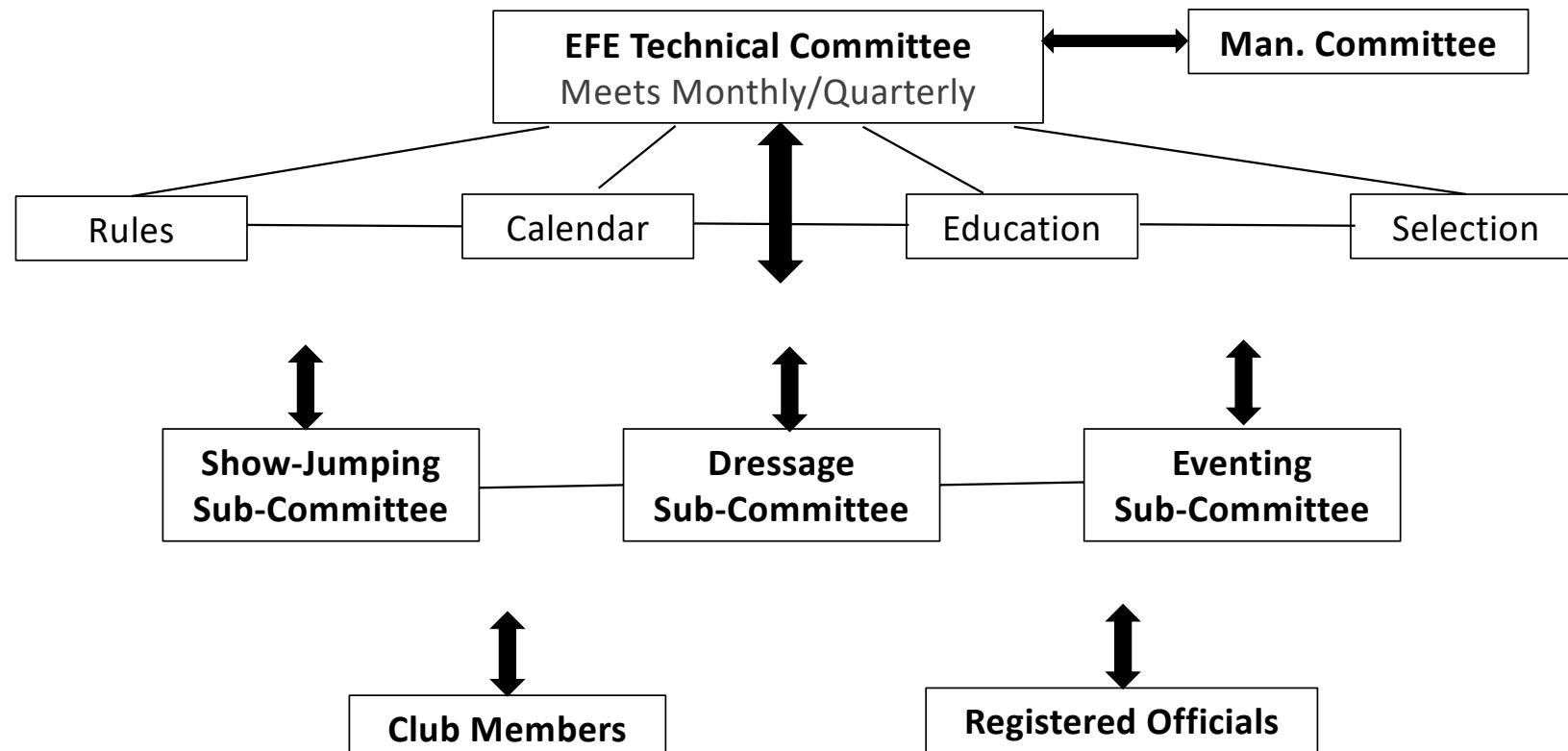
EFE Strategy: 2023-2026

HOW WILL WE LIVE OUT THESE VALUES?

VALUES	AS MANAGEMENT COMMITTEE & MEMBERS
RESPECT	Listen AND hear members views at all times as presented through their Clubs. Seek to understand the different views and consider all viewpoints unemotionally and objectively and engage with courtesy and professionalism.
TRANSPARENCY	Open and frequent communication, honest and clear communication. Openness and transparency of budgets & expenditure. Hold quarterly Club Rep. Meetings and send quarterly newsletters
INTEGRITY & HONESTY	Sticking to the rules & standards. Being fair-minded in all we do – both in the sport and in the administration of the sport. Avoid conflict of interest & ensure professional conduct within and by the committee
CONSISTENCY	Fulfilling the same standards throughout everything we do, aligned to the rules and constitution. Regular communication in both directions – from and to the Committee – aligned to the Constitution and agreed Ways of Working with the Clubs
SPORTSMANSHIP	Mutual respect of committee members & members and fair play at all times. Acknowledging mistakes. Congratulating each other for successes
DEDICATION & TENACITY	Passion driven volunteer committee, dedicated for the good of the sport and our members born out of commitment to achieve the greater goal whilst dedicated to the plan
PLEASURE & FUN	Always keeping joy at the centre of what we do – especially in the sporting arenas – i.e. the spirit of the sport & the love of the horse

EFE Strategy: 2023-2026

Technical Committee – Ways of Working



EFE Technical Committee Member Roles

Chair	<ol style="list-style-type: none"> 1. Chair & co-ordinate Committee meetings 2. Liaise with Management Committee & other stakeholders as necessary on committee matters 3. Support the committee's work & communication to Club Members where required 	Coach	<p>For all disciplines:</p> <ol style="list-style-type: none"> 1. develop education pathways for Coaches; 2. ensure rules and regulations impacting Coaches are in place and up-to-date; 3. identify & communicate training opportunities for Coaches, including providing budget inputs & dates for Calendar; 4. provide inputs on certified Coaches within the Federation.
Athlete	<p>As Head of the Athlete Commission:</p> <ol style="list-style-type: none"> 1. represent views & opinions of athletes across all disciplines, ensuring their voices are heard; 2. inform athletes about EFE's activities (e.g. education tools, rules and regulations); 3. work with EFE to develop and promote the sport 4. develop, implement & communicate EFE's Riders Qualifications programme 	Show-Holding Body	<p>For all disciplines:</p> <ol style="list-style-type: none"> 1. Ensure rules and regulations for Show-Holding Bodies are in place and up-to-date 2. Provide input on committee work (pathways, rules and regulations, training opportunities etc.) from the perspective of show-holding venues
Course Designer	<p>For all disciplines:</p> <ol style="list-style-type: none"> 1. develop education pathways for CDs & TDs; 2. ensure rules and regulations impacting CDs & TDs are in place and up-to-date; 3. identify & communicate training opportunities for CDs & TDs including providing budget inputs & dates for Calendar; 4. provide inputs on certified CDs & TDs within the Federation 	Permanent Guest	<p>For all disciplines:</p> <ol style="list-style-type: none"> 1. provide advisory input on education pathways, training opportunities, rules and regulations etc. 2. Make suggestions for regional &/or international collaborations for educational or training opportunities where possible
Judge	<p>For all disciplines;</p> <ol style="list-style-type: none"> 1. develop education pathways for Judges & Officials (Stewards), 2. ensure rules and regulations impacting Judges & Officials (Stewards) are in place and up-to-date; 3. identify & communicate training opportunities for Judges & Officials (Stewards) including providing budget inputs & dates for Calendar; 4. provide inputs on certified Judges within the Federation 	Sec Gen	<ol style="list-style-type: none"> 1. Keep records of Committee meetings 2. Provide general support to committee members' work 3. Assist in the communication of committee work etc. to relevant stakeholders and Club Members as necessary 4. Liaise with FEI, Sports Council, EOGCA etc. re: relevant annual or ad hoc funding applications & communications on behalf of Technical Committee, in conjunction with Management Committee

EFE Strategy: 2023-2026

Club Reps – Ways of Working

1. Management Committee & Club Reps to meet quarterly. Regular Agenda Items to include
 - a. Club Members Recon & Financial Recon
 - b. Club Inputs to EFE Quarterly Newsletter
 - c. Management Committee Updates on Key Activities previous Quarter
 - d. Input to planned events
 - e. Any other matters
2. Communication
 - a. Aligned with the Constitution, communication will be between Club Reps and the Management Committee.
 - b. Club Members to send queries, suggestions or inputs to Club Reps.
 - c. If Club Reps are unable to resolve queries directly themselves, queries may be sent to Members Liaison Officer for support or feedback from Management Committee. Feedback will be provided in a reasonable time. Input from other relevant sub-committees may be requested.
 - d. Members Liaison Officer will, on behalf of the Management Committee, send communications to the Club Reps as and when required, via the EFE Communication WhatsApp Group and via Club Reps email
 - e. Should Clubs or event holders wish to share information to other EFE members, they may submit this to the Members Liaison Officer for distribution to other Club Reps who will then distribute onwards.
 - f. Should a Club register a new member or equine, the Club Rep will notify the Members Liaison Officer to trigger updates to club details
 - g. Communication between the Management Committee and Club Reps should be distributed within normal working hours as far as reasonably possible.
 - h. Whilst every effort will be made between Management Committee and Club Reps to distribute and/or respond to communication within a reasonable timeframe, it is understood that all positions are held by volunteers who generously give of their time to support and enable EFE and/or club interests.



EFE Strategy: 2023-2026

Key Stakeholders

- Club Reps
- Athletes (Youth & Adults)(Competitive or not)
- Individuals (Parents/Owners/Grooms)
- Officials (Judges, Officials, Course Designers & Stewards!)
- Coaches (Certified professional coaches in the various disciplines)
- Trustees
- Yard Owners
- Horse/Pony Owners
- Donors
- Sports Council & EOGCA
- SAEF, SASJ & other national Federations & discipline bodies
- FEI
- Service Providers (Vets, Farriers, chiropractors etc.)



EFE Strategy: 2023-2026

The Pillars of EFE Strategy: 2023-2026

Our WHY ...

WHAT do
we do to
Achieve
this ... ?



	#1 Achieving Equestrian Excellence in COMPETITION IN ALL DISCIPLINES	#2 Achieving Equestrian Excellence By Promoting TRAINING & PROGRESSION	#3 Achieving Equestrian Excellence Through KNOWLEDGE	#4 Achieving Equestrian Excellence Through GOVERNANCE & RELATIONSHIPS
Promoting competitions in all disciplines & for all ages within Eswatini	Promoting training clinics & courses by qualified & experienced professionals	Enabling access to equestrian knowledge, information & experts for the good of the sport for all members	Attendance to FEI etc. annual events, training & educative sessions for Governance, Management & Administration	
Encouraging athletes wishing to compete in cross-border competition series and international competitions where possible	Providing information on & support to achieve various equestrian qualifications	Consistently driving the maintenance of the welfare of the horse at all times	Maintaining excellent relationships & networks with regional & international equestrian bodies for latest knowledge & development opportunities	
Overseeing standards of Eswatini competitions, facilities & officials	Enabling the promotion and training of our coaches & officials to remain up-to-date, certified and motivated	Promoting the understanding of our Social License to Operate & Safeguarding amongst members		
	Promoting Sport For All with initiatives like Future Stars, Membership of Development Riders & Support staff (e.g. Grooms)			

EFE Strategy: 2023-2026

Pillar #1 of EFE Strategy

Current Strategic Goals & Targets: 2023-2026

#1 Achieving Equestrian Excellence in COMPETITION IN ALL DISCIPLINES	2023		2024		2025		2026	
	Goals/Targets	Support/ Funds	Goals/Targets	Support/ Funds	Goals/ Targets	Support/ Funds	Goals/ Targets	Support/ Funds
Promoting competitions in all disciplines & for all ages within Eswatini	1. SJ Shows = FEI World Jumping Challenge, National Champs 2. Dressage Shows = FEI World Dressage Challenge, 7Nations & ACES Challenge, National Champs 3. Eventing Shows = FEI World Eventing Challenge, National Champs, African Shield Event 4. YOG Phase 2 Local & International Training 5. Talent Identification for YOG 2026 6. Officials register completed 7. Increase Number of Development Rider Club Members & Number of Groom Club Members	1. TBC 2. TBC 3. TBC 5. ACES/FEI Funds (2020) 6. ACES/FEI Funds (2023)	1. Selected YOG Riders competing in relevant events 2. 1 x qualified national dressage judge 3. 1 x qualified national SJ judge 4. 1 x qualified national course builder 5. 1 x qualified national steward	1. ACES/FEI Funds (2024) 2. TBC 3. TBC 4. TBC 5. TBC	1. Selected YOG Riders competing in relevant events 2. Formulating Ranking System in all disciplines completed by end of year for commencement in 2025	1. ACES/FEI Funds (2025) 2. TBC	1. Selected YOG Riders competing in relevant events	1. ACES/FEI Funds (2026)
Encouraging athletes wishing to compete in cross-border competition series and international competitions where possible								
Overseeing standards of Eswatini competitions, facilities & officials								



EFE Strategy: 2023-2026

Pillar #2 of EFE Strategy

Current Strategic Goals & Targets: 2023-2026

#2 Achieving Equestrian Excellence By Promoting TRAINING & PROGRESSION	2023		2024		2025		2026	
	Goals/Targets	Support/ Funds	Goals/Targets	Support/ Funds	Goals/ Targets	Support/ Funds	Goals/ Targets	Support/ Funds
Promoting training clinics & courses by qualified & experienced professionals	1. Training Clinics for all levels including Development Riders 2. Coach Training programme 3. Maintenance Course & Level Up Course - Eventing TD CD 4. Increase Number of Groom Club Members 5. Finalisation of Development Paths & training per role per discipline 6. Officials Training – Prioritise Online Training Opportunities 7. Set up & operationalise IT platform	1. TBC 2. FEI Solidarity Funds (2022) 3. TBC 4. TBC 6. TBC 7. FEI	1. Officials Training – Prioritise Online Training Opportunities 2. Grooms Course – identify opportunities & share with clubs 3. Source information from SA and international training bodies on various equestrian qualifications and share this with members & provide support where possible 4. Investigate opportunities & interest to start Endurance, Vaulting & Driving disciplines in Eswatini	1. TBC 2. TBC	1. Officials Training – Prioritise Online Training Opportunities 2. Source information from SA and international training bodies on various equestrian qualifications and share this with members & provide support where possible	1. TBC	Officials Training – Prioritise Online Training Opportunities	1. TBC
Providing information on & support to achieve various equestrian qualifications								
Enabling the promotion and training of our coaches & officials to remain up-to-date, certified and motivated								



EFE Strategy: 2023-2026

Pillar #3 of EFE Strategy

Current Strategic Goals & Targets: 2023-2026

#3 Achieving Equestrian Excellence Through KNOWLEDGE	2023		2024		2025		2026	
	Goals/Targets	Support/ Funds	Goals/Targets	Support/ Funds	Goals/ Targets	Support/ Funds	Goals/ Targets	Support/ Funds
Enabling access to equestrian knowledge, information & experts for the good of the sport for all members	1. Continuous communications on updated rules & regulations from FEI 2. Promoting equality in sport & supporting new Athlete Representation position 3. Set up EFE Website & enable frequent updates on website and other media 4. Expand awareness & membership of FEI Campus amongst all Club Members 5. Host/Encourage 2 Knowledge Events annually	3. TBC	1. Research & plan for EFE Pony Club 2. Host/Encourage 2 Knowledge Events annually 3. Expand awareness & enable completion of Rider Competency Tests amongst Club Members		1. Host 2 Knowledge Events annually 2. If viable, launch EFE Pony Club			
Consistently driving the maintenance of the welfare of the horse at all times								
Promoting the understanding of our Social License to Operate & Safeguarding amongst members								



EFE Strategy: 2023-2026

Pillar #4 of EFE Strategy

Current Strategic Goals & Targets: 2023-2026

#4 Achieving Equestrian Excellence Through GOVERNANCE & RELATIONSHIPS	2023		2024		2025		2026	
	Goals/Targets	Support/ Funds	Goals/Targets	Support/ Funds	Goals/ Targets	Support/ Funds	Goals/ Targets	Support/ Funds
<p>Attendance to FEI, etc. annual events, training & educative sessions for Governance, Management & Administration</p> <p>Maintaining excellent relationships & networks with regional & international equestrian bodies for latest knowledge & development opportunities</p>	<ol style="list-style-type: none"> 1. Quarterly Newsletters including Club inputs 2. Quarterly Club Rep Meetings 3. Central EFE resource page on EFE website set up and accessible to all Club Members 4. Attend <ul style="list-style-type: none"> a. Group 9 AGM b. Annual FEI General Assembly c. Annual ACES AGM d. Annual EOGCA AGM e. Eswatini Sports Awards f. Eswatini Olympic Day g. Any Ad Hoc Forums as scheduled by international, regional or national bodies 5. Complete Annual Sports Council/EOGCA Recognition Review (License) 	<p>4. TBC</p>	<ol style="list-style-type: none"> 1. Quarterly Newsletters including Club inputs 2. Quarterly Club Rep Meetings 3. Attend <ul style="list-style-type: none"> a. Group 9 AGM b. Annual FEI General Assembly c. Annual ACES AGM d. Annual EOGCA AGM e. Eswatini Sports Awards f. Eswatini Olympic Day g. Any Ad Hoc Forums as scheduled by international, regional or national bodies 4. Complete Annual Sports Council/EOGCA Recognition Review (License) 	<p>3. TBC</p>	<ol style="list-style-type: none"> 1. Quarterly Newsletters including Club inputs 2. Quarterly Club Rep Meetings 3. Attend <ul style="list-style-type: none"> a. Group 9 AGM b. Annual FEI General Assembly c. Annual ACES AGM d. Annual EOGCA AGM e. Eswatini Sports Awards f. Eswatini Olympic Day g. Any Ad Hoc Forums as scheduled by international, regional or national bodies 4. Complete Annual Sports Council/EOGCA Recognition Review (License) 	<p>3. TBC</p>	<ol style="list-style-type: none"> 1. Quarterly Newsletters including Club inputs 2. Quarterly Club Rep Meetings 3. Attend <ul style="list-style-type: none"> a. Group 9 AGM b. Annual FEI General Assembly c. Annual ACES AGM d. Annual EOGCA AGM e. Eswatini Sports Awards f. Eswatini Olympic Day g. Any Ad Hoc Forums as scheduled by international, regional or national bodies 4. Complete Annual Sports Council/EOGCA Recognition Review (License) 	<p>3. TBC</p>