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EXECUTIVE MASTERS IN SPORTS ORGANIZATION MANAGEMENT



Key Governance Principles Driving Sustainable Strategic Development of the Nepal Equestrian Association



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MEMOS XXVI
August, 2024

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EXECUTIVE SUMMARY

Overview of the Research Focus:

This research paper explores key governance principles employed in successful National Federations' (NFs) strategic development, and how these factors can contribute to the long-term, sustainable planning to enable the growth and success of the Nepal Equestrian Association (NEA). My focus is to analyse the NEA, through the lens of the International Equestrian Federations' (FEI) 3 -Year National Development Plan, and the Olympic Movement's best governance principles and practices. The aim is to make necessary recommendations to improve the performance and sustainability of the NEA. It is my hope that these recommendations could also be useful for other developing NFs in Nepal.

Importance of Governance in National Federations:

Good governance is about providing essential capital-intellect, reputation, resources and access to strengthen the NF and in turn the promotion and development of sport. Heightened public debate and increased regulatory scrutiny of sport organizations has been fuelled by scandals at local, national, and international levels. Stories in the press and social media have focused on alleged excessive improprieties in the governance and management of sport organizations across the world. The announcement of Russia and Qatar as hosts of the FIFA football world cup resulted in FIFA being blamed for facilitating the conditions for allegations of corruption (Jennings, 2011; Pielke, 2013). These issues resulted in a number of senior FIFA office holders being accused of misconduct. This is just one, in a series of examples that highlight the importance of good governance and the consequences of its absence. It has become clear that all sport organizations, regardless of its size or mission, rely on the faith of key constituents, the support of multiple stakeholders, including the Olympic Solidarity, International Federations, Government, Sponsors, and the trust of the public. Sport organizations such as the NEA require earning confidence through ensuring board and administrative compliance, with legal and ethical responsibilities, to deliver a successful mission.



Objectives of the Study:

1. Affiliation process with the International Equestrian Federation, Asian Equestrian Federation, International Tent-Pegging Federation, National Sports Council, and Nepal Olympic Committee (NOC). We will conduct an in-depth analysis of the associate member development goals and the methods and means of achieving them.
 - A. Focused on Governance and NF Structure
 - B. Focused on Education
 - C. Focused on Sport
2. Use of academic research to identify key governance principles and practices through examples from Olympic Sport Organizations (OSOs).
 - A. Analysis of 35 Olympic Sport Governing Bodies
 - B. Inclusivity and Stakeholder Engagement
 - C. Transparency & Accountability
 - D. Financial Sustainability
3. Using the below mentioned topics as “themes”, this paper assesses the NEA’s governance structure and practices. It identifies areas of improvement within NEA’s governance as per the NF Development plan and provides detailed recommendations for improving the governance and effectiveness of the NEA.
 - A. Case Study on the Participation of FEI Course for NF Administrators
 - B. Analysis of Elective General Assembly and Annual General Assembly
 - C. Participation at the FEI General Assembly/Regional Group VII Meetings
 - D. Competition Adhering to FEI Standards using FEI Rules
 - E. Education of Athletes
 - F. Education of Coaches and Officials
 - G. Building a Team of FEI Coaches and Officials, and a Technical Team in Charge of the Development of the Sport Disciplines
 - H. Athletes for Regional and International Participation



RÉSUMÉ EXÉCUTIF:

Aperçu de l'objet de la recherche :

Ce document de recherche explore les principes clés de gouvernance utilisés dans le développement stratégique des fédérations nationales (FN) et la façon dont ces facteurs peuvent contribuer à la planification durable à long terme pour permettre la croissance et le succès de l'Association équestre du Népal (AEN). Mon objectif est d'analyser la NEA à travers le plan de développement national triennal de la Fédération équestre internationale (FEI) et les meilleurs principes et pratiques de gouvernance du Mouvement olympique. L'objectif est de formuler les recommandations nécessaires pour améliorer les performances et la durabilité de l'AEN. J'espère que ces recommandations pourront également être utiles à d'autres FN en développement au Népal.

Importance de la gouvernance dans les fédérations nationales :

La bonne gouvernance consiste à fournir un capital essentiel - intellect, réputation, ressources et accès - pour renforcer le FN et, par conséquent, la promotion et le développement du sport. Des scandales aux niveaux local, national et international ont alimenté le débat public et renforcé l'examen réglementaire des organisations sportives. Les articles parus dans la presse et les médias sociaux se sont concentrés sur des allégations d'irrégularités excessives dans la gouvernance et la gestion des organisations sportives à travers le monde. L'annonce de l'attribution de la Coupe du monde de football à la Russie et au Qatar a valu à la FIFA d'être accusée d'avoir favorisé les conditions propices aux allégations de corruption (Jennings, 2011 ; Pielke, 2013). Un certain nombre de hauts responsables de la FIFA ont ainsi été accusés de mauvaise conduite. Il ne s'agit là que d'un exemple parmi d'autres qui soulignent l'importance de la bonne gouvernance et les conséquences de son absence. Il est devenu évident que toutes les organisations sportives, quelle que soit leur taille ou leur mission, dépendent de la confiance de leurs principaux membres, du soutien de multiples parties prenantes, y compris la Solidarité olympique, les fédérations internationales, le gouvernement, les sponsors, et de la confiance du public. Les organisations sportives telles que l'AEN doivent gagner la confiance du public en



veillant à ce que le conseil d'administration et l'administration se conforment à leurs responsabilités légales et éthiques, afin de mener à bien leur mission.

Objectifs de l'étude :

1. Processus d'affiliation à la Fédération équestre internationale, à la Fédération équestre asiatique, à la Fédération internationale de tir à la corde, au Conseil national des sports et au Comité olympique népalais (CNO). Nous procéderons à une analyse approfondie des objectifs de développement des membres associés et des méthodes et moyens pour les atteindre.
 - A. La structure de la gouvernance et de la FN
 - B. Axé sur l'éducation
 - C. Axé sur le sport
2. Utilisation de la recherche universitaire pour identifier les principes et pratiques clés de gouvernance à travers des exemples d'organisations sportives olympiques (OSO).
 - A. Analyse de 35 instances dirigeantes de sports olympiques
 - B. Inclusivité et engagement des parties prenantes
 - C. Transparence et responsabilité
 - D. Viabilité financière
3. En utilisant les sujets mentionnés ci-dessous comme « thèmes », ce document évalue la structure et les pratiques de gouvernance de l'AEN. Il identifie les domaines d'amélioration de la gouvernance de l'AEN conformément au plan de développement de la FN et fournit des recommandations détaillées pour améliorer la gouvernance et l'efficacité de l'AEN.
 - A. Étude de cas sur la participation au cours de la FEI pour les administrateurs des FN
 - B. Analyse de l'assemblée générale élective et de l'assemblée générale annuelle
 - C. Participation à l'assemblée générale de la FEI et aux réunions du groupe régional VII



- D. Compétition conforme aux normes de la FEI et utilisant les règles de la FEI
- E. Formation des athlètes
- F. Formation des entraîneurs et des officiels
- G. Constitution d'une équipe d'entraîneurs et d'officiels de la FEI et d'une équipe technique chargée du développement des disciplines sportives
- H. Athlètes pour la participation régionale et internationale



INTRODUCTION

Equestrian sport in Nepal has a rich history dating back to 1906, initially reserved for royal and ceremonial events. Originally exclusive, the sport had limited engagement outside the Nepal Army.

The transition to competitive sport took place in 2011 when a team of six athletes, predominantly from the Nepal Army – Shree Nepal Cavalry, participated in the 1st South Asian Beach Games held in the city of Humberstone in Sri Lanka. This marked a turning point as the team clinched one gold, two silver, and two bronze medals in Tent Pegging. This success sparked the establishment of the Nepal Equestrian Association (NEA), in collaboration with the National Sports Council (NSC) and Nepal Olympic Committee.

Although informally founded in 2009, the NEA truly took shape during its first elective general assembly in 2013. At that time, awareness and engagement outside the Nepal Army were scarce, with only a few individuals understanding the intricacies of equestrian sports and its various disciplines within the context of the International Equestrian Federation (FEI) and the Olympic Sports Movement.

In 2017, Rabi Rajkarnikar took on the role of President during the 2nd Elective General Assembly, steering the affiliation process with the FEI and the Asian Equestrian Federation (AEF). Under his presidency, the NEA not only expanded its reach but also actively pursued national and international affiliation processes to be recognized as the legitimate national federation responsible for the promotion and development of equestrian sport in Nepal. Recognizing the importance of dedicated strategic efforts for success and growth, the NEA Board implemented proactive measures to solidify the association's position on the international stage.

Affiliation with the International Federations (IF's) can be a complex process for developing countries like Nepal. Before achieving the status of an FEI member federation with a mandate to form the General Assembly of the FEI, which is the supreme governing body of Equestrian Sports worldwide, the FEI expressed



numerous concerns regarding the status of equestrian sport in Nepal. It took four years (2018-2021) of constructive partnership between the FEI and the NEA for the introduction and approval of a new associate membership category by the FEI Board. The culmination of this effort was realized when the NEA was officially recognized as the most recent Associate Member by the FEI at its Annual General Assembly on November 21, 2021, held in Antwerp, Belgium (Annex 1). After the confirmation of the National Federations Associate Membership by the FEI, the AEF also inducted NEA as its associate member federation on December 15, 2021 (Annex 2).

To transition from an associate to a full member of the FEI, the NEA must provide the competition framework, from the grassroots to the international level, and administer equestrian sport in Nepal. There is no one-size-fits-all solution for the NEA as national federations vary considerably in terms of their history, size, staff, material resources, number of competitions, riders, horses, etc. However, there are governance tools provided by the FEI, which can be used as instruments to assess and check if structures and governance adhere to the suggested minimum standards. This in turn can facilitate development while keeping in mind the reality of the NEA.

This paper will explore the key governance principles employed in the strategic development of successful NF's. It will then evaluate how these factors can play a pivotal role in fostering long-term, sustainable planning to enable the growth and success of the NEA. Good governance in OSOs is becoming an increasingly important component and cannot be underestimated. It has been proven that adhering to good governance standards has a positive effect on performance and economic growth (Brown and Caylor, 2009). Parallel with the business world, economic sustainability ensures that OSOs can achieve their long-term objectives as it ensures that they continue to operate in the long run (Bonollo De Zwart and Gilligan, 2009).

Successful governance within the NEA can foster transparency and accountability. It instils confidence among stakeholders and can act as a magnet to attract sponsorship, fostering collaboration for strategic preparation, enhancing capacity/talent development and encouraging organizational growth. These components are



fundamental in promoting the long-term, sustainable growth and success of equestrian sport in Nepal. Furthermore, effective governance can facilitate optimal resource distribution, ensure financial transparency, and uphold ethically and legally compliant values. These factors create conditions necessary for enduring success and resilience, especially within a new ecosystem positioned with developing/development challenges, as seen in the context of Nepal.



REVIEW OF THE EXISTING KNOWLEDGE

Part A - NF Development Plan

TRANSITIONING FROM ASSOCIATE MEMBER TO A VOTING MEMBER

As per Article 5 of the FEI Statutes, Associate Members are those National Federations that, having met all requirements to become a member of the FEI according to the FEI affiliation process, are granted this status by the General Assembly. Associate Members have the following rights:

- Host and participate in international equestrian events as per the FEI Rules and Regulations;
- Right to attend the General Assembly, Regional Group and any other FEI official meetings;
- Right to receive FEI Solidarity Funds, subject to the FEI solidarity programme during the first 3 years as Associate Member;
- Right to become a full member subject to the fulfilment of the development goals as established by the FEI.

Associate Members do not confer upon National Federations' other rights that full member have, such as: voting rights at the General Assembly; nominating candidates for elected and appointed positions; and submitting FEI Rules and Regulations Proposals.

ASSOCIATE MEMBERS DEVELOPMENT GOALS

To enable NEA to meet the objectives to transition from an Associate Member to a full member, the FEI Membership Working Group, the FEI Solidarity Director and the FEI Regional Development Officer approved a three-year Associate Members Development Goals as part of the FEI Solidarity Programme. These serve to focus and align the governance and NF structures with specific set of overarching strategic objectives for each year along with the development of detailed methods and means to achieve these goals. Achieving the yearly aims and objectives to transform the NF into a full member of the FEI is currently one of the primary concerns and biggest opportunity for Nepal.



- Year 1 -Focused on Governance and NF Structure
- Year 2 -Focused on Education
- Year 3 -Focused on Sport

The primary objective is to engage and support the NEA by creating, supporting and expanding projects and programs from the grassroots to elite level. Based on the Olympic solidarity concept and the FEI solidarity, the focus is centered around practical assistance on four components of the sport: the Athlete, the Coach, the National Federation, and the promotion of the Values that the FEI and the Olympic Movement have chosen to spread across the world (Annex 3). Thus, the NEA shares responsibility with the Olympic Movement to shape the future of equestrian sport and nurture proactive solidarity. This necessitates the NEA to advocate for increased partnership and cooperation among stakeholders to achieve high standards of governance, and to ensure the sustained integrity of its activities in the long run. In order to understand and identify a structured process to better govern and manage the NEA, we have used strategic tools such as the Map of Stakeholders (Annex 4) to analyze the environment and its influence on our NF, SWOT analysis – Strengths, Weaknesses, Opportunities, and Threats (Annex 5) to analyze both the internal and external environment because research has shown that using these tools help sport organizations identify their management goals which are important for developing a plan to improve their organization. “This approach is considered necessary to develop a strategy for the development of sport organizations” (Cucui & Cucui, 2014). Using the SWOT analysis, strategies identified will be explained through the results of the data collected. These strategies include taking advantage of the strengths to overcome weaknesses and to address the opportunities using the strengths and reducing weaknesses to confront and avoid the threats (Parent et. al, 2012).

Year 1 Objectives – Focused on Governance and NF Structure:

1. Improve the NEA basic governance structure
2. In-person or online participation at FEI General Assembly
3. In-person or online participation at Regional Group VIII meetings



4. Organize a competition

Methods and Means of Achieving these Goals:

1. Completion of NF's Board and education on the role and missions of the Board; Participating in the FEI Course for NF Administrators
2. In-person or online participation at FEI General Assembly
3. In-person or online participation at Regional Group meetings
4. Organize 1 CSN competition of FEI standards using FEI Rules

Year 2 Objectives – Focused on Education:

Our objectives for the second year are focused on education. The aim is to improve the education of our:

1. Athletes
2. Coaches
3. Officials
4. Improve the Sport Rule Education of Veterinarians
5. Organize an FEI Challenge
6. In-person or online participation at FEI General Assembly
7. In-person or online participation at Regional Group meetings

Methods and Means of Achieving these Goals:

To achieve these aims and objectives, a methodological approach in collaboration with the FEI is currently being implemented to:

1. Educate athletes via FEI Campus learning on various disciplines of equestrian sports
2. Organize FEI Courses to educate the coaches. Identify and educate the technical experts and tutors capable of teaching the coaches and training of the Athletes
3. Organize an FEI Course to educate the officials
4. Organize an FEI Course (online and regional participation) to educate veterinarians
5. Organize an FEI Challenge
6. In-person or online participation at FEI General Assembly



7. In person or online participation at Regional Group meetings

Year 3 Objectives – Focused on Sport:

Our main objectives for the third year will focus on equestrian sport. The aim will be to:

1. Build a team of FEI Officials
2. Build a technical team in charge of the development of the sports disciplines
3. Organize a FEI Challenge Competition
4. Send Athletes for Regional and International participation
5. In-person or online participation at FEI General Assembly
6. In-person or online participation at Regional Group meetings

Methods and Means of Achieving these Goals:

Our approach to achieve our goals in collaboration with the FEI would be to:

1. Have a group of educated officials (Course Designer, Judge, Stewards and Grooms)
2. Provide at least 1 rider able to compete at the FEI Challenge competition
3. Organize an FEI Challenge competition
4. Participation of at least 1 athlete in 1 Discipline in a Regional or International competition abroad
5. In-person or online participation at FEI General Assembly
6. In-person or online participation at Regional Group meetings



REVIEW OF THE EXISTING KNOWLEDGE

(Part B Academic Research)

Introduction:

The NEA plays a central role in the development and success of equestrian sport in Nepal. Effective governance is critical for the NEA to formulate and execute strategic plans that ensure long-term, sustainable growth. This part of the literature review explores academic papers, journals, and research articles in pursuit of understanding key governance principles employed by successful NFs. Additionally, we will examine how these principles can serve as a foundation to contribute to the strategic planning process for the NEA. Good governance principles that guide public administration for NFs have specific, universal features. In the context of this paper, the implementation of key governance principles in the development of successful NFs necessitates the effective institutionalization of strategic planning by the NEA. Implementation of these principles depends on the cultivation of social responsibility, social solidarity, accountability, transparency, and communication as mechanisms for sharing and integrating knowledge and information.

Analysis of Olympic Sport Governing Bodies

The journal article titled *Good Governance in International Sport Organizations: An Analysis of the 35 Olympic Sport Governing Bodies (2014)* studies various topics related to the structural issues of governance globally. This will provide a macro-understanding, from where we can pull relevant research including the lack of accountability arrangements, institutionalized athlete participation, anachronistic dominance of executive body members, and the preponderance of male officials as key issues that are currently impacting the NEA and other NFs in Nepal. This will also provide a framework for the data collection component of this paper, where we will conduct an analysis on the abovementioned topics and, from the empirical evidence collected, generate recommendations that should be implemented.

Lack of Accountability Arrangements:



Accountability refers to the obligations of an individual/organization to explain (what/why/how) its activities and actions; and the responsibility to disclose the results in a transparent method (Robinson, 2020). This article conducted a survey to understand whether Sport Governing Bodies (SGBs) give funding to their members, if there is an objective criterion for the funding, and whether the information on the distributed funds is available through their website. From the study of 35 Olympic SGBs, 51% (18 of their members) receive funding. Of the 18 members known to distribute funding, 89% (16 members) do not have an objective criterion, and 67% (12 members) do not publish the distributed funds through their website (Table 2). Study results found that member organizations are severely undermined by the general absence of objective criteria and transparency in the distribution of funding to members (Arnout et. al., 2014).

Table 2. Funding, distributed among members.

	n	~ %
<i>Members receive funding</i>		
Yes	18	51
No/unknown	17	49
<i>For 18 SGBs known to distribute funding:</i>		
<i>Objective criteria for funding?</i>		
Yes	2	11
No	16	89
<i>Distributed funds available through website?</i>		
Yes	3	17
Partly	3	17
No	12	67

The lack or absence of requiring an objective criterion for funding means that SGBs can distribute, and the receiving party can receive, financial means as deemed necessary. This can in turn increase the risk of improper use of funds. On the contrary, the provision of funds can be used to influence and motivate member federations through subsidizing their activities. Due to the potential risks involved, specific decisions related to the distribution of funding should be objectively justified, which would also make decisions understandable for members (Pieth 2011).

The study also examines a constitutional perspective of the systems of checks and balances, for example the separation of power between the management and the board of an organization constitutes a system of checks and balances and entails the



implementation of internal control procedures (Enjolras 2009). It has become increasingly more important to incorporate a checks and balances system as a foundation to prevent the concentration of power in any sport organization and to ensure healthy and impartial decision making.

Table 5. Presence of financial and audit committees.

	n	~ %
<i>Presence of financial committee</i>		
Yes	11	31
No	24	69
<i>Presence of audit committee</i>		
Yes	12	34
No	23	66

Institutionalized Athlete Participation:

Another topic discussed in the study includes the participation of athletes, who are deemed to be primary stakeholders, and the lack of involvement in the policy processes that are decisive to the rules that govern their activities. It is argued that sport policy is rarely conducted in consultation or in partnership with athletes. The structure is deemed undemocratic since athletes, who are at the very bottom of the chain, are automatically subject to the rules and regulations of the governing bodies, often without being able to influence them to their benefit (Arnout et. al., 2014). Institutionalized participation of all stakeholders does not necessarily constitute good governance; however, it is important that there is a balance and a representation of stakeholder interests within any SGBs. Several academics have noted that an equal representation of stakeholders in the policy process contributes to long-term effectiveness (e.g. Young 1992, 1994). The survey conducted in the study demonstrated that 80% demonstrated athlete stakeholder representation, however, only 11% have representative Athletes Commission that hold a seat on the board.



Table 8. Stakeholder representation.

	n	~ %
<i>Stakeholder representation</i>		
Yes	28	80
No	7	20
<i>Decision-making power for stakeholders</i>		
Representative athletes commission has a seat in the board	4	11
None	28	80
Undisclosed	3	9
<i>Categories of represented stakeholders</i>		
Athletes	28	80
Referees	2	6
Coaches	4	11
Clubs	1	3
Judges	1	3
Media	1	3
Veterinarians	1	3
<i>Existing stakeholder committees</i>		
Athletes	24	69
Coaches	4	11
Events	2	6
Clubs	1	3
Referee	1	3
Media	1	3
Marketing and TV	1	3

Executive Body Members (Anachronistic Dominance and Preponderance of Male Officials):

The paper also draws from empirical evidence on executive members of SGBs through indicators with a focus on nationality, gender, age and term limits. The study demonstrates the dominant role Europe has in the number of members on the studied executive bodies, which further extends to the number of presidents and general secretaries. “European athletes have always been well-represented at the Olympics and Europe has until now hosted 29 of the 48 Olympics and is also well-represented in the all-time Olympic medal table” (Arnout et. al., 2014). The study describes Europe’s role in the governance as anachronistic, as the diversification of development of other regions in terms of sports has significantly grown in recent times. Similarly, the United States also remains a dominant country in its influence on sport, with the most seats per nation worldwide. Surprisingly, China has only 10 seats in the executive bodies of the 35 SGBs (Arnout et. al., 2014). Given the significant economic and political development of the nation, it has not reflected in the governance structures globally.



Table 9. Number of members on the executive bodies per region.

	n	~ %
<i>Executive body members</i>		
Africa	33	8
Asia	75	18
Europe	191	47
NaCaCa	58	14
Oceania	22	5
South America	26	6

There have been increasing gender equity issues regarding positions within the organization. There are demands for increased equitable gender representation within executive bodies of sport organizations as boards with three or more women score better in implementing corporate strategy, conflict of interest rules and a code of conduct (Arnout et. al., 2014). There have also been recent studies that found positive relationships between the presence of women directors and financial performance in firms (Terjesen et al. 2009). Therefore, it is paramount that female representation is active in decision making roles of sport organizations. However, regardless of their sexual or demographic profile, it is important for anyone to be objectively recruited based on their individual merit.

Inclusivity and Stakeholder Engagement

Chappelet's journal article titled "*The Governance of the Olympic System: From One-to-Many Stakeholders*" describes how the number of stakeholders involved in staging the modern Olympic Games has grown and how this growth affects the resulting (Olympic) system's governance. Relationships between stakeholders in the current Olympic system are now so varied and complex that purely hierarchical or market-based approaches to its governance are unsuitable (Chappelet, 2021). A possible alternative would be a collaborative form of governance that considers actors whose salience has increased greatly in recent years—elite athletes, civic groups, national courts of justice, as well as local, regional, and national governments.



The relationship of stakeholders can be compared to that of the International Olympic Committee (IOC) and the importance of a collaborative form of governance. This can be a foundational strategy for the NEA to accelerate this process through learning from how/why a purely hierarchical approach is not sustainable and the importance of diverse perspectives in decision making. Building strong relationships with stakeholders, including athletes, coaches, government bodies and sponsors is a priority and essential for building a supportive ecosystem for the NEA. Successful NFs involve stakeholders in decision-making processes, ensuring a collaborative approach to development.

One of NEA's key strengths is its ability to foster collaborations and partnerships. The collaboration with the FEI leading to NEA's recognition as an Associate Member in 2021 stands as a testament to effective stakeholder cooperation and the organization's capability to manage relationships, ensure continuous communication, and negotiate terms beneficial for its growth.

Transparency & Accountability

The research paper “*A model of transparency: determinants and implications of transparency for national sport organizations*” examines structural determinants of transparency, identifies further determinants and possible implications, and statistically verifies the identified implications of transparency, through a mixed research method of 67 Czech NSOs (Kral and Cuskelly, 2018). The IOC and FIFA have also faced governance scandals (Chappelet, 2011; Mowbray, 2012) often because of issues related to transparency. This paper seeks to provide findings on the effect of organizational transparency on performance, and therefore first looks at determinants and implications. Transparency has been theorized through a tri-dimensional model, first related to the disclosure of information in a timely and open manner, second related to the clarity of the information that facilitates understanding and limits uncertainty, third related to the accuracy and reliability of the information (Schnackenberg and Tomlinson, 2014). Transparency ensures that stakeholders are aware of the NF's activities, and establishing communication channels are essential



to facilitate this. This openness can develop an environment of trust and increased engagement, uphold the organization's integrity and foster credibility among stakeholders. This is essential to create a foundation for long-term planning and growth.

The principle of transparency must also be recognized and promoted outside the traditional financial parameters it is typically discussed in. Recently, sexual abuse in sport is an important issue that has increasingly been highlighted by multiple organizations, and providing the necessary platforms for victims to speak about issues has become more prevalent. The newsletter article discusses the case study #WeRideTogether movement to empower, inform and unite the equestrian community and beyond on sexual misconduct prevention (Kay, 2021). The movement is a collaboration between Carrie Kehring and The Army of Survivors, the only national organization advocating for and supporting child and athlete survivors of sexual violence. The narrative shared in the public service announcement has several common themes: "how normalized predatory behaviour is for the victims, the overarching power imbalance between athlete and adult, and the overall lack of accountability by those in a position of power" (Kay, 2021). In this light, it is recommended for the NEA to develop a safeguarding policy to ensure that all its participants are protected from harassment and abuse.

Financial Sustainability:

The journal article "*Financial Sustainability and Earnings Management in the Spanish Sports Federations: A Multi-Theoretical Approach*" analyses NFs and the effects of the implementation of various economic and financial control mechanisms (Guevara et. al., 2021). It explores the effects of the relationship between the governing bodies (public and private) that monitor the financial management of the NSFs. The paper looks at the NFs using earnings management to identify managerial discretions and the extent of governing bodies affecting their financial stability.



The existence of control mechanisms in various countries including Canada, UK, Greece and Spain help facilitate the management of public funds through enforcing accountability standards. Unfortunately, such mechanisms do not exist in Nepal. However, the paper also discusses how the Transparency Law backfired as it encouraged NFs to adjust financial reports based on the requirements, rather than facts (Guevara et. al., 2021). Nonetheless, sport organizations are traditionally guided through results, social impact or the promotion of grassroots development, which are important factors. Financial accountability is a control element that can and should be used to measure the performance of NFs. Effective fundraising, budgeting, and resource allocation strategies can help the NEA secure necessary resources to support planned activities and achieve long-term goals. Transparent conduct of financial transaction through regular reporting promotes credibility and trust among stakeholders. In addition, the Theory of Regulation (Watts and Zimmerman, 1986) encourages a management style focused on the capacity of NFs to generate their own income to guarantee financial sustainability. This is a particularly interesting model, synergistic to the recent discussions at the NEA board meetings around developing a training centre that will generate profits that contribute towards the sustenance of the federation.



DATA COLLECTION AND METHODOLOGY

This paper uses both qualitative and quantitative methods of data to identify key governance principles employed in National Federations' strategic development. In order to best serve the interest of the development of the federation in accordance with the FEI recommendations, this subsection will align the data collected through the three lenses used earlier in the paper –first, focused on governance and structure, second, focused on education, and third, focused on the sport.

The quantitative data will include numerical data measuring the number of athletes sent for international training, the number of certified coaches, officials and administrators. We will then compare the results through the analysis of documents collected from the FEI and identify gaps between what is currently being done by the NEA, what is being done by member federations and recommend principles that can be employed.

On the other hand, the qualitative data will provide context and insights into how and why certain activities can help exhibit success. This qualitative aspect will include governance structures, policies, athlete support systems, and training methodologies contributing to the long-term sustainable growth and success of NFs. Given the complexity of the topic and the project's emphasis on comprehending intricate governance structures and strategic development, adopting a mixed-method approach involving both qualitative and quantitative data collection is deemed ideal. This approach aims to capture the nuanced, multi-layered nature of governance in sports federations and to obtain comprehensive, generalizable data about governance practices and their outcomes. The various data collection methods are outlined below.

To collect the data in a methodological and structured manner, in collaboration with Francisco P. Lima, the FEI Director of Governance and Institutional Affairs, we developed a checklist consisting of minimum elements that the FEI considers to be essential for the NF statutes. These included NEA Governance and Structure, Internal Regulations, Administration, National Sports Rules and Regulations, Sports



Services, Education and Certification System, Sports Participation, Sport Performance, Communication and Marketing (Annex 6). This checklist is synergistic with the three-year development goals, as these two core components will provide a foundation for us to evaluate and understand where we are and a framework for where we need to go.

Focus on Governance & NF Structure:

1. Case Study of the Participation of FEI Course for NF Administrators
 - a. Participants Involved:
 - i. NEA President and Director General (Attendees of the course)
 - ii. NEA Board and Stakeholders (Recipients of the recommendations)
2. Analysis of Elective General Assembly and Annual General Assembly of the NEA
 - a. Participants Involved
 - i. FEI Director of Governance and Institutional Affairs- Mr. Francisco Lima
 - ii. 2023 Elected Board Members
 - iii. National Sports Council Member Secretary- Mr. Tanka Lal Ghising
 - iv. National Olympic Committee Vice President- Mr. Sunil Shrestha
 - v. National Olympic Committee Sec. Gen.- Mr. Nilendra Raj Shrestha
 - vi. Representatives of Nepal Army, Police, Armed Police Force
 - vii. Delegates of NEA Provincial Associations
 - viii. NEA Club Members and other Stakeholders
3. In-person or online participation at FEI General Assembly & Regional Group VIII meetings (Development goal across all three years)
 - a. Participants Involved
 - i. NEA President- Rabi Rajkarnikar
 - ii. NEA Secretary General- Lok Jung Lama
4. Competition adhering to FEI Standards using FEI Rules (Development goal across all three years)
 - a. Participants Involved
 - i. Video Conference with FEI Solidarity Team (May 17, 2024)
Minutes of the meeting attached (Annex 7)



1. Director- Mr. Jean-Philippe Camboulives
2. Senior Manager- Ms. Andreina Wipraechtger
3. Projects Manager- Ms. Celine Starbanov
4. NEA President- Rabi Rajkarnikar
5. NEA Director General- Arahant Rajkarnikar

Focus on Education

1. Education of Athletes

a. Participants Involved

- i. FEI
 1. Solidarity Projects Manager- Ms. Celine Starbanov
 2. Chairperson Regional Group VIII Chair- Jack Huang
- ii. Nepal Army, Police and Armed Police Force
 1. Colonel Ashish Khadka
 2. First Officer Govinda Khadka
- iii. Nepal Olympic Committee Secretariat- Mr. Sujan Lal Shrestha
- iv. National Sports Council Chief of Federations- Mr. Chandra Rai
- v. Qatar Equestrian Federation
 1. President- Mr. Bader Mohammad Al Darwish
 2. Secretary General- Shiekh Ahmad Nooh Ah Al-Thani
- vi. Asian Equestrian Federation
 1. Deputy General Secretary- Mr. Abid Tarin
 2. AEF Jumping Chair- Prof. Dr. Waldo Yeh
- vii. Participating Athletes (Focus Group & Survey Conducted in March 2024- Annex 8)
 1. Govinda Khadka
 2. Niroj KC
 3. Ram Hari Khadka
 4. Jagdish Ghising
 5. Ram Krishna Adhikari

2. Education of Coaches and Officials

a. Participants Involved

- i. FEI Course Director's Report, Mr. Predrag Marjonovich (Annex 9)
- ii. FEI Technical Report on ESEE, Mr. Rakshan Radpour (Annex 10)
- iii. Prospective coaches from Nepal Army, Police, Armed Police Force, National Sports Council, Provincial Associations, Clubs and Training Centers.



Focus on Sport:

1. Build a team of FEI Coaches and Officials and build a technical team in charge of the development of the sports disciplines
 - a. Participants Involved
 - i. FEI Solidarity Team
 - ii. Prospective coaches from Nepal Army, Police, Armed Police Force, National Sports Council, Provincial Associations, Clubs and Training Centers.
 - iii. National Institute of Sports
 - iv. Nepal Olympic Committee and Nepal Olympic Academy
2. Send our Athletes for Regional and International participation
 - a. Participants Involved
 - i. FEI Legal Department
 1. Ms. Muskat Hotin (Litigation Officer)
 - ii. NEA President and Board
 - iii. Athlete
 1. Maya Aryal
 2. Narendra Aryal (Father)
 3. Raja Aryal (Manager)
 - iv. Coach
 1. Rodrigo Pessoa
 - v. FEI Regional Group VIII Chairperson- Jack Huang
 - vi. National Sports Council
 1. Member Secretary- Tanka Lal Ghising
 - vii. Ministry of Youth and Sports
 1. Minister of Youth and Sports- Hon. Biraj Bhakta Shrestha
 2. International Relations Head- Ankita Shah
 - viii. Nepal Olympic Committee
 1. President- Jeevan Ram Shrestha
 2. Secretary General- Nilendra Raj Shrestha



Results and Recommendations:

It is imperative that we align and focus on our governance through clearly defined processes, controls, evaluation and responsiveness. Therefore, the below strategies and procedures were established to align our activities with our mission to develop equestrian sports in Nepal.

Recommendation from the FEI:

1. Completion of NF's Board and education on the role and missions of the Board; Participating in the FEI Course for NF Administrators

Analysis of Initiative:

In 2022, the NEA participated in the FEI Course for NF Administrators from October 3-7 at the FEI HQ in Lausanne. The purpose of the course is to help NFs improve their administrative structure through education, IT solutions, as well as to offer advice and consulting on different aspects of equestrian sport through various types of assistance. The President and Director General attended the course so that the information and knowledge acquired could be shared with our Board. For our collective work to be exemplary and ethical, its results efficient and the effort effective, general management procedures and protocols must be thoroughly re-aligned to demonstrate transparency and accountability and uphold democratic principles in practice.

During the course, we learned how to:

- Create development conditions for the NEA
- Define roles, mission, responsibilities
- Review National Federation Development Plan with a checklist
- Understand methodological model for the development of national sports structures
- Initiate and put into place National Competition Structures
- Educate ourselves with the various FEI Sports disciplines
- Importance of Equine anti-doping and legal processes



- The need to educate Veterinarians by introducing Veterinary Education
- Media relations and communications
- Benefits of digital marketing

Recommendations for what needs to be done:

To effectively share the knowledge gained through the course and fulfil essential governance duties and to support NEA's organizational priorities, we put in place a recommendation to host an annual retreat for NEA board members and key stakeholders. This activity can support and help embrace the qualities of continuous learning, evaluation of our own performance, and assessment of the value we add to the organization. It can help facilitate the importance of the abovementioned foundational topics through a well-defined but simple approach to ensure and safeguard the autonomy of our sport and plan for the immediate and long-term plans and programs for our organization. Therefore, implementation of our simple but attainable strategies, objectives, goals and procedures, given our current situation and constraints, can be carefully addressed to demonstrate that we are committed to our mission to continuously focus on and improve the governance and structures of our NF.

Year 2 Governance and Structure Developments:

Requirement for the NEA, and Recommendations from the FEI, NSC and NOC:

1. Organize Annual General Assembly and Elective General Assembly to establish a democratic process & elect the Board Members to serve a defined term in office.
2. Ensure that election processes of the Board Members are open, free, fair, inclusive and democratic, with clearly outlined roles and responsibilities.



Constitution and Structure:

As per the FEI requirements, the NEA had revised its constitution in accordance with the FEI Model Statutes for National Federations, which is based on the latest and highest standards of good governance, as well as recommendations from different organizations including the IOC and the Association of Summer Olympic International Federations (ASOIF). Similarly, the constitution of the NEA was also aligned as per the directives of the NSC in accordance with the National Sports Development Act B.S. 2077, for which we had to establish at least four provincial associations and incorporate clubs and institutions (i.e. Nepal Army, Police, and Armed Police Force) to form the General Assembly.

The revised constitution, duly approved by both the FEI and NSC, clearly defined NF purpose and objectives, which reflected the core values and fundamental principles and set forth the organization and the attribution of its powers, rights and responsibilities among its bodies and stakeholders. This also codified the principles and norms that govern horse sport in Nepal; provided the mechanism for governance, accountability, action, operation and transparency necessary to further its existence and enable its progress; and ensured compliance with the FEI rules and regulations as well as the Olympic Charter.

Analysis of the Elective General Assembly:

The Election of the NEA was held on July 22, 2023, at the International Sports Complex, Satdobato, and Lalitpur, Nepal. The external Election Commission delegated by the National Sports Council of Nepal along with the representative of Nepal Olympic Committee conducted the elections of the new Board Members of the Nepal Equestrian Association (Annex II). Upon completion of the elections, NSC delegated Election Commissioner administered oath of office to the President Elect Mr. Rabi Rajkarnikar and other office bearers of the NEA for the next 4-year term in presence of NSC and NOC delegates. Four provincial associations, namely Karnali, Bagmati, Lumbini and Gandaki, became members of the NEA to support, promote and develop equestrian sport nationwide and its representatives were also elected to



the board. Similarly, institutional representatives from the Nepal Army, Police, Armed Police Force, Equestrian Clubs, and other stakeholders were also present to support the election process and its outcome.

To validate the 3rd Elective General Assembly, an external election commission was delegated by the NSC to ensure a democratic election process. The NEA took the initiative to invite the delegates such as Mr. Tanka Lal Ghising, Member Secretary of the National Sports Council, and Mr. Sunil Shrestha, Vice-President of the NOC, to validate the processes and the outcome. A summary of the report is attached in Annex 12.

The positive outcome of the 2023 Elective General Assembly has bolstered the NEA's standing with the NSC, FEI, and AEF, as all three organizations have acknowledged and recognized the results. The NSC has recognized NEA as one of its proactive associations in Nepal, meeting all the criteria required to be recognized as a NF fully adhering to the principles of National Sports Development Act of Nepal.

However, even though the Vice-President of the NOC was delegated to be present for our election and validated it, recognition by the NOC is currently under consideration, with regular assurances from the NOC President and the Secretary General that recognition will be forthcoming, given their view that there is no reason for the NEA not to be affiliated with the NOC of Nepal. It is against the Olympic Charter not to affiliate a National Sports Federation affiliated to the International Federation, which is part of the International Olympic Committee and the Olympic Movement (IOC Olympic Charter, 2015). The Secretary General has been delegated the task of following up with the NOC. If we are not recognized at the end of this year, the Board has resolved to take up this matter with the FEI and, subsequently, the IOC, to address this fundamental concern. Becoming a voting member of the Nepal Olympic Committee is crucial to benefit from the OS programs and open avenues for international competitions and participation.



After the elections, the newly elected board convened to create a generative board culture, establish the internal governance regulations related to the mission of the board, committees, President and Secretary General. These serve to motivate, gather and share information to define the mission at hand to foster development. The board becomes an asset that creates added value and competitive advantage for the organization. The President presented a different way to do business, where the board relies more on retreat like meetings, teamwork, robust discourse, work at the organizations boundaries and performance metrics linked to organizational learning. Generative governance empowers the NEA board to do meaningful work, engage collective minds to enrich the influence and interest and enhance value to the organization.

As most activities structure development around references, methods, procedures and efficient tools, the issues relating to the NEA development is particular and complex to model. Therefore, my intention is to propose a systematic vision of the necessary conditions for the NEA to develop equestrian sport, rather than a model. The focus is to understand and create development components for the NEA, as development cannot work unless all the necessary components are in place. We presented the interrelated components that allow to create active and complementary elements for concrete and sustainable development for the benefit of all stakeholders (Annex 13).

It is important to review political decisions through the NEA Governance Structure (Annex 14), executive decisions through the NEA Executive Structure (Annex 15), and technical decisions through the NEA Sports Structure (Annex 16). The board reached a consensus and agreed for minimum necessary structures to be in place and identify the parameters required to be considered to grow equestrian sport in Nepal.

Limitations and Recommendations:

Due to the limited resources and the existing circumstance of the NEA, currently, the governing board of the NEA is also the executive board. This overlap of responsibility could pose serious consequences due to the lack of accountability arrangement in the



activities conducted. The system of “checks and balances” is absent. Therefore, we must develop a clear conflict of interest policy that ensures compliance and integrity to promote strong ethical values and disciplined mechanism for intentional as well as unintentional oversight, whether it be for resource or finance. A draft NEA Code of Ethics and Conflict of Interest Policy and the NEA Code of Conduct for the welfare of the horse should be prepared and translated into Nepali for all stakeholders to adhere to and accept. These structured policies will act as a deterrence for oversight, help essential governance duties and support organizational priorities.

My next proposal is to streamline the executive structure and the sports structure. In the executive structure, the role of the President, Secretary General and NF administration should be delegated along with establishment of the following committees: communication, commercial/marketing, finance/administration, sports services, management and development of participation and high-performance sport. Furthermore, it is recommended that the existing board members be responsible for each of the executive categories to develop a foundational structure for each. Thereafter, it is recommended the NEA develops a long-term strategic plan to onboard a CEO who can help develop the executive structure for equestrian sport in Nepal, linked with for-profit initiatives such as private riding programs for school children, to encourage the development of the sport.

Hold regular monthly Board Meetings.

Held regular monthly board meetings with transparent agendas, minutes that is participatory of all/most members.

Regular board meetings have helped create a congenial atmosphere for stakeholders to meet and discuss organizational direction and control focused on decision making processes, accountability and strategic management. This has enabled the NEA to organize themselves to effectively fulfil essential governance duties by establishing methods and techniques such as clearly defining and sharing the agenda prior to the meeting so that members come prepared and contribute more effectively to produce better results. These meetings have supported organizational priorities within a



continuous environment, facilitating the evaluation of our performance and assessments aimed at adding value to the organization.

The Board regularly discusses strategies to address various aspects of the NF Development Plan, including Finance, Administration, IT, Staffing, Administrative Operations, Communication, Sponsorship and Fundraising. These discussions aim to prioritize specific strategies and monitor their outcomes and developments.

Presentation of our finances in an accountable and transparent manner during each Board meeting has also been instrumental in gaining the trust and confidence of donors and stakeholders. This practice also ensures that interested members of the public have access to appropriate and accurate information regarding the Association's finances, operations and results.

Recommendations:

Although the board is organized monthly, often the quorum is not often met, and absence of board members and stakeholders hinder the delegation of responsibilities required to be fulfilled. Therefore, the NEA should put in effect policies regarding regular attendance of board meetings in the membership criteria. For example, absence of three board meetings would culminate into termination of their membership. It is also suggested that virtual attendance is an alternate means of being present at the monthly meetings as one of the established methods that are now widely accepted as an alternate across many public organizations.

Although the financial presentation is clearly defined and presented to all members, it is not available through a public platform for anyone to access and understand. Therefore, it is important for the NEA to develop a system (potentially through development of a website) where detailed minutes of the meetings are published unconditionally.

In-person or online participation at FEI General Assembly (Recurring Objective Across all Three Years)

Overview:



Since 2021, NEA has regularly attended the FEI General Assembly, initially as an observer (in 2021) and most recently as an Associate Member in 2022 and 2023.

Year 1 Analysis (2022):

In recognizing the importance of attending the FEI GA, and after gaining associate membership recognition from the FEI, NEA President and General Secretary registered to attend the FEI General Assembly in 2022 in person in South Africa. However, due to visa and financial constraints, they could only attend it online as it is now a hybrid, in-person and online GA.

After speaking with both the President and the General Secretary, they expressed their attendance was a great learning experience to witness and be part of the FEI GA and learn the proceedings and understanding of various important agendas being tabled. Participation at the first FEI GA as an associate member helped address the need to continuously commit to follow the procedures and protocols and to adopt its regulatory code to help define our governance practices and to adapt to the latest relevant developments that the equestrian world is embracing.

Year 2 Analysis (2023):

In 2023, the FEI GA was being held in Mexico City, Mexico, which is situated halfway across the world from Nepal. The cost of attendance for each person amounts to almost a quarter of the budget required to organize a National Championship in Nepal. Therefore, the Board reaffirmed its decision to attend it virtually. However, the Board recognizes the importance of gaining this exposure and has budgeted funds through support from the National Sports Council and sponsorship activities to ensure participation at the next GA in 2024.

Due to the lack of resources available, the inability to attend the FEI GA in person poses its own drawback for an emerging association like the NEA. Being physically present at these functions would have provided numerous opportunities for us to meet, interact and learn from other member federations.

When participating in the GA online, we miss out on opportunities to exchange ideas, establish a culture of inquiry that fosters shared outcomes, and forge bilateral agreements to help promote our sport and our country. There are also numerous



activities such as seminars on FEI Solidarity programs, projects to promote gender equality, and the inability to attend in person limits our opportunity to take advantage of discussing the requirements and gaining clarity on the details of these programs.

Year 3 Analysis (2024)

This year, the FEI General Assembly is scheduled to be held in Oman which is relatively close to Kathmandu (4 hrs flight) and the NEA President and General Secretary were scheduled to attend in person for the first time. However, due to the current geopolitical instability in the region, the Oman government and the Oman Equestrian Federation has informed the FEI that they are unable to host the FEI GA this year. Therefore, a change of venue, depending on its location could affect the in-person participation of NEA representatives, due to the distance and the cost. However, NEA has planned to overcome this situation through reaching out to sponsors, who would also be part of the FEI world challenge as well as the national games to incorporate this program into their sponsorship budget.

In-person or online participation at Regional Group VIII meetings (Recurring Objective Across all Three Years)

Similarly, the regional group meetings are also held in conjunction with the FEI GA and therefore NEA attended these meetings in 2022 and 2023 virtually. This gave the NEA an understanding of programs and events within our region that are available to support development efforts. It also gives us the opportunity to meet other colleagues to scope opportunities for programs, activities and competitions that are being conducted in their respective counties, where we can participate. One of the most important agendas has been the ability to participate at regional competitions on borrowed horses.

Recently, another important development has been the acquisition of retired racehorses from Hong Kong Jockey Club, to be presented to federations such as ours, provided we meet minimum standards to receive these horses, including the stabling conditions, quarantine facilities and training facilities where proper veterinarians, grooms, and caretakers are already trained and ready to look after the welfare of the



horses. Furthermore, the FEI has also assured receiving countries such as ours, to provide experts who are qualified to train ex-racehorses. Such a generous act would enable the NEA the opportunity to begin our own training facilities, in collaboration with existing clubs and the army to facilitate grassroots development programs for the general public, who are severely underrepresented. This will also open up doors to generate income which could be available for programs and activities of the NEA, thereby diversifying our financial income streams and derisking the current reliance on the government and sponsors.

Competition Related Development Goals:

1. Year 1 (2022) Organize a Competition
2. Year 2 and 3 (2023 and 2024): Organize an FEI Challenge

Since 2013, the NEA has consistently organized national-level competitions, with only a two-year hiatus due to Covid -19. Most recently, the 7th and 8th National Championship was held in February 2022 and November 2023 respectively, in collaboration with the Nepal Army, NSC and the NOC and a report was sent to the FEI Solidarity for their review. The Championships included Show Jump, Dressage, High Jump (Puissant), Tent Pegging and 6 Cross Bar for women. The competitions were attended by dignitaries from all walks of life, including the NOC, NSC, Nepal Army, Police, Armed Police Force, NEA Partners, and covered by national television.

However, although the championships were conducted in an internally “successful” manner, it was not recognized as a CSN competition or FEI World Challenge, adhering to the FEI Standards. Organizing an FEI recognized competition conveys a positive message to the broader equestrian sport audience, the public, and the media broadcasting our programme nationwide. Improved competition organization is expected to attract more sponsors, thereby enhancing our fundraising effort, as we can have a product that meets international standard to showcase.

In consultation with the FEI Solidarity Team, we have learned and recognized the need to improve on a host of structures and operational requirements to organize an FEI Challenge and these responsibilities include:



1. Application duly completed with competition category, dates, venue, officials for each competition
2. Appointment of officials in accordance with the rules and regulations of the FEI
3. NEA relationship with Organizing Committee and the coordination to ensure the competition is organized through providing all relevant documents (rules, checklist course plans for jumping, dressage tests) pertaining to the organization of the competition.
4. The NF should communicate to the athletes, all information relevant to the competition (rules, program and entry conditions)
5. Platform Administration – Entries
 - a. Creating Athletes and Horses' profiles
 - b. Updating Athletes and Horses' registration
 - c. Managing competitions entries
 - d. Uploading competition results/post competition

Limitations and Recommendations:

Due to scarce resources, over the past few years, the national championships have been organized in a compromised manner. The NEA has had to adjust the quality of the competition based on the availability of funds. This year, since Nepal will be organizing the National Games in the month of November, we recommend that we incorporate our FEI world challenge as part of the National Games, thereby enabling funding through the NSC. We propose to immediately prepare a detailed budget to be presented along with the NEA responsibilities and administration linked to organization of National Games/FEI World Challenge Series. In the meantime, we should follow up with the FEI to confirm the sanction to host the FEI Challenge. The above recommendations are to ensure the short-term success. However, to enable long-term success factors, the NEA should focus on developing the following components:

1. Proper facilities and infrastructure with appropriate footing.



We currently rely on the Nepal Cavalry's facilities. In the recent national budget announcement, equestrian sport has been included as one of the three traditional sports that require upkeep and development. To capitalize on this, we recommend that we develop a plan to establish a National Equestrian Training Center in Kathmandu. This would include a proposal with a necessary budget to the NSC for the allocation of government land to develop a facility and infrastructure with appropriate footing crucial to attract new aspirants for the development of equestrian sport.

2. Prepare a national competition structure

To prepare a pathway of progression from riding clubs to international level participation, we recommend preparing a national competition structure for children, junior riders, young riders, seniors and veterans and prepare for regular competitions facilitated by coaches that have been qualified and certified by the FEI. The current focus is on jumping, however it is my recommendation to engage in the promotion of other disciplines including Dressage and Eventing in the first phase as these are Olympic disciplines. The national competition structure should include FEI guidelines for the organization of the competition along with guidelines for the award presentation.

We also recognize the need to still improve on areas such as the welfare of the horses; improved footing for the show jump, usage of FEI approved Show Jump Set with necessary safety equipment and implements, certified Coaches and Technical Officials, Course Designers etcetera for the competition to be recognized by the FEI.

- i. Training of Coaches
- ii. Training of Course Designers to design the course
- iii. Proper facilities and infrastructure with appropriate footing
- iv. Preparation of Athletes and Sport Participation in different categories including Show Jump, Dressage, Eventing, Endurance, Vaulting, Para-Dressage, Para-Jump, Reining and Driving.
- v. Preparation of Horses
- vi. Preparation of Equipment and Implements



- vii. Preparation of Judges and Officials
- viii. Sponsorship, Fundraising

Year 2- Focused on Education:

Improving the Education of Athletes:

Recommendation: Educate Athletes via FEI Campus learning on various disciplines of Equestrian Sports

Through the Education of NFs Secretary Generals and Administrators course held in 2022, the President and the Director General were acquainted with the IT solutions for online services relevant for the education of athletes, FEI Campus. After speaking with Celine Starbanov and the FEI Solidarity team, they encouraged that our aim should be to assist athletes in their long-term development through identifying, qualifying and preparing them for regional/continental championships and games through available support and assistance that include:

- Training of National Teams and Individual Athletes
- Training Camps for Individual Athletes, Adults and Youth
- Scholarships for Athletes

The beneficiaries of such programs for selected athletes will focus on Olympic disciplines including Show Jump, Dressage and Eventing and one Non-Olympic discipline that is tent-pegging.

After speaking with Col. Ashish Khadka, who is the head of Nepal Cavalry, Nepal Army and the representative of all the athletes in the NEA, he recommended that we first focus on providing foundational support to all athletes to improve their basic knowledge of their chosen event through their respective coaches and FEI Campus.

NEA also signed a bi-lateral agreement and official MOU with the Asian Equestrian Federation and Qatar Equestrian Federation (QEF) to train our athletes at Al-Saqab, a world class Longines training and competitions venue in Doha, beginning



November 2023. We have selected 10 riders who would be able to compete in the FEI Challenge competition. Amongst these, 5 were sent to train at the Al-Saqab International Training facility in Doha, Qatar from February 8 to March 7, 2024. The objective was to offer the athletes advanced training clinics and workshops with top coaches and experts, as well as access to world-class training facilities.

A second team of 5 riders are also on a standby to be trained at the same facility, depending upon confirmation from QEF as per the bi-lateral cooperation between Qatar Equestrian Federation and Nepal Equestrian Association.

Upon their return, we conducted a focus group with the participating athletes and the feedback we received is summarized below:

1. The first 5 riders revealed that they felt privileged to have such a month-long opportunity not only to train with an expert but also have the opportunity to witness firsthand 5*, 4* and 3* Competitions during the Longines and The Emir's Sword championship being held in the same venue.
2. An opportunity to stay in the same facility amongst world class athletes and intermingle with grooms, trainers and experts was an experience of a lifetime.
3. They were given an opportunity to learn about the importance of physical conditioning, nutrition, mental health and life skill education, which is not typically offered with the army.
4. Such exposure helped the athletes to foster a supportive learning environment, which we hope would encourage them to create a culture of learning and personal development for other athletes.
5. It was encouraging to witness that the returning athletes organized the Show Jump Competition in Nepal in April during the Horse Festival (Ghoda Jatra) a prominent National Event in Nepal's Calendar of events adhering to the rules and regulations of the FEI including the Course Design.



Limitations:

1. The education level of the athletes and the language barrier being the primary limitations that most of our athletes have experienced as the content on FEI campus is all conducted in English, French or Spanish.
2. During our discussion with the FEI Solidarity team, they expressed concern regarding the motivation of athletes and the psychology upon their return. This was further validated through members of the NSC and NOC, as they shared examples of athletes that travelled for international competitions and training events previously, who never returned and sought employment opportunities abroad.
3. Fortunately, our experience was different because the experience included the necessary guidance and resources to further their competitive careers and life after their career within the Nepalese Army.

Recommendations:

1. Develop a schedule to conduct the courses on regular intervals in presence of a certified translator and lead educator, who would help facilitate learning.
2. Introduce Athlete Development Program from structurization, development to reinforcement phases to identify talent, select and qualify them through various training programs so they could prepare to participate in National Training Programs so they could represent Nepal at both national and international competitions. This would also include a mentorship program to strengthen collaboration with clubs and institutions to create local learning opportunities.
3. Present a proposal to the Embassy of Japan in Kathmandu to initiate a tri-partite cooperation between Japan Government, Japan NOC and Japanese Equestrian Federation to solicit the prospect of training our riders in Japan so that we may have the possibility of qualifying our team for Show Jumping at the next Asian Games scheduled to be held in 2026 in Japan.
4. We hope to give continuity and expand bi-lateral cooperation in the coming years as well so more of our athletes could train and be exposed to such world class preparation and competitions.



Improving the Education of Coaches and Officials:

Recommendation: Identifying and educating the technical experts and tutors for the teaching of the Coaches and training of the Athletes.

It is crucial to improve the education of coaches and officials within our National Federation Development Plan for the overall development of the sport. The aim is to assist coaches to develop their skills from basic to high performance coaching and ultimately play an active role in the development of the national sports structure of the NEA through various types of courses. We identified coaches' education programs such as Introduction to Coaching, Equestrian Sport Educative Events in Jumping for Coaches and Course Designers, Level 1 Coaches Course for Olympic Disciplines, 2nd ESEE for Jumping for Coaches and Course Designers, Re-training Techniques for ex-racehorses' course for coaches and athletes.

The activities are focused on FEI education program for coaches oriented towards competitions based on providing prospective coaches under the direction of FEI appointed experts, who will initiate the system towards developing a long-term structure. Such educative workshops delivered by FEI experts on various topics related to coaches' education and ensuring the recipients are well versed in technical skills and tactical decision making.

With the financial support of the FEI Solidarity and NEA Partners, we organized FEI Introduction to Coaching Course in Kathmandu from August 14-15, 2023. 34 participants took part in this 2-day course by the FEI Course Director and Level II Coach, Mr. Predrag Marjanovic from Singapore and Mr. Rakshan Radpour from Iran (FEI Level 2 Technical Expert for Course Designing) within the premises of Shree Nepal Cavalry and Hotel Mulberry. 18 of the 34 participants were recognized as eligible candidates to progress to the Equestrian Sport Educative Events (ESEE) Program in Jumping, while the remaining participants were identified as observers and future potential candidates to be part of the coaches' structure of the equestrian sport in Nepal.



FEI Solidarity ESEEs for Jumping and Course Designing was held in Kathmandu from August 17-20, 2023, for the 18 selected participants, 11+3 of them were recognized as prospective Coaches eligible to move on to Level 1 Coach in Jumping and 7 were identified as prospective Course Designers eligible to design courses for the FEI 1 CSN Course for Show Jumping.

Before we conducted the course, the pool of coaches and course designers we had in Nepal had limited knowledge to fully develop equestrian sport. After the course, the feedback we received from the participants was that such training programs that focus on the latest techniques, strategies and best practice ensured coaches are well-versed in necessary technical and tactical decision-making skills. It also encouraged them to continue their development through ongoing education and certification as the FEI Solidarity has provided three consecutive years of these courses for Nepal. The participants were excited as they continue their professional development that would provide them career progression and specialization to effectively motivate and manage athletes who are training under them. This course marked a significant milestone as the first-ever of its kind conducted in Nepal, contributing to the establishment and development of another pillar of the NF Development Plan: The Coaches/Officials Structure.

Recommendations for Improving the Education of Coaches:

In order to establish the coaches/officials' structure, we would recommend such professional development to be continued every year to contribute to the structurization, development and reinforcement for the development of the NEA coaches and officials.

Begin providing and encouraging the coaches and officials to use FEI Campus online learning platform where there are abundant education materials to help them navigate practical and theoretical knowledge regarding coaches/officials' education.



This platform would be useful to access webinars, interactive courses and virtual workshops, which will aid as components to ensure a well-rounded coaches/officials' education.

To motivate the coaches/officials', we must develop and establish national coaches/officials' certification process, which recognizes different levels as per their experience and expertise. This will also help them to acquire FEI Certification. Developing an evaluation criterion with regular evaluation of coaches ensures they are up to date on evolving needs of their respective disciplines.

Improve the Sport Rule Education of Veterinarians

Recommendation: Organize a FEI Course (online and regional participation) to educate Veterinarians

The welfare of the horses and equine anti-doping and legal processes at the NEA is led by two veterinarian representatives from the Nepal Army, Col. Dr. Raj Kumar Nirola and Lt. Colonel Dr. Sanjeev Kumar Singh. Although they are qualified from their respective educational institutions, they are not certified by the FEI.

Recommendation:

We recommend the NEA initiate an education system to facilitate a larger pool of certified veterinarians, both inside and outside the Nepal Army to participate in FEI veterinarian education program and courses offered through the FEI Campus. This can allow for veterinary officials the necessary eligibility to support our local and national events.

Year 3- Focused on Sport:

Build a team of FEI Coaches and Officials and build a technical team in charge of the development of the sports disciplines



Method and Means of Achieving the Goal: Have a group of educated Officials (Course Designer, Judge, Stewards and Grooms)

As discussed earlier, in 2023, the NEA organized the FEI Introduction to Coaching and ESEE in Jumping for Coaches and Course Designers. In continuation of these initiatives, the NEA in partnership with the FEI solidarity is scheduled to organize 2nd ESEE in Jumping for Coaches and Course Designers in October 2024 and FEI Level 1 Coaches Course in November 2024. The FEI Solidarity has sanctioned financial support for the 2nd ESEE Course. However, NEA in collaboration with the NSC has prepared a budget to conduct the Level 1 Coaches Course. The aim is to assist active coaches and officials (from those who have met selection criteria in 2023) to develop their skills from the basics to high performance coaching and ultimately play an active role in the national sports structures through various types of support and assistance. This course will also help prepare coaches for national competitions emphasizing skill, develop participation and enjoyment on the Olympic disciplines.

Recommendation:

To prepare a sports structure from development to elite sport, it is recommended to establish a coaches' and officials' education and development structure that follows FEI sports structure (Annex 17). Similarly, we should use these courses to establish a national certification system following the FEI model (Annex 18).

To prepare steps for the national development strategy to transform our vision into actions and to practically grow the sport, the NEA should appoint a working group to establish NEA Project's Strategic Plan. This plan will define the development actions in the field. To support the working group, our recommendation would be to follow the steps of the national federation development strategy template provided by the FEI (Annex 19).



Furthermore, another crucial aspect to educate our coaches and officials is to envisage a national school or academy. This could serve as a base for working groups to put the strategy into action through the delivery of education for officials, coaches, athletes and for the organization of conferences, forums, meetings, etc. This centre could also facilitate and gather all actors involved in the development of equestrian sport in Nepal. It will also foster exchanges between all partners of the Nepalese equestrian community, thereby circulating information and sharing of knowledge.

Send our Athletes for Regional and International participation:

Method and Mean of Achieving the Goal: Provide at least 1 rider able to compete at the FEI Challenge competition and participation of at least 1 athlete in 1 Discipline in a Regional or International competition abroad.

All of our current efforts and development activities are centred around creating a foundation that aims to assist athletes in their long-term development, which is to identify, qualify and finally prepare for regional/continental championships and games through different types of support and assistance, including training of national teams and individual athletes, camps for individual athletes, adults and youth and scholarships for athletes.

Unexpectedly, we have recently identified a talented young female athlete of Nepalese origin, Maya Aryal, (currently a US citizen) who is already competing outside of Nepal, at a level that would qualify her to meet the minimum eligibility requirement (MER) in jumping. Her willingness to change her sport nationality to compete under the Nepalese flag has encouraged and motivated the whole equestrian family to support and help Maya. Currently, to support her endeavour, the NEA is consulting with the FEI to legally and practically advise her and her family to take necessary steps towards competing as a Nepali national. Similarly, the NEA is also discussing her interest to compete as a Nepali with relevant government and sport stakeholders (Ministry of Youth and Sport, NSC, and the NOC) to ensure her participation meets all legal and sport requirements.



Recommendation:

To facilitate Maya's interest, we recommend she first put in her application through the NEA to the FEI to change her sport nationality. Through this process, the FEI can also get clearance from her current sport nationality (US Equestrian Federation) and provide necessary approval.

In order to legitimize Maya's national sport identity, it is our recommendation that she participate at our 10th National Games/FEI World Challenge scheduled to be held in the month of November 2024 so that her performance will further establish her eligibility to represent at international competitions under the Nepalese flag henceforth.

We should prepare a comprehensive plan for her and her horses for training and preparation towards regional competitions such as the Princess Cup, which is to be organized in Thailand in 2025. This will also be a preliminary qualification for the 2026 Asian Games scheduled to be held in Japan. Ultimately, our focus is to prepare her to participate at the 2028 Olympic Games in Los Angeles.

This preparation will also be an inspiration for other athletes and their families, particularly young female riders, to take up equestrian sport at a competitive level. Currently, 98% of the athletes competing in the equestrian sport in Nepal are male. Maya being a role model, we hope, will bring a paradigm shift for equestrianism in our country.



Conclusion:

It is my hope that this research paper and the suggested recommendations through identifying key governance principles and best practices will not only support but also drive sustainable development projects and actions for the NEA. As trust holders of the NEA, we believe we need to consider whether our governance practices add real value to our organization or not. For this, we need to invest time and energy in building collaborative relationships among board members and all our stakeholders, the need to think strategically, challenge ideas and explore for better solutions. We hope the various parts of this research will support the promotion of organizational impact it would have on the performances and continue to deliberate issues and open pathways to help NEA to be recognized as a responsible, reliable and respectful sports organization as a part of the Olympic movement. Drawing on observations, academic knowledge and proven practices recommended by the FEI, we have identified the common traits and actions the NEA board should consider to make discernible differences in its organization.

The focus of this study has been on how the NEA, as an FEI Associate Member, must fulfill its yearly Development Goals with specific objectives in the next three years and recommending methods and means to prioritize and achieve our goals with the available resources has been overwhelming. This is not always an easy task in a developing country like Nepal. Regularly interacting with the NEA Board to overcome our governance and management challenges with specific aims to facilitate concrete action plans and find ways to assist our NF Development Plan in constructive partnership with the FEI, AEF, NSC, Nepal Army and other like-minded stakeholders has been tremendously helpful, exciting and gratifying. We look forward to continuing to provide thoughtful and engaged commitment for robust debate in an environment of mutual respect to help the board operate at the best and highest level of its collective ability.



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Use of AI:

This Paper has used ChatGPT for idea generation, data analysis, survey and questionnaire design, translation and language assistance.

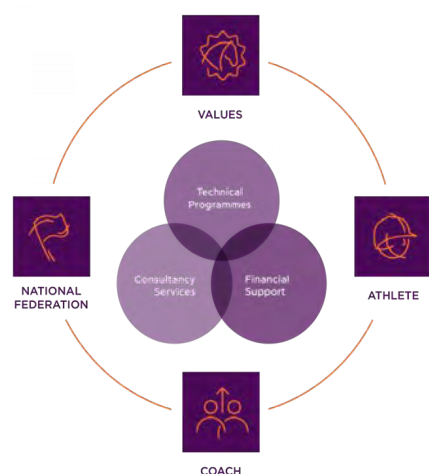
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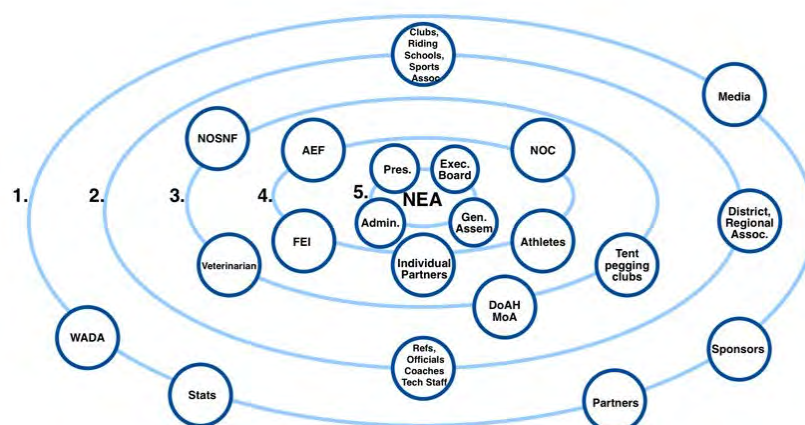
Appendix 1: FEI Certificate for Associate Membership, November 2021 & Appendix 2: AEF Certificate for Associate Membership, November 2021



Appendix 3: Four Components of the Sport



Appendix 4: Map of Stakeholders





Appendix 5: SWOT Analysis


Strengths: 1. Committed Leadership: The association has a dedicated leadership team who share the passion for equestrian sports and are motivated to help contribute towards the development of the sport. 2. Regulatory Framework: A clear governance structure and constitution are in place to guide the association's activities. 3. Recognition from the FEI, AEF and NSC 4. Training and Development: The association has been investing in the training and development of its members, coaches, officials and improving their knowledge and skills for Equestrian Sport.	Weaknesses: 1. Limited Resources: The association has been facing financial constraints, limiting its ability to invest in programs, infrastructure and development. 2. NOC recognition still not considered limiting access for Olympic Solidarity Programs and resources. 3. Limited Participation: The association has struggled to attract a broader membership base, potentially hindering growth 4. Dependence with Nepal Army for Athletes, Horses, Training Facilities, and Equipment's plus Implements.
Opportunities: 1. Increased Sponsorship: Seeking sponsorships and partnerships could provide additional funding for events and development. 2. Outreach Programs: Initiating programs to introduce equestrian sports to a wider audience can help in expanding the sport. 3. Government Collaboration: Partnering with government bodies for support and recognition can open up opportunities for growth.	Threats: 1. Regulatory Changes: Changes in government regulations or sports governance policies could impact the association's operations. 2. Competition: The association may face competition from other sports and recreational activities, potentially affecting participation. 3. Public Image: Negative publicity or controversies related to governance issues can harm the association's reputation.

Appendix 6: NF Development Checklist

1. NF GOVERNANCE STRUCTURE:
 - ☐ Establish NF Statutes and Constitution
 - ☐ Organize General Assembly (who attend the GA)
 - ☐ Organise Elections
 - ☐ Establish Membership system (who is member of the NF)
 - ☐ Establish Role and mission of the General Assembly
2. GOVERNANCE INTERNAL REGULATIONS:
 - ☐ Establish Role and missions of the Board
 - ☐ Establish Role and missions of the Committee
 - ☐ Establish Role and missions of the President
 - ☐ Establish Role and missions of the Secretary General
3. NF ADMINISTRATION:
 - ☐ Establish a NF Office
 - ☐ Appoint a NF Administrator
 - ☐ Establish registration and membership system for Members (Clubs, Organizers, Regional Associations, etc....)
 - ☐ Establish Athletes/Riders registration
 - ☐ Establish Horses registration
 - ☐ Establish Officials registration
 - ☐ Establish Coaches registration
 - ☐ Establish/offer Insurance system linked to Membership system
4. COMMUNICATION:
 - ☐ Develop Website animation and content
 - ☐ Develop Social media (Facebook, twitter, etc.)
 - ☐ Develop Info-News letter
 - ☐ Information from NF to Media and Press (Competitions' results, etc)
5. MARKETING:
 - ☐ Find Sponsors and Partners
 - ☐ Promote the equestrian values (Welfare of the Horse, Fair play, Social integration for disadvantaged people)
6. NATIONAL RULES AND REGULATIONS:
 - ☐ Establish National sport rules per discipline
 - ☐ Establish National Veterinary Rules in line with the FEI Veterinary requirements
7. SPORT SERVICES:
 - ☐ Use an IT Solution to administrate the sport (NF Platform)
 - ☐ Establish the Calendar of National competitions
 - ☐ Assist Events/Competition's Organizers (Guidelines)
 - ☐ Organise annual National Championships
8. EDUCATION AND CERTIFICATION SYTEM:
 - ☐ Establish education and certification system for Officials for each discipline (Judges, CDs, TDs, Stewards, Vets)
 - ☐ Establish education and certification system for Coaches
 - ☐ Establish education and certification system for riders
9. SPORT PARTICIPATION: (beginners and leisure)
 - ☐ Develop Rider's education programme (Technical content)
 - ☐ Develop Riding Schools structure and system
 - ☐ Develop Pony Club structure and system
10. SPORT PERFORMANCE:
 - ☐ Establish Long term athlete development Plan (LTAD)
 - ☐ Establish Talent identification procedure (IQP)
 - ☐ Establish Qualification procedures for International level
 - ☐ High Performance riders, National Team support (Training camps)



Appendix 7: Minutes of the Meeting w/ FEI Solidarity Team



Nepal Equestrian Association <equestrian4nepal@gmail.com>

Sports Plan and Programmes - NEPAL

Nepal Equestrian Association <equestrian4nepal@gmail.com>

Sat, May 18, 2024 at 11:25 AM

To: Jean-Philippe Camboulives <jean-philippe.camboulives@fei.org>, Céline Starbanov <Celine.Starbanov@fei.org>, Andreina Wipraechtger <andreina.wipraechtger@fei.org>

Cc: Jack Huang <teeann@ms37.hinet.net>, "Francisco P. Lima" <Francisco.Lima@fei.org>, Rabi Rajkarnikar <rabi-nepal@mos.com.np>

Bcc: Arahant Rajkarnikar <15arajkarnikar@gmail.com>

Dear Jean-Philippe, Céline and Andreina,

Good Morning! Hope you are all doing well!

After our WebEx meeting, the NEA Board met on Friday May 17, 2024 and we wish to inform you the following:


- We received confirmation from Mr. Pedja and Mr. Rakshan regarding their availability to conduct the 2nd. ESEEs in Jumping for Coaches and Course Designing. Their preferred date is from **October 7-10, 2024** for the ESEEs and **October 11-12, 2024** for the FEI World Challenge which is fine with us. Please let us know if you require us to submit a separate application form to acquire necessary sanction from the FEI Solidarity for the 2nd. FEI ESEEs in Jumping and CD or not.
- We request your support for the first time to navigate through the FEI Solidarity online application process so that we could present all our application forms for the below mentioned programmes within this week and also discuss other programmes we could organize in 2025 and beyond.

- FEI Solidarity ESEEs in Jumping and CD - Date: October 7-10, 2024 - Kathmandu, Nepal
- FEI Solidarity World Challenge - Date October 11 and 12, 2024 - Kathmandu, Nepal
- FEI Solidarity Technical Courses for Coaches - Level 1 Olympic - November 24-28, 2024 - Kathmandu, Nepal
- FEI Solidarity World Challenge - Date November 29-30, 2024 - Kathmandu, Nepal (As part of the **10th. National Games**) - Surkhet, Nepal

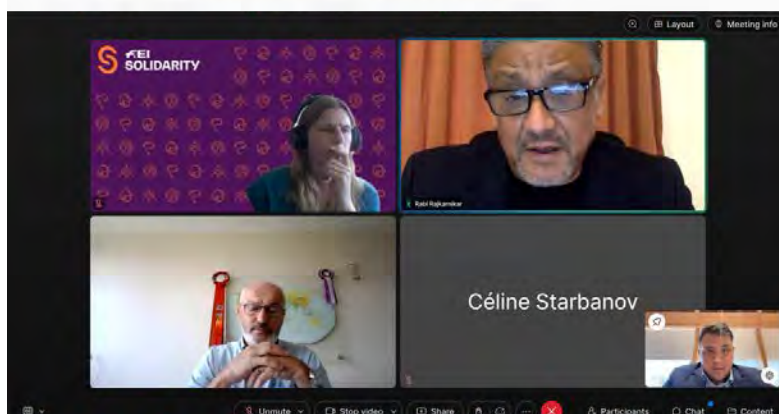
- We have reviewed NF responsibilities regarding all of the above events and in particular the organization of FEI WC.
- We have also requested the NOC Nepal for a letter explaining why they aren't able to currently support our programme. We shall in the next few days present this to you.
- Furthermore, in conjunction with the 10th. National Games scheduled for November 2024, we have presented our plan and proposal to the Ministry of Youth and Sport as well as the National Sports Council of Nepal for Equestrian Championships to be part of the 10th. NG along with the letter for necessary approval, budget and support.
- We have raised our concern along with other 7 NF collectively to the Minister of Youth and Sports, National Sports Council and once again to the President and Secretary General of NOC Nepal. The President and Secretary General have agreed to meet us altogether on Monday and we shall keep you informed on this matter.
- Once we complete our 2nd. FEI Solidarity ESEEs for Jumping and CD along with the Olympic - Level 1 Coaches Course we should have National Certified Coaches who would be delegated to different schools to initiate the pending School Programmes in 2025.
- Upon completing the FEI WC, selected athletes will be applying to participate in the regional competitions (India/Thailand) based on invitation and availability of borrowed horses.
- We will also continue to send athletes for necessary exposure and training as part of the bi-lateral cooperation with The State of Qatar once they resume their season in October 2024.
- Preparations are underway for an area (previously a football field) next to the Nepal Cavalry for Equestrian Training Center along with a 65X45 arena with appropriate footing. We have chosen this location because it is in close proximity to the Nepal Cavalry yet independent from Nepal Cavalry so we could have necessary support from the Nepal Army and at the same time open it for the General Public for riding and training. We are also building stables along with separate quarantine areas and other facilities required for training. If HKJC decides to support us by gifting us with the horses as discussed, we have necessary infrastructure to receive it well.
- We would appreciate it if you could introduce to anyone who is willing and may be able to guide and advise us to best prepare our infrastructure. Similarly Mr. Manoj Jalan, so we can begin communicating with for his guidance as well.
- The Asian Equestrian Federation has also extended its support to us by providing us with a Show Jump set that we plan to use and replicate to support our clubs and institutions. It is expected to reach Kathmandu in the month of July 2024.

Thank you and we hope this will clarify some of the queries and concerns the FEI Solidarity Team had during our WebEx meeting and we look forward to your continued close cooperation and support.

Sincerely yours,

Arahant Rajkarnikar
Director General

Nepal Equestrian Association

International Sports Complex | Box: 23308 | Satdobato | Lalitpur | Kathmandu | Nepal
T: 977 9841338403 | E: 15arajkarnikar@gmail.com | E: equestrian4nepal@gmail.com





Appendix 8: Survey Summary of Athlete Feedback on Training in Doha

Athletes Training at Al-Sagath - Doha - Qatar

Athletes Training at Al-Sagath - Doha - Qatar

Athletes Feedback on Training in Doha

Please fill out this form with the reference to the training which you have just taken. Your responses will be used for the purposes of future training improvement.

Venue: Kathmandu, Nepal

Date: March 2024

1. Did the training cover the aims and objectives set and meet your expectations?

- ☒ Completely
☐ To a large degree
☐ Not completely (please provide feedback)

2. Was the training as a whole well-structured?

- ☒ Very
☐ Adequately
☐ Not really

3. How did you feel at the start and the end of this course?

- (a) start - Most of the Participants were not sure of the training because it was our first time and there were also busy organizing the 5th competitions.
(b) end - We are all very pleased with the outcomes and are looking forward to sending the second team of participants and improving the follow up training programmes in the near future.

4. Which aspects of the Training did you find most interesting?

- ☒ Interaction/ experience sharing with others
☒ Acquisition of new skills, knowledge
☒ Practice
☒ Expert's dynamic, methodology and approach
☒ Other (please specify): All of the above plus their patience and objective approach.

5. Which teaching methods will be most helpful to you?

(this might include: presentations, feedback from experts, group discussion, demonstration, videos, etc.) - The simplicity of the Training Director's approach and inter-active Coaching efforts along with the various technical aspects of Coaching and Course Designing that we were not aware of were very helpful.

6. Which aspects of the training (if any) did you find least interesting and helpful?

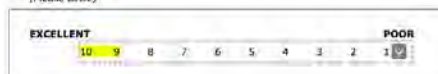
There wasn't any.

7. Are there any changes or suggestions you would wish to make and that might prove useful to future participants attending this training?

We would like more practical sessions so that we could actually practice what we have learnt and the opportunity to compete in their national competitions.

8. Based on a 1 to 10 scale, how satisfied are you with the course you received?

(Please circle)



9. Any additional comments or suggestions?

We would appreciate it if the National Federation would consider as soon as possible future training and competition participants on borrowed horses and also to invite experts at the earliest so that we could begin preparing soon.

Thank you for your feedback!

Feedback Form

Feedback Form

Appendix 9: FEI Course Director's Report, Mr. Predrag Marjonovich



TECHNICAL EXPERTS

Report on Equestrian Sport Educative Events

Name: Predrag Marjonovich

Date: 29.08.23

Name:

NAME OF NF	Nepal
NAME OF PROJECT (Discipline)	Jumping - Coaching
Person(s) responsible for the project in the NF	Arahant Rajkumar
E-mail	equestrian@nepal@gmail.com
Mobile	

Names of Coaches:
Govinda Bahadur Khadka
Jagdish Ghising
Rajendra Thapa
Ram Hari Khadka
Rajna Mahat
Ram Krishna Adhikari
Dhruva Prasad Aryal
Bhupak Banskari
Yograj Bista

Observers:
Ram Bahadur Dahal
Niro K.C.



Pre-visit arrangements	Very Poor	Poor	Average	Good	Very Good
Travel arrangements					
Pre-visit correspondence					
General feedback on the visit					
Comments					
General information:					
FACILITIES: Where did the FEI take place? (Name of the institution, location, etc.)					
NATIONAL OFFICIALS: (Name, level of officiating, number, quality of involvement, etc.)					
NATIONAL COACHES: (What kind of coaches? Number, quality of involvement, etc.)					
DEMO RIDERS/HORSES: (What kind of horses? Number, quality of involvement, etc.)					
EVENT ORGANISER(S): (What kind of person? Number, quality of involvement, etc.)					
PRACTICAL ACTIVITIES: (What kind of activities? Number, quality of involvement, etc.)					



General Comments on the Event/Workshop:	
Coaching: We have had 9 participants and a few observers in this course. The 7 of them are from Cavalry so the approach to teaching comes from one source. All of the candidates were very keen to learn in spite of language barrier. Level of teaching vary from 5 of them being involved for several years to some with only a couple years or less of experience in teaching. Over 4 days we have seen an improvement in the approach to coaching, from one way instruction to two-way interaction. It will be good if this idea stays in their practice after the course.	
Specific Recommendation(s) to the NF:	
The course of this type was very beneficial for Nepal Federation as a tool to develop broader involvement in Equestrian sport. The origins of equestrian involvement are mainly from Cavalry and some private sector focusing on training. The Training facilities are limited to Cavalry premises. The arena and grass field were available. The arena is small (50x50m) and with very deep sand. Due to wet weather and no subsoil drainage arena footing was not safe for use. Luckily due to some sunny days we were able to utilize a field area for training and final competition. To be able to improve standards of training this facility or any other would need to invest in enlarging sand arena, add subsoil drainage and consider using different top surface. As for grass area, it can be used but some maintenance for equestrian use would help improve ground condition. Both of these surfaces would need regular maintenance and specialized machinery/equipment that will enable to keep training on daily bases and in different weather seasons. The jumping equipment is very basic and needs revamping in regard to material for poles, cups strips and safety cups. All above points, in turn will benefit horses, riders and increase number of competitions in the country.	
Date: 29.08.23	Signature: P. Marjonovich



Appendix 10: FEI Technical Report on ESEE, Mr. Rakshan Radpour

TECHNICAL EXPERTS					
Report on Equestrian Sport Educative Events					
Name: Rakshan Radpour		Date: 17-20 Aug. 2023			
NAME OF NF	Nepal Equestrian Association				
NAME OF PROJECT (Discipline)	ESEE/Jumping Course designing				
Person(s) responsible for the project in the NF	Arahant Rajkarnikar				
E-mail	Equestrian-nepal@gmail.com				
Mobile	+9779851024505				
Pre-visit arrangements					
	Very Poor	Poor	Average	Good	Very Good
Travel arrangements					X
Pre-visit correspondence			X		
General feedback on the visit			X		
General information:					
FACILITIES: Where did the ESEE take place? (name of place, indoor/outdoor, quality, etc.)	In the only equestrian club which was in an Army base. One 50x50m outdoor sand arena which was not possible to use because of heavy raining days before the course. One big grass field which also was slippery and not especially made for riding.				
NATIONAL OFFICIALS (What kind of Officials/number, quality of involvement, etc.) Please provide FEI with the list of names	7 main (course designers) participants with 7 as observers. Very enthusiast but except one or two no experience at all. 1. Mr. Bikram Dey Thapa 2. Mr. Karan Chaudhary 3. Mr. Kiran K.C. 4. Mr. Kumar Raut 5. Mr. Rajesh Shrestha 6. Mr. Roshan Kz. Shrestha 7. Mr. Umesh Puri				
EVENT ORGANISER(S) (What kind, please specify, quality of involvement, etc.) Please provide FEI with name(s)	Actually it was the NF president, Mr. Rajkarnikar And the NF secretary general Mr. Arahant Rajkarnikar with the help of the Army Club commander and staff				
Practical activities during visit (add programme)					
Day 1:	Theory sessions in the classroom & practice in the field				
Day 2:	Theory sessions in the classroom & practice in the field				
Day 3:	Theory sessions in the classroom & practice in the field (building the competition course)				
Day 4:	Competition day. Helping with judging the competition.				
General Comments on the Event/Workshops					
This event was the very first event of its kind by the help of an international organisation, so they were all very excited and enthusiast about it. They need lots of help and support (financially/ technically) to be able to improve the sport. Army (cavalry) club is almost all they have in Equestrian sport with very primitive facilities. Footings was unacceptable, obstacle material was almost impossible to work with, no safety cups, no standard cups, poles were made out of bamboo trees... They really need help from every aspect. The classrooms were ok equipped with 2 Big TV sets. Despite all the deficiencies most of them were eager and keen to learn and very enthusiastic.					
Specific Recommendation(s) to the NF					
1. In order to develop the Equestrian in Nepal they need to attract more people to this sport which is not possible to do much only with the existing Army club. 2. More private clubs must be built in the near future. 3. They need better sport horses to be imported from abroad. 4. Coaches and officials must travel to other countries and gain more experience in national and small international shows. 5. Of course the above mentioned activities need to be financed somehow which with the existing economy seems a bit difficult may be finding some sponsors could be a solution.					
Date: 2/09/2023			Signature: B. Radpour		

Appendix 11: Board Members of the Nepal Equestrian Association 2023-2027

No:	Designation	Name	Representation
1	President	Rabi Rajkarnikar	Kathmandu
2	Senior Vice President	Nawaraj Silwal	Lalitpur
3	Vice President	Mahesh Man Malla	Lalitpur
4	Vice President	Prakash Jung Karki	Kathmandu
5	Secretary General	Lok Jung Lama	Lalitpur
6	Treasurer	Prem Moktan	Lalitpur
7	Secretary	Ram Maya Tamang	Lalitpur
8	Executive Member	Santosh Budhathoki	Kathmandu
9	Executive Member	Mahesh Shrestha	Kathmandu
10	Executive Member	Karma Gurung	Mustang
11	Executive Member	Mana Rishi Dhital	Karnali Pradesh
12	Executive Member	Gyanendra Shrestha	Kathmandu
13	Executive Member	Tenzing Thakali	Gandaki Pradesh
14	Executive Member	Ram Sundar Bake	Bagmati Pradesh
15	Executive Member	Hari Prasad Shrestha	Lumbini Pradesh
16	Executive Member	Suman Bomjan Tamang	Lalitpur
17	Director General	Arahant Rajkarnikar	Kathmandu
18	Ex-Officio	Nepal Army – Cavalry	Nepal
19	Ex-Officio	Nepal Police Club	Nepal
20	Ex-Officio	Armed Police Force Club	Nepal
21	Ex-Officio	Wind Horse Riding Club	Kathmandu

Appendix 12: NEA 3rd Elective General Assembly Summary Report



NEPAL EQUESTRIAN ASSOCIATION

ACM AND EGA REPORT 2023

VENUE: ISC AUDITORIUM
INTERNATIONAL SPORTS COMPLEX
SATDOBATO, LALITPUR, KATHMANDU
NEPAL

DATE: SATURDAY, JULY 22, 2023
TIME: 10:00 - 17:00



NEPAL EQUESTRIAN TEAM
ELECTED EXECUTIVE BOARD MEMBERS 2023-2027

- ♦ President - Rabi Rajkarnikar
- ♦ Senior Vice President - Hon. Rtd. IGP Nawaraj Silwal
- ♦ Vice President - Rtd. Col. Prakash Jung Karki
- ♦ Vice President - Cabinet Shrestha
- ♦ Vice President - Vidushi Rana
- ♦ Vice President - Ramesh Man Malla
- ♦ Secretary General - Lok Jung Lama
- ♦ Secretary - Ram Maya Tamang
- ♦ Treasurer - Prem Mokten
- ♦ Executive Members - Mahesh Shrestha, Santosh Budhathoki, Karma Gurung, Gyanendra Shrestha, Mihika Shah, Savanna Rajya Laxmi Malla, Mana Rishi Dhital, Hari Prasad Shrestha, Tenzing Thakali, Ram Sunder Woke, Suman Bonjam Tamang and Director Arahant Rajkarnikar



NEPAL EQUESTRIAN ASSOCIATION
AGA & 3rd EGA SCHEDULE 2023

- ♦ Breakfast reception of Delegates and Guests
- ♦ Inaugural Ceremony
- ♦ Annual General Assembly
- ♦ Lunch
- ♦ Executive Board Meeting
- ♦ General Assembly Election
- ♦ Felicitation of the newly elected Executive Board



REPRESENTATIVES TO THE AGA & 3rd EGA

NEA Board Members, Provincial Delegates, Representatives of the Clubs, Athletes, Member Secretary and Department Heads of the National Sports Council, Vice President of Nepal Olympic Committee, President of the Shooting Association of Nepal, Chairman of the NOC Sports for all Committee, President of the Mountain Sports Federation, President of the Nepal Sports Journalist Forum, Representatives of the Nepal Army - Shree Nepal Cavalry, Nepal Police, Armed Police Force and Guest of Nepal Equestrian Association were present for the AGA and 3rd EGA of the Nepal Equestrian Association.











Appendix 13: Inter-related Development Components

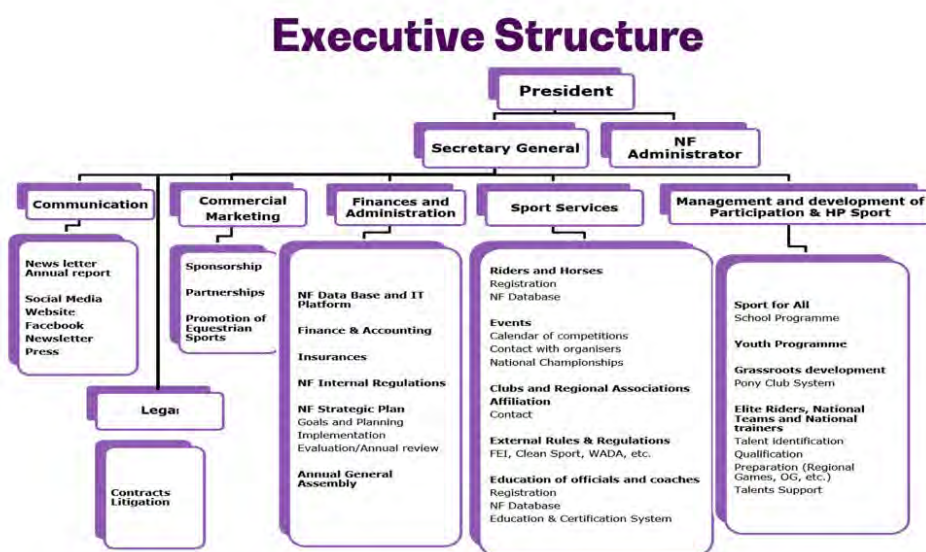




Appendix 14: NEA Governance Structure



Appendix 15: NEA Executive Structure

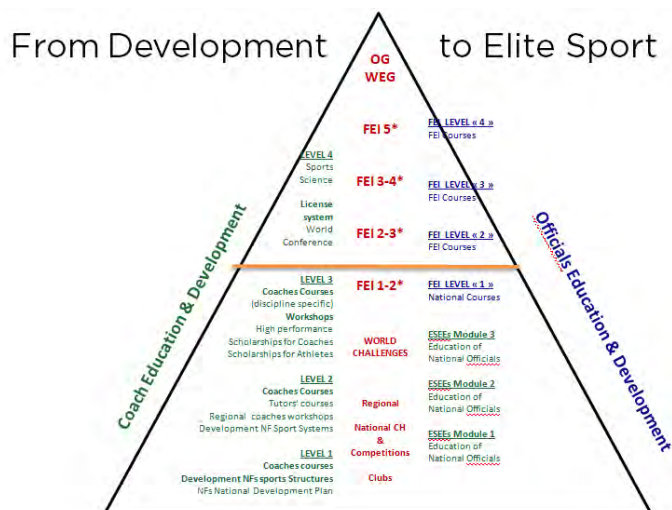


Appendix 16: NEA Sports Structure





Appendix 17: Coaches and Officials Education & Development Pyramid



Appendix 18: Model for National Education and Certification System

Disciplines	Officials:	PHASE 1		PHASE 2		PHASE 3
		<i>Need to do: (minimum)</i>	<i>Certification Level:</i>	<i>Need to do:</i>	<i>Certification delivered by NF</i>	<i>Possible Next step</i>
Jumping Eventing Driving	Judges	2 National courses + 3 National Competitions as Assistant Judge	Candidate National Judge	2 National courses + 3 National Competitions as Judge	National Judge	FEI courses
	Course Designers	2 National courses + 3 National Competitions as Assistant CD	Candidate National Course Designer	2 National courses + 3 National Competitions as CD	National CD	FEI courses
Dressage Vaulting Reining	Judges	2 National courses + 3 National Competitions as Assistant Judge	Candidate National Judge	2 National courses + 3 National Competitions as Judge	National Judge	FEI courses

Appendix 19: NEA Sports Structure

Steps of the NF Development Strategy

Analysis of the Situation	<ul style="list-style-type: none"> Level of development in the country Economical situation in the country Financial resources Human resources Establishment of priorities 	FEI Expert NF Project leader	Why?
Goal setting	<ul style="list-style-type: none"> The NF GOALS, which match FEI meta goal should be defined. The goals should be high, clear, achievable and measurable. It must be fully clear how we will know that we achieved the goal (criteria). 	FEI Expert NF Project leader NF People involved in the project	What?
Selection of Strategic Principles	<ul style="list-style-type: none"> Strategic principles should be based on an analysis of the situation in the NF and must describe in general the way HOW THE GOALS will be achieved and WHO has to be involved. These principles will help the project staff to keep necessary direction, to concentrate on the right things and to be consistent on the way to the goal. 	FEI Expert NF Staff	How?
Implementation Plan	<ul style="list-style-type: none"> Specific actions of implementation period. The people who are responsible. The terms. Mechanism of realisation. Points of control. System of communication with FEI Coordinator. 	FEI Expert NF Staff People involved in the project	Who? Where? When?
Evaluation & Analysis of Result	<ul style="list-style-type: none"> Match against the goal description. Kind of Step 1. 	FEI Expert NF Project leader	What happened?
Planning future Steps	<ul style="list-style-type: none"> In case of continuation of the Project, start from Step 2 	Depending	What's Next?