

Updated: 13 January 2014

This document has data from several NFs that were not able to use the "survey" and/or that sent additional comments.

Proposals for Action & The Strategic Plan – BEL NF

Introduction

The Belgian Equestrian Federation (BEF) welcomes the first results of the ESPG and the stated dysfunctions. This paper is :

1. an answer to the questionnaire of the ESPG
2. a statement relating to the Federations Letters to the FEI and the answer given to the questions and problems developed in these letters.
3. General Remarks on this questionnaire and on the next steps to be undertaken in the view of the BEF.
4. A complement of the BEF vision considering
 - a. The good global performance, image, ethic and success of the discipline endurance everywhere around the world
 - b. Except in a few federations, not because the today rules are bad but because they are not enough implemented and respected on the ground.
 - c. The revolution has not to be global but specific for the federations with the well-known problems.
 - d. Once more, we consider the actual rules are adequate to the modern endurance we like. We want a strict application of these actual rules.

Nr	Proposal	Agree	Don't agree	Amendment Proposed
Collective Endurance Compass				
1	Vision: To ensure Endurance athletes compete, complete and win fairly while sustaining and developing the sport globally in a professionally administered way and operating within the FEI code of conduct for the Welfare of Horses		x	We partly agree with this formulation. The Horsemanship is a very important basis of the behaviour in all the equestrian disciplines and this should be put in the centre of the Endurance discipline. In the beginning the goal of the endurance was to accomplish a track and not a speed competition! The evolution near a modern endurance has to mix the difficulty of the track with the research of the speed. This is what we call "performance". An only speed competition has to be banned of the FEI.

2	Values: Clean Sport, Welfare, Integrity, Partnership	x	x	<p>Sportsmanship, horsemanship and Equity must also be mentioned.</p> <p>Sportmanship: fair-play, respect of the other competitors by example on the assistance points or on the podium for the price giving.</p> <p>Horsemanship: horses are not motorbikes. The system where trainers are managing horses during the whole year, giving them to inexperienced people who never train for competitions has to stop. In the same spirit, cars (with trainers inside) who run alongside the horses during the entire competition have to be banned.</p> <p>Equity: on the field of play, everybody must be equal. This is for the moment not the case. For example: startinglists, bibnumbers, parkings</p>
3	Critical Success Factors: Foundation for Growth, Culture & Behaviour, Structure & Governance, Communications & Marketing		x	<p>Again it is only a part of the solution: Ethic, Welfare, Horsemanship, Equity and Sportsmanship are the basis for sustainable growth and therefore the most important values. First a solution to all the well-known problems is required and only after that growth is to be considered.</p>
Strategic Goals				
4	Commit to a 10 year strategy		x	<p>We are not happy with the structure and the idea of a 10 year strategy before implementing in 2014 the obvious operational changes which are really urgent.</p>
5	Commit to annual operational plans	x		<p>Annual operational plans are really a must and these plans should be prepared by the Endurance Committee after discussion with independent Specialists and adopted by the Bureau.</p>
6	Potential growth defined by region for next 5 & 10 years		x	<p>Before planning the growth, it is urgent and very necessary to consolidate the discipline in all parts of the world. It is really premature to elaborate plans for the future before analysing the existing situation and implementing sustainable measures to cure all the known problems. Growth alone should not be the ultimate goal and should be controlled.</p>

7	Consider what infrastructure is needed to support the sport fully	x	x	If the term "infrastructure" includes "personal", we agree. Because we consider people more important than material. So, this is one of the first issues to be addressed, as the implementation of a clean sport mentality in Endurance worldwide and an effective control of the decided measures requires additional infrastructure and personal and officials and veterinarian surgeons. It is also mandatory to assess the impact of the planned measures for FN's where endurance is exercised without any problem but could have financial and personal problems to fulfil the new additional requirements.
8	Ensure the infrastructure is in place to match the sport's needs	x		The needs are very different from region to region. In the regions where the Endurance is based on amateur spirit without big involvement of money, the needed infrastructure could be reduced. There are a lot of means to bring back the endurance competition to a clean "amateur" level. The cost of the implementation of the proposed infrastructure should not be devastating!
Culture and Behaviour				
				Endurance is facing cultural and mentality differences that should be first analysed. The goal of the competition and the spirit of it should be first unified before speaking of the development of the discipline. Horsemanship and welfare of the animal should be at the root of the Endurance (as in any FEI discipline) and this should be first considered or the all equestrian sport will suffer from the failure to resolve this issues
9	A Research and Injuries Surveillance System (ISS) programme (underway) is required to provide accurate data	x		This program should also analyse all the data provided to the FEI Endurance and veterinary departments during the last few years! Data from national events should also be transferred to the FEI in the same way as eventing safety programme. ISS can only produce credible data if national data is also included!
10	Increased levels of dope testing continues	x		"Independent" dope testing (MCP) should be extensively implemented worldwide (equal to the Groups I & II). The analysing by laboratories other than the one agreed by the FEI is not to be considered! Also "out of competition testing" should be implemented and systematic freezing and storage of samples should be introduced.
11	An injury reporting programme is required (underway)	x		Urgently and it should be reviewed by neutral authority and not only by the FEI Vet and Endurance departments and or Committee. See item 9.

12	Codes of Conduct must be established		x	A special Code of Conduct for one specific region or discipline is not necessary! The existing FEI Code of Conduct should only be applied and taught to all riders, trainers, owners, clubs and federations.
13	Develop and implement leadership programmes for NF's and officials of the sport		x	The development and implementation of leadership programmes should start immediately. Before implementing such a programme, the FEI should analyse all the existing Conflicts of Interest and take the necessary measures. The FEI should only implement such programmes after the house has been cleaned! This programme should include the processing of the feedbacks of the officials. The FEI has also to support them effectively and take the required measures in case of reported problems!
14	Enhance and implement full educational programmes, including on-line, for athletes, trainers and officials	x	x	Only accredited officials should be engaged after certification. The veterinarians' surgeons should also follow the educational programme. The officials in exercise should also be monitored and controlled permanently. Attention: "education" has to include also and mainly the "anti-corruption" concept.
15	NFs providing leadership and driving culture change in anti-doping and welfare			We agree to this sentence but we don't understand what is required?
Structure and Governance				
16	Budget approved for the appointment of Independent Governance Advisors (IGAs), recruitment started and appointments underway	x	x	We appreciate that, as the performance of referees in football, those of the judges, technical delegates and stewards should be evaluated "in situ" (at least for World and Continental Championships, seniors, juniors and young horses) by advisors. The fact of knowing to be controlled, and possibly downgraded during skidding, should push the officials to take their responsibilities, and would certainly complete the current system of promoting. But, the possible Conflict of Interest should be analysed permanently and the Advisors should not be implicated in other private business in relation near or far to Endurance. (Think about the situation of Quest!). It is possible to spend less money using our best and untouchable officials.

17	<p>Trainers:</p> <input type="checkbox"/> Registration and Ranking List arrangements underway;		X	<p>The need and the purpose of the registration and a ranking list for trainers is not necessary.</p> <p>The only person responsible is and remains the rider. He has also the responsibility of his trainer. The existing regulation allows to charge also the grooms and the trainers if they are directly involved. (* Further comments below) The diaries are necessary and are often required by the legislator!</p>
	<input type="checkbox"/> Become "persons responsible" with their riders;		x	
	<input type="checkbox"/> Obligated to maintain medication and treatment diaries for all horses in their yards	x		

Complement to section 17: **The only person responsible is and remains the riders.**

The first article of the FEI Endurance Rules stipulates: "*Endurance Riding is a competition to test the competitor's ability to safely manage the stamina and fitness of the horse over an endurance course in a competition against the track, the distance, the climate, the terrain and the clock.... To be successful, the competitor must have knowledge of pace and efficient and safe use of the horse across country...*" So by definition the **sole person responsible can only be the rider** as the rider should not only conduct the horse over the track but he should also be able to evaluate his condition and take the immediate action the situation requires. It is not foreseen that the trainer should be consulted to take these decisions. It is therefore mandatory that the rider is riding his horse also for the training and the preparation and not only the trainer. To make the trainer co-responsible or solely responsible is against the base and the goal of the Endurance competition and for us it has also an ethical aspect.

18	Out of competition testing starts	x		In all parts of the world through independent authorities, NOC or others. This should be reflected in the EADCM Rules for all disciplines.
19	Disciplinary procedures, penalties for athletes, trainers & officials reviewed; recommendations for change prepared for Bureau consideration - penalties should be severe	x		The trainers are not the persons responsible. We don't think that the FEI could give penalties to trainers as they don't have any contractual relationship to the FEI. But we support the idea that the trainer (also responsible as the owner) may be sanctioned in case of implication without forgetting the real person responsible, the rider.
20	FEI Executives stop officiating for OCs	x		Not only executives but all FEI salaried employees and in all disciplines for all possible functions: judge, steward, veterinarian, TD, course designer, microphone speaker, etc.
21	Course designers charged with making courses more technical	x		Evidence.

22	Plans developed for officials' (including veterinarians) induction programmes on appointment, annual appraisals, examination before promotion, rotation and defined remuneration level arrangements are required	x		The level of the remuneration must be centralised by the FEI HQ and managed by the OC. No other remuneration than the one defined by the FEI technical committee.
23	Officials tasked with ensuring they enforce all rules vigorously	x		Very important but it should be monitored by superior eyes! The FEI has also to support them effectively and take the required measures in case of reported problems!
24	Field of play access severely limited	x		Yes. <ul style="list-style-type: none"> - Only 3 grooms (with bibs) more the rider in the VG zone and in the resting zone. - The water zone must be strictly defined (stop the possibility to water the horse everywhere before the VG).
25	Ride qualification standards increased		x	No. the today system is good.
26	Rules adjusted to ensure only "competent" riders may compete at each level of competition	x	x	OK, but how and why ? In most of the federations we have no problem even with beginners. The welfare of the horse should not be put in question by too many qualifications rides. Riders with only one horse should not be handicapped.
27	Extend recovery periods for horses – already approved by FEI GA	x		The modification introduced by the FEI GA doesn't correspond to the proposal of the endurance committee. The proposal should be reintroduced as it is a better protection for the horses.
28	Governance structure for Officials reviewed annually	x		Not only the governance structure for official but all means introduced should be reviewed annually.
29	Key Performance Indicators (KPIs) for the robust measurement of progress, risk register and monitoring system in place to ensure the strategic and operational plans are reviewed for progress by the Endurance Technical Committee quarterly and the Bureau twice a year	x		Transparent Results should be submitted to each FN once yearly 6 weeks before the GA!
30	All rules reviewed thoroughly to ensure they match the demands imposed by the strategic and operational plans		x	Eventually the existing rules are good. They only should be applied everywhere by all officials and OCs. A revision to improve the discipline is always possible but first the mentality and culture should be reviewed to match the demands of the plans !

Communication and Marketing				
31	Trainers' ranking lists introduced		x	The FEI should only be focused on the sport. A ranking of trainers is a commercial issue and is of no use for the sport itself. Riders with horses should compete, not trainers who are not performing the sport. This idea doesn't meet the concept of : - clean sport. - FEI endurance
32	Ranking list/award mechanism for "completions" for trainers and teams to be introduced		x	Only a ranking for the couple rider/horse analogue to the other FEI disciplines. The actual ranking is wrong because he gives advantages to riders competing each week-end.
33	Place the "Plan on a Page" and the "Strategy Dashboard" on the FEI website providing an opportunity for all to follow the progress of the strategy's implementation	x		Additionally it is useful to put statistics on doping and injuries and their evaluation on FEI website. The plan is a one-day picture.
34	Explain internally and externally our determination to improve performance and thus develop and implement an: <input type="checkbox"/> Internal awareness campaign for the equestrian family		X	Action before talking! First we have to see measurable results before starting a marketing campaign! It is really a waste of time and money to continue on this way. To communicate the reform could also be contra-productive as readers will ask the reason of this type of communication!
	<input type="checkbox"/> External global 'hearts and minds' campaign across the media			
35	Introduce an awards programme for officials		x	To introduce a competition between officials is critical. We need to have competent and materially uninterested officials, who should make their job professionally and consciously. To introduce an award would have very negative consequences.
36	Develop a sponsorship plan and secure funding for ranking lists and award mechanisms to offset costs and promote success	x		A ranking for the couple rider/horse should be introduced but the modalities should be established to award riders with a good ethic.
37	Endurance Technical Committee to issue a press release or through another medium, detail on progress or adjustments to the plans after each of its meetings making relevant documents available on line	x		The Endurance Technical Committee should be able to decide self if there is a need to communicate. We don't see this point as part of a recommendation of the ESPG.

Extra comment:

Opinion of the BEL NF President Jacky Buchmann about the current negative image concerning the discipline Endurance.

The current spirit of the discipline is not the one that once was a part of the discipline. When the sport started values like horsemanship, knowledge, respect, technicality of courses, etc... were all important.

The spirit of today is only about the speed. How fast can a horse go? How fast can the rider push the horse? Can the rider push the horse behind limits?

The horse is the most important element and the horsemanship of the rider is currently not at all a need to perform.

Due to this evolution the discipline of Endurance is in the eye of the storm today. Different people think differently, act differently, play differently.

Why not split up the discipline of Endurance?

The part of the sport where only the time (race against the clock) counts becomes a race-element doesn't belong to the FEI and will be governed by another governing body.

The part of the sport where horsemanship, knowledge, respect and so much more stands at the same level as the speed remains with the FEI.

Proposals for Action & The Strategic Plan - NED NF

Nr	Proposal	Agree	Don't agree	Amendment Proposed
Collective Endurance Compass				
1	Vision: To ensure Endurance athletes compete, complete and win fairly while sustaining and developing the sport globally in a professionally administered way and operating within the FEI code of conduct for the Welfare of Horses		x	We partly agree with this formulation. The Horsemanship is a very important basis of the behaviour in all the equestrian disciplines and this should be put in the centre of the Endurance discipline. In the beginning the goal of the endurance was to accomplish a track and not a speed competition!
2	Values: Clean Sport, Welfare, Integrity, Partnership	x	x	Sportsmanship, Equity should also be mentioned
3	Critical Success Factors: Foundation for Growth, Culture & Behaviour, Structure & Governance, Communications & Marketing		x	Again it is only a part of the solution: Ethic, Welfare and Sportsmanship are the basis for sustainable growth and therefore the most important values. First a consolidation and a solution to all the well-known issues is required and only after that growth is to be considered.
Strategic Goals				
4	Commit to a 10 year strategy		x	We are not happy with the structure and the idea of a 10 year strategy before implementing in 2014 the obvious operational changes which are really urgent.
5	Commit to annual operational plans	x		Annual operational plans are really a must and these plans should be prepared by the Endurance Committee after discussion with independent Specialists and adopted by the Bureau.

6	Potential growth defined by region for next 5 & 10 years		x	Before planning the growth, it is urgent and very necessary to consolidate the discipline in all parts of the world. It is really premature to elaborate plans for the future before analysing the existing situation and implementing sustainable measures to cure all the known problems. Growth alone should not be the ultimate goal and should be controlled.
7	Consider what infrastructure is needed to support the sport fully		x	This is one of the first issues to be addressed, as the implementation of a clean sport mentality in Endurance worldwide and an effective control of the decided measures requires additional infrastructure and personal and officials and veterinarian surgeons. It is also mandatory to assess the impact of the planned measures for FN's where endurance is exercised without any problem but could have financial and personal problems to fulfil the new additional requirements.
8	Ensure the infrastructure is in place to match the sport's needs		x	The needs are very different from region to region. In the regions where the Endurance is based on amateur spirit without big involvement of money, the needed infrastructure could be reduced. There are a lot of means to bring back the endurance competition to a clean "amateur" level. The cost of the implementation of the proposed infrastructure should not be devastating!
Culture and Behaviour				
				Endurance is facing cultural and mentality problems that should be first analysed. The goal of the competition and the spirit of it should be first unified before speaking of the development of the discipline. Horsemanship and welfare of the animal should be at the root of the Endurance and this should be first considered or the all equestrian sport will suffer from the failure to resolve this issues

9	A Research and Injuries Surveillance System (ISS) programme (underway) is required to provide accurate data	x		This program should also analyse all the data provided to the FEI Endurance and veterinary departments during the last few years! Data from national events should also be transferred to the FEI in the same way as eventing safety programme. ISS can only produce credible data if national data is also included!
10	Increased levels of dope testing continues	x		"Independent" dope testing (MCP) should be extensively implemented worldwide. The analysing by laboratories other than the one agreed by the FEI is not to be considered! Also "out of competition testing" should be implemented and systematic freezing and storage of samples should be introduced.
11	An injury reporting programme is required (underway)	x		Urgently and it should be reviewed by neutral authority and not only by the FEI Vet and Endurance departments and or Committee. See item 9.
12	Codes of Conduct must be established		x	A special Code of Conduct for one specific region or discipline is not necessary! The existing FEI Code of Conduct should only be applied and taught to all riders, trainers and owners.
13	Develop and implement leadership programmes for NF's and officials of the sport		x	The development and implementation of leadership programmes should start immediately. Before implementing such a programme, the FEI should analyse all the existing Conflicts of Interest and take the necessary measures. The FEI should only implement such programmes after the house has been cleaned! This programme should include the processing of the feedbacks of the officials. The FEI has also to support them effectively and take the required measures in case of reported problems!
14	Enhance and implement full educational programmes, including on-line, for athletes, trainers and officials	x		Only accredited officials should be engaged after certification. The veterinarians' surgeons should also follow the educational

				programme. The officials in exercise should also be monitored and controlled permanently.
15	NFs providing leadership and driving culture change in anti-doping and welfare			We agree to this sentence but we don't understand what is required?
Structure and Governance				
16	Budget approved for the appointment of Independent Governance Advisors (IGAs), recruitment started and appointments underway	x		The possible Conflict of Interest should be analysed permanently and the Advisors should not be implicated in other private business in relation near or far to Endurance. (Think about the situation of Quest!)

17	Trainers: <input type="checkbox"/> Registration and Ranking List arrangements underway; <input type="checkbox"/> Become "persons responsible" with their riders; <input type="checkbox"/> Obligated to maintain medication and treatment diaries for all horses in their yards	x	x x	The need and the purpose of the registration and a ranking list for trainers is questionable. The only person responsible is and remains the rider. He has also the responsibility of his trainer. The existing regulation allows to charge also the grooms and the trainers if they are directly involved. (* Further comments below) The diaries are necessary and are often required by the legislator!
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Complement to section 17: **The only person responsible is and remains the riders.**

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preparation and not only the trainer. To make the trainer co-responsible or solely responsible is against the base and the goal of the Endurance competition and for us it has also an ethical aspect.

18	Out of competition testing starts	x		In all parts of the world through independent authorities, NOC or others. This should be reflected in the EADCM Rules for all disciplines.
19	Disciplinary procedures, penalties for athletes, trainers & officials reviewed; recommendations for change prepared for Bureau consideration - penalties should be severe	x		The trainers are not the persons responsible. We don't think that the FEI could give penalties to trainers as they don't have any contractual relationship to the FEI. But we support the idea that the trainer may be sanctioned in case of implication without forgetting the real person responsible, the rider.
20	FEI Executives stop officiating for OCs	x		Not only executives but all FEI salaried employees and in all disciplines for all possible functions: judge, steward, veterinarian, TD, course designer, etc.
21	Course designers charged with making courses more technical	x		
22	Plans developed for officials' (including veterinarians) induction programmes on appointment, annual appraisals, examination before promotion, rotation and defined remuneration level arrangements are required	x		The remuneration should eventually be centralised and managed by the FEI HQ.
23	Officials tasked with ensuring they enforce all rules vigorously	x		Very important but it should be monitored by independent eyes! The FEI has also to support them effectively and take the required measures in case of reported problems!
24	Field of play access severely limited	x		///
25	Ride qualification standards increased	x		If horse welfare is a truly the paramount, then the logical approach would be to base the primary qualification criterion on a riders ability to consistently complete events without injury to the horse. An expression of such a quality criterion might simply be something like " <i>Riders or horses with greater</i>

				<p><i>than X% successfully completion in the top Y% of the field in Z or more events may advance to the next level". Any variation of this example criterion formed by a factor of frequency (%) of a specific outcome has a much higher correlation to a quality than any simple quantity assay. In this one simple phrase, we have a standard for risk tolerance (too reckless), limited advancements by being uncompetitive (too slow), and would be required to track data only the last "Z" events of a competitor to validate the rule. Notice that this formula identifies relative quality performance, without bias toward availability of the fastest, least technical course possible. Alternatively, a qualitative measure could be expressed in terms of relationship to fastest time on a given course.</i></p> <p>There are many ways to make more qualitative expressions that are event referenced, and thus useful comparatives across varying course performance conditions and technicality. A truly international criterion should have these features.</p>
26	Rules adjusted to ensure only "competent" riders may compete at each level of competition	x		The welfare of the horse should not be put in question by too many qualifications rides. Riders with only one horse should not be handicapped.
27	Extend recovery periods for horses – already approved by FEI GA	x		The modification introduced by the FEI GA doesn't correspond to the proposal of the endurance committee. The proposal should be reintroduced as it is a better protection for the horses.
28	Governance structure for Officials reviewed annually	x		Not only the governance structure for official but all means introduced should be reviewed annually.
29	Key Performance Indicators (KPIs) for the robust measurement of progress, risk register and monitoring system in place to ensure the	x		Transparent Results should be submitted to the FN once yearly 6 weeks before the GA!

	strategic and operational plans are reviewed for progress by the Endurance Technical Committee quarterly and the Bureau twice a year			
30	All rules reviewed thoroughly to ensure they match the demands imposed by the strategic and operational plans	x		///
Communication and Marketing				
31	Trainers' ranking lists introduced		x	The FEI should only be focused on the sport. A ranking of trainers is a commercial issue and is of no use for the sport itself. Riders with horses should compete, not trainers who are not performing the sport. This idea doesn't meet the concept of a clean sport.
32	Ranking list/award mechanism for "completions" for trainers and teams to be introduced		x	Only a ranking for the couple rider/horse analogue to the other FEI disciplines.
33	Place the "Plan on a Page" and the "Strategy Dashboard" on the FEI website providing an opportunity for all to follow the progress of the strategy's implementation	x		Additionally it is useful to put statistics on doping and injuries and their evaluation on FEI website. The plan is a one-day picture.
34	Explain internally and externally our determination to improve performance and thus develop and implement an: <input type="checkbox"/> Internal awareness campaign for the equestrian family <input type="checkbox"/> External global 'hearts and minds' campaign across the media		X	Action before talking! First we have to see measurable results before starting a marketing campaign! It is really a waste of time and money to continue on this way. To communicate the reform could also be contra-productive as readers will ask the reason of this type of communication!
35	Introduce an awards programme for officials		x	To introduce a competition between officials is critical. We need to have competent and materially uninterested officials, who should make their job professionally and consciously. To introduce an award would have very negative consequences.

36	Develop a sponsorship plan and secure funding for ranking lists and award mechanisms to offset costs and promote success		x	A ranking for the couple rider/horse should be introduced but the modalities should be established to award riders with a good ethic.
37	Endurance Technical Committee to issue a press release or through another medium, detail on progress or adjustments to the plans after each of its meetings making relevant documents available on line	x		The Endurance Technical Committee should be able to decide self if there is a need to communicate. We don't see this point as part of a recommendation of the ESPG.

Extra comment:

1. The proposal of the ESPG is oriented to the future and about no actions are defined to implement immediate solutions to the existing problems
 2. Many proposals are clearly coming from the racing and are not common to the FEI usages and to the equestrian world. The real goals of the endurance are no more depicted in the future which the ESPG proposes. All disciplines consider the rider, drivers or vaulter as the responsible person who have contact with his horse and take care of it when exercising his sport. This philosophy should not be changed to answer to the problems that should be solved by the ESPG.
 3. The FEI administration has the means to produce more efficiency in working out the reports of the officials, the veterinarians and produce correct statistics as basis to further actions. This require of course that no conflicts of interest, and no personal interest are motivating the responsables.
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Proposals for Action & The Strategic Plan – GER NF

Proposal Number		Agree/ Don't Agree	Amendment Proposed
1		Agree	
2		Agree	Forbidden medication and doping of horses must be drastically reduced. Penalties must be severe, controlled and properly carried out. No wishy-washy solutions. The integrity of all involved, organisers, officials and riders/ PR/trainers must constantly be under surveillance. Endurance sport must be fair for all participants, cheating in any form must be put under control, reported, penalised and documented.
3		Agree	These factors must be carefully planned to ensure that endurance riding has a positive image which can be sustained.
4		Agree	Important changes must be carried out as soon as possible i.e. 2014 It is important to report results.
5		Agree	
6		Agree	Some regions will be more affected than others. Endurance must test the ability of the rider and horse to tackle the natural difficulties and climatic conditions of the course without affecting the welfare of the horse. The career of an endurance horse should be at least 3 seasons preferably 3 - 8 seasons at a CEI1* Level or above. These horses and their riders and trainers should be rewarded for long time achievement at top level CEIs

7		Agree	<p>A much more stringent system for the organisation, control and supervision of events must be planned. Horses should not be able to disappear from result lists.</p> <p>Before horses travel home they should be passed by an official veterinarian as "fit to travel", this is especially important for horses that start at CEI2* rides and above. At the moment CEI2* (120 - 139 km) horses can travel home without being seen the next day. After CEI 2* the horses have to stay on the showground until the following day.</p> <p>Horses that are treated after the finish must still be under the supervision of the head FEI treating vet, these treatments must be recorded and sent to the FEI.</p> <p>At the moment it is allowed to treat horses after the finish of the competition without telling anyone about the treatment. For these cases we need rules that every treatment must be under the control of the</p>
			head FEI treatment vet and must be reported to the FEI.
8		Agree	<p>The organisational infrastructure is extremely important. There must be more cooperation between the FEI, Organiser and officials.</p> <p>The cooperation between organiser and TD must be greatly improved, so that infrastructure problems can be solved before the competition. If the TD arrives only a day before an event it is very difficult to change things.</p>
9		Agree	<p>This is extremely important and must be carried out as quickly as possible. In 2014 the first surveillance results must be published so that appropriate and rapid action can be taken.</p>
10		Agree	<p>Medication and Dope testing must be carried out at events and also during training.</p> <p>Doping controls till the inspection "fit for travel" on next day should be considered.</p>

11		Agree	<p>Please see that all injuries are reported.</p> <p>All horses that fail to qualify should be taken to the treating vet who must certify (form for this) that the horse is fit to travel or has to be treated. This treatment must be carried out in the vet treatment area and a treatment form (double copy) filled out and given to the head treatment vet. The treatment can be carried out by a private vet (registered with the FEI), team vet or treatment vet but must be under the supervision of the head treating vet.</p> <p>It must be possible to follow up cases that are sent home after treatment or require further treatment. If a horse is euthanized after it has been sent home this must be reported to the FEI Vet. Dept. Failure to do this should be penalised.</p>
12		Agree	The code of conduct must be strict and clear. No loop-holes
13		Agree	<p>Courses must be sport relevant and also have a practical aspect.</p> <p>Case studies are important.</p>
14		Agree	Annual Group Forums should be organised for athletes, trainers and officials. Discussions should take place that involve athletes trainers and officials together, too often these three groups are regarded as separate entities. All 3 groups must work together.
15		Agree	<p>Quite often the NFs do not have an adequate knowledge of endurance, how it is run, its requirements and standards for riders and horses.</p> <p>This must be improved. There should be cooperation with their national endurance societies. The NFs, inspite of cultural differences which are the cause of the difficulties we have in endurance sport at present, must be convinced that clean and fair endurance sport is paramount for all, if the sport is to survive.</p>
16		Agree	

21		Agree	Only one crew point per 30 km loop, 2 crew points on loops of over 30 km. Limited crew car access, no cars on track (foreign help). Strict penalties for non-adherence to the rules. At least 1 FEI Judge and Steward patrolling the track for the duration of the event No plastic bottles
22		Agree	In addition set fees for officials. Perhaps this should be administered centrally. No extra payments for doing a good job.
23		Agree	Rules must be enforced, irregularities must be documented. The number of officials per ride needs to be increased, depending on the size of the ride. As in 22 remuneration is a problem, this must be fair for all.
24		Agree	The vet gate must be cordoned off with limited access to max. 2 crew per horse. No additional personnel including photographers in the vet gate area. In the hold area this should also be cordoned off and have limited access (max. 4 crew + rider) .
			All competitors must stay under supervision in the hold area, no special tents outside the crew area. At least 1 Ground Jury member, 1 vet from the VC and 2 or more FEI Stewards must control and watch the hold area during the competition. No hold tents with side walls.
25		Agree	The qualifications must be verified. Do all countries have sufficient national rides?
26		Agree	In some countries, the riders are just sitting on the horse and cannot control them. A minimum standard of horsemanship is required.
27		Agree	5 weeks is not enough after a 160 km ride, the mandatory rest period should be at least 6 weeks or more.
28		Agree	This is important but must be practical and payable.
29		Agree	
30		Agree	
31		Agree	

32		Agree	See answer to question 17. Definition of teams?
33		Agree	
34		Agree	Endurance is an ecologically friendly sport if one does not consider the number of SUVs at an event. The number of cars must be reduced. Villagers do not appreciate cars racing down narrow roads or through villages. What about an award for an ecologically friendly organiser?
35		Agree	
36		Agree	
37		Agree	

Further Points

1. Officials

- Rotation of officials is very important, there should be no cliques.
- Rule of three must be revised, perhaps Pres GJ or FVD not both, and 2 of the line vets not always the same people.
- Decision of the rule of 3 should be controlled and confirmed by 2 FEI officials and the answer then given to the participant.
- Corruption of officials, how can this be controlled?
- No double functions, e. g. organiser and official
- Timekeeper can only be a timekeeping steward but not a judge

2. General Aspects

Course: possibilities for short cuts/turn arounds must be avoided and controlled properly, this means that FEI officials must be on the course during the ride.

Use of transponders/trackers on big rides so that riders can be controlled, this is also a finance problem.

Pulse rates should be kept as they are and not reduced, recovery periods are much more important.

If PC Tablets are used in the vet gate for recording data, the previous data concerning the horse must be available for the line Vet,

Vet writers must have a knowledge of their work and have sufficient training.

3. Finance

How are these changes to be financed?

The costs for the riders cannot be further increased, otherwise we will have fewer riders for international competitions.

The organisers other than those with sponsorship from certain nations (these then influence the running of the ride and officials invited) have severe financial problems. How are they to raise enough money for the increased number of good officials? The payment of officials is a problem, their costs must be covered. Vets especially often officiate for little to no money.

How do we bring inexperienced well motivated officials into the FEI system?

Proposals for Action & The Strategic Plan – DEN NF

Extra comment:

Opinion of the DEN NF President Ulf Helgstrand.

Most of the horse welfare issues are probably, in my mind, due to endurance sport against the clock. This is, in my opinion, not endurance but racing. I am not an expert, but can see that the racing part is the main reason to injuries, doping etc.

If the FEI limits its activities to "real" endurance most of the criticism will not longer exist.

Make it simple: Endurance is an FEI discipline, racing is not.

I am very much aware of that it could be more difficult, but having the above in mind it might be easier to solve the strategic planning for the discipline.

Proposals for Action & The Strategic Plan – AUS, CAN & ITA NFs (as specified)

Point #	Comment:	NF:
17	<p>Equestrian Australia believes that the Athletes/Riders should be the primary responsible person as this is consistent with other Equestrian sport disciplines and is consistent with Athlete doping rules through the WADA code. This should not preclude there being secondary levels of responsible people.</p> <p>We don't believe that a racing model where trainers are the primary responsible person is appropriate for any Equestrian sport discipline.</p>	AUS
30	<p>We totally agree the rules need to be reviewed thoroughly and Equestrian Australia would recommend the FEI consider splitting the rules between "Classic Endurance" where athletes are primarily assessed for their riding/technical skills with a second set of rules being developed purely for Endurance Racing.</p> <p>Equestrian Australia suggests 2 specific rule changes that we believe would assist the appropriate cultural changes occurring, including;</p> <p>a) 1 hour post competition observation. This would involve: a quarantine area beside the veterinary hospital with stewards controlling access and egress points, max 2 crew per horse; stewards supervise and roam the area treatment veterinarians monitor the horses every 20 minutes, with a decision to administer invasive treatment taken by panel of treatment veterinarians</p> <p>b) Horse & rider penalty points. The principle of this rule would be: Both horse and rider receive penalty points when they fail to successfully complete an event. The points are cumulative and are only offset with a pre-determined credit on each anniversary date when the penalty points were applied. If a horse or rider accumulates a pre-determined quantum of points the respective competition license for the horse or rider</p>	AUS

	is suspended worldwide from all FEI competition for a pre-determined time period.	
36	Equestrian Australia support an awards mechanism to be used, however we believe that the awards should be based off technical skill / animal welfare / horsemanship rather than speed.	AUS
Extra comment	Equestrian Australia also recommends that the review panel exam closely existing rules/practices related to their recommendations that are already in place for other FEI disciplines.	AUS
4-8	Agree. Note that growth of the sport in many regions is currently severely hampered by policies set by FEI itself; specifically those that make FEI competition financially impossible. One specific example that is easily remedied: Calendar fees are expensive but predictable. The Administrative fee payable after the ride is completely out of scale for smaller competitions. (it is over \$500 usf/cdn for a 1*). This is especially true now that results are being submitted electronically by the NFs. It would be far better for this to be a "per rider" charge—for large competitions FEI might actually garner more income; for smaller ones this amount could be efficiently factored into the entry fee.	CAN
9	It is extremely difficult to gather data on horses who die or are euthanized once they have left the ride venue. Self-reporting may not be sufficient for accurate tracking. We suggest that FEI follow up with any horses who are not re-registered, requiring a statement from the PR as to why the horse is no longer competing. (Sold, retired, deceased, etc) In the cases of deceased horses not previously reported, erroneous information at this time now becomes a 'crime of commission, not omission' and is more easily subject to disciplinary action when detected.	CAN
10	Where certain Groups, Nations, or geographical areas show a statistically significant increase in doping infractions, frequency of testing should also increase in those areas.	CAN
11	It is important that FEI become perceived as transparent and trustworthy where equine welfare is concerned. This means the	CAN

	yearly public reporting of fatalities and their causes, with sufficient detail to provide useable information to those interested. On the positive side, FEI should more openly publicize that it subsidizes the cost of necropsy for horse fatalities during competition.	
14	Strongly agree. Education is the strongest weapon in the defense of equine welfare. This education must be easily accessible, ideally online. It should include an Endurance Skills Matrix and a Sport Science based approach to training. The FEI Level 1 Judges Course should be available online and required for officials, recommended for all, as a "refresher" with each rule change.	CAN
16	Disagree: Persons Responsible to be Owner and Athlete. Trainers are employees and are bound to follow the orders of the person who pays them.	CAN
17	Disagree: A major goal of this strategic planning committee should be a revision of the sport to focus the testing of technical skills on the rider, not on support personnel. This initiative is entirely counter-productive to that end, focusing on trainer skills and responsibilities. Registration of Trainers is acceptable and keeping a log of medications should be part of their duties. However, the Persons Responsible MUST be the Owner and Athlete; pleading ignorance of medications given by a Trainer is unacceptable. We feel very strongly that the Persons Responsible must be the Owner and the Athlete. In much of the world, this is one individual. In areas where horses are owned by corporations, or stables an Owner must be identified and issued a "license" of some sort. A doping infraction (or other serious rule infraction) that results in the suspension of the Owners License would have the effect of removing every horse owned by that license holder for the duration of the suspension.	CAN
18	Agree. Out of Competition testing can realistically only involve banned (not controlled) substances. Persons Responsible are Owner and Athlete (where an Athlete is identifiable)	CAN
19-22	Disagree: PRs be Owner and Athlete (not Trainer)	CAN

23	Agree. However, process needs to be better documented and more transparent. We hear frequent anecdotal evidence of issues being brought to the attention of Officials with no follow-up or feedback visible to the persons involved. Where an individual registers a protest or reports a rule infraction to an Official there needs to be a 'traceable' acknowledgement that the 'complaint' was received. PRs Owner and Athlete	CAN
24	Strongly agree. Noting that the "field of play" obviously includes the course, assistance anywhere except at designated crewing points should be absolutely forbidden and grounds for disqualification. This includes the presence of vehicles anywhere on the course. PRs Owner and Athlete.	CAN
25	Agree with revision: Ride qualification standards should be IMPROVED, not 'increased'. They should focus on reflecting an Endurance Skills Matrix, including a high completion RATE (not just number) as proof of both competency and concern for equine welfare. This must be integrated with proposed new emphasis on technical courses and reduced dependence on the CEI "*" classification system, which has poor correlation to many key aspects of rider skills requirements.	CAN
26	Agree. Development of Endurance Skills Matrix crucial. PRs Owner and Athlete	CAN
27	Disagree. Future changes to rest periods must be derived from science-based (Sport Science) models of optimum recovery and training cycles, including periodization. Simply 'extending' rest periods without this consideration is counterproductive; horses will return to training in any event—it is in fact a better idea that National competitions be used for this purpose where the horse is under veterinary scrutiny. PRs Owner and Athlete	CAN
28-30	Disagree. PRs Owner and Athlete	CAN

31	Disagree. The employment of Trainers is not universal enough to make a ranking system meaningful. Professional Endurance Trainers, like all Trainers, are best "ranked" by their market value as an employee.	CAN
Extra comment	<p>The first issue, equine breakdowns, will be best resolved by a move to more technical courses and a more realistic CoC.</p> <p>The second issue can only be resolved by rigorous enforcement of the rules, something that has been historically lacking. As long as the rules, existing and new, are not enforced everything we do is a waste of time. This process has got to be transparent and traceable. Where officials are informed of or witness a rule infraction, there needs to be a documented 'trail', including a tracking number, of the incident and its outcome; where the protest is made by a non-official that person needs to be informed of the result. Officials dealing with protests, grievances or infractions need to be identified and held accountable. Establishing a process for this needs to be "priority one"--until this is done and made public ESPG and FEI will have zero credibility with the public.</p>	CAN
4	Disagree. Five years.	ITA
12	Agree. Patrolling judges and riders.	ITA
27	Disagree. We are satisfied.	ITA
Extra comment	ITA NF agrees on all other points.	ITA