

**AFRICAN CONFEDERATION OF EQUESTRIAN SPORT  
(ACES TRUST)**

**STRATEGIC PLAN  
2023 - 2026**

**(Incl. 4 YEAR HISTORY & 4 YEAR BUDGET)**

**9th November 2023**

## ACES TRUST

### CORPORATE DATA

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		<b>Date of appointment</b>
<b>CORPORATE TRUSTEE</b>	: Loita Management Services Ltd (LMS) 1st Floor, River Court 6 St Denis Street Port-Louis 11328 MAURITIUS	<b>30-Jan-2015</b>
<b>TRUSTEES</b>	Mr. Hesham Hatab Mrs. Mary K.B. Binks Mrs. Fahima Sebiane LMS	
<b>BENEFICIARY</b>	: African Confederation Equestrian Sports	<b>30-Jan-2015</b>
<b>SETTLOR</b>	: Mrs. Kim Guého	
<b>ADMINISTRATOR</b>	: Loita Management Services Ltd 1st Floor, River Court 6 St Denis Street Port-Louis 11328 MAURITIUS	
<b>REGISTERED OFFICE</b>	: 1st Floor, River Court 6 St Denis Street Port-Louis 11328 MAURITIUS	
<b>BOARD MEMBERS</b>	: Mr. Hesham Hatab (EGY) President Mr. Ibrahima Wade (SEN) Vice President Mrs. Fahima Sebiane (ALG) Vice President Ms. Theola Barclay (ZAM) Treasurer Board Member Mr. Hussam Zummit (LBA) Board Member Ms. Gigi Mathias (NAM) Board Member Mr. Zied Aouina (TUN) Board Member	
<b>SECRETARY GENERAL</b>	: Mrs. Gayle Hanssen (ZIM)	



AFRICAN CONFEDERATION OF EQUESTRIAN SPORT

MEMBERS

	REF	GRP	ACTUAL							BUDGET				
			2017	2018	2019	2020	2021	2022	2023	2023	2024	2025	2026	
			USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	
1 Angola	ANG	IX			\$ 200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
2 Algeria	ALG	VII	\$ 100		\$ 200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
3 Botswana	BOT	IX	\$ 100		\$ 200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
4 Cote d'Ivoire	CIV	IX			\$ 200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
5 Congo	COD	IX			\$ 200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
6 Egypt	EGY	VII			\$ 200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
7 Ethiopia	ETH	IX			\$ 200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
8 Kenya	KEN	IX	\$ 100		\$ 200	\$ 100	\$ 300			\$ 200	\$ 200	\$ 300	\$ 300	\$ 300
9 Libya	LBA	VII			\$ 200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
10 Madagascar	MAD	IX			\$ 200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
Malawi	MAW	IX												
11 Mauritius	MRI	IX	\$ 100		\$ 200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
12 Morocco	MAR	VII			\$ 200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
13 Namibia	NAM	IX	\$ 100		\$ 200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
14 Senegal	SEN	IX			\$ 200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
15 South Africa	RSA	IX			\$ 200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
16 Sudan	SUD	VII			\$ 200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
17 Eswatini	SWZ	IX	\$ 100		\$ 200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
18 Tunisia	TUN	VII			\$ 200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
19 Zambia	ZAM	IX	\$ 100		\$ 200	\$ 100	\$ 300			\$ 200	\$ 200	\$ 300	\$ 300	\$ 300
20 Zimbabwe	ZIM	IX			\$ 200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
Deferred Income							\$ -400	\$ 200	\$ 200		\$ 200			
					<b>\$ 700</b>	<b>\$ -</b>	<b>\$ 4,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>

AF01-ACES-2019 Athletes training YEG 2022 Global allocation CHF 40'000.-		2019	2020	2021	2022	2022
Paid						
2,000 CHF	TI ALG	2,000 CHF				
2,000 CHF	TI SEN		2,000 CHF			
2,000 CHF	TI MRI		2,000 CHF			
2,000 CHF	TI NAM		2,000 CHF			
2,000 CHF	TI SWZ		2,000 CHF			
2,000 CHF	TI TUN	2,000 CHF				
2,000 CHF	TI ZAM			2,000 CHF		
2,000 CHF	TI ZIM			2,000 CHF		
924 CHF	Mohamed TC flight ticket Rabat				924 CHF	
1,200 CHF	Mohamed TC Rabat per diem				1,200 CHF	
1,151 CHF	Flight ticket Thomas Rijckevorsel TC Rabat				1,151 CHF	
2,420 CHF	Charley C per diem TC Rabat				2,420 CHF	
1,557 CHF	Amy Hay flight ticket TC Rabat				1,557 CHF	
1,151 CHF	Zandi Alcock flight ticket TC Rabat				1,151 CHF	
1,452 CHF	Jacob Peech flight ticket TC Rabat				1,452 CHF	
950 CHF	Bus Germany					950 CHF
3,142 CHF	TC Germany					3,142 CHF
10,800 CHF	TC Lars Meyer zu Bexten Germany					10,800 CHF
40,746 CHF	Total paid	<b>4,000 CHF</b>	<b>8,000 CHF</b>	<b>4,000 CHF</b>	<b>9,855 CHF</b>	<b>14,892 CHF</b>

No of NFS	2.00	4.00	2.00		
No of Athletes				4.00	5.00
Amount Each	<b>2,000 CHF</b>	<b>2,000 CHF</b>	<b>2,000 CHF</b>	<b>2,464 CHF</b>	<b>2,978 CHF</b>

**RABAT**

2 Athletes per Federation

Accommodation and horses was sponsored by Morocco

Reimbursed for Travel & Per Diems

Charley and Mohamed

Reimbursed for Travel

Jacob and Amy (ZIM)

Zandi and Thomas (RSA)

Not reimbursed for Travel

Tunisia

Morocco

Did not Attend

Eqypt

**ACES-2023-01:  
Preparation of Team & Individuals  
YOG 2026-Regional project:**

Yr	CHF82'000.-to bedistributed as follows:	NF Ath	Each	Total	2023	2024	2025	2026
1	Talent Identification sessions	11	CHF 2,000	CHF 22,000	CHF 22,000			
2	Talent Identification sessions in	10	CHF 2,000	CHF 20,000		CHF 20,000		
3	Training camp for the 5 NFs representing team Africa	5	CHF 4,000	CHF 20,000			CHF 20,000	
4	Final training camp for the 5 Athletes representing team Africa	5	CHF 4,000	CHF 20,000				CHF 20,000
				<b>CHF 82,000</b>	<b>CHF 22,000</b>	<b>CHF 20,000</b>	<b>CHF 20,000</b>	<b>CHF 20,000</b>

USD

**Payment received in LMS Client account OBO Aces Trust**

**\$ 6,850**

**Payment received Petty Cash**

**\$ 200**

**LMS payment awaiting settlement**

**\$ 1,000**

**Funds remaining**

**\$ 6,050**

**LOITA MANAGEMENT SERVICES LTD****LOITA** 

1/F River Court, 6 St Denis Street, Port Louis

P.O.Box 1079, Port Louis, Mauritius

Telephone: (230) 208 9022 - Facsimile: (230) 208 9033 - Email: kim@loitamauritius.com

<b>Bill To</b>	<b>ACES TRUST</b> 1F River Court 6 St Denis Street Port-Louis, MAURITIUS	<b>STATEMENT OF ACCOUNT</b>	
		<b>Date</b>	November 9, 2022
		<b>Page Number</b>	1 to 1

**Attention:** Mr Hesham Mohamed Tawfik Hatab

	<b>United States Dollars Value</b>
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Date	Reference	Debit/Credit
2-May-16	LMS/ACES/90 (Annual Maintenance Fees 2016/17)	500.00
16-May-17	LMS/ACES/89 (Annual Maintenance Fees 2017/18)	500.00
16-May-18	LMS/ACES/84 (Annual Maintenance Fees 2018/19)	500.00
22-May-19	LMS/ACES/084 (Annual Maintenance Fees 2019/20)	500.00
21-Apr-20	P 2029 (Annual Maintenance Fees 2020/21)	500.00
17-May-21	P21/2029 (Annual Maintenance Fees 2021/22)	500.00
19-Oct-21	Payment settled	<b>-3,000.00</b>
9-May-22	P22/2027 (Annual Maintenance Fees 2022/23)	500.00
18-Apr-23	P23/2178 (Annual Maintenance Fees 2023/24)	500.00

**Amount to be paid****\$ 1,000.00****Based on Ageing Date**

This month	15-30 days old	30-60 days old	60-90 days old
-	-	-	1,000.00

**Please instruct your bankers to remit the amount to:-**

Please pay in US Dollars as stated on the invoice

Name of Bank: Mauritius Commercial Bank Limited

Account Name: Loita Management Services Limited

Account Number: 011819766

Bank Address: Sir William Newton Street, Port-Louis, Mauritius

Swift Code: MCBLMUMU

*Please settle aged invoices promptly. Disregard this statement if payment has already been effected and accept our thanks.*



ACES Strategic Objectives and Outline and 4 Year Plan 2023 - 2026

MISSION STATEMENT

To develop and promote equestrian sport in Africa, in close co-operation and with good communications with the NFs, FEI, ANOCA and other

OVERALL GOAL of ACES

To achieve excellence at all levels and all disciplines of equestrian sports by uniting, regulating, promoting and representing the shared interest of those who enjoy and compete professionally in equestrian sport while putting the **welfare of the horse first**.

Strategic Objectives

- 1 To coordinate equestrian sport in Africa and strengthen linkages and exchanges between North, South, East and West African member
- 2 To ensure the highest standards are reached in Equestrian Sport with Olympic excellence in mind.
- 3 To promote and advocate good governance with regional diversity throughout Africa
- 4 To increase ACES income by diversifying financial sources, therefore having a financially viable confederation able to provide value added
- 5 To investigate and understand with the view to resolution the problems, including veterinary restrictions, of horse movement across the continent

The Table below shows the key activities, the actions to be taken and the expected measurable outputs for each key activity.

#	Strategic Objective	Key Activities	Actions	Key Performance or output indicator	2022 Indicators																														
1	To coordinate Equestrian Sport in Africa and strengthen linkages and exchanges between North, South, East and West African member countries.	1 World Standard competitions at an affordable cost	<ol style="list-style-type: none"> <li>1 Develop international competition regionally i.e. CSI, CEI, CDI, CVI and CCI. Recognise competitions with borrowed horses</li> <li>2 Develop continental team competitions (e.g. CSIO) for Jumping.</li> <li>3 Develop Continental Championships</li> <li>4 Develop an African Ranking system based on CSI events. (or CEI etc)</li> </ol>	<ol style="list-style-type: none"> <li>1 No of International competitions held</li> <li>2 No of International competitions held</li> <li>3 Continental Championships</li> <li>4 ACES to collaborate with FEI to reduce the cost of CSI's</li> <li>5 Sponsor in place for African Ranking System</li> </ol>	<ol style="list-style-type: none"> <li>1 In 2002 - 15 CSI in 5 countries, 8 CEI in 3 countries , and CCI, CDI and CVI only in RSA</li> <li>2 1 for CH and JR in Algeria. 1 for Seniors in Morocco Royal Tour, but only one African country (host) participated</li> <li>3 2019 - Africa Games Morocco, none since then</li> <li>4 US\$1,000</li> <li>5 MTN or major cell phone company - or a partner of the FEI</li> </ol>																														
		2 Identify the needs of each member country and try to assist on a level that is relevant.	<ol style="list-style-type: none"> <li>1 Olympic Level</li> <li>2 Emerging CSI levels</li> <li>3 WJC and Children's Classic levels</li> <li>4 Basic horsemanship levels</li> </ol>	<ol style="list-style-type: none"> <li>1 Egypt, Morocco, South Africa</li> <li>2 Algeria, DR Congo, Libya, Namibia, Mauritius, Senegal, Tunisia, Zambia, Zimbabwe</li> <li>3 As above, but develop this level in Cote d'Ivoire, Botswana, Eswatini, Kenya, Sudan</li> <li>4 Angola, Ethiopia, Madagascar</li> </ol>	<ol style="list-style-type: none"> <li>1 Participation in Olympic Qualifier Doha 2023</li> <li>2 Currently only Algeria and Tunisia readily hold CSI, encourage other nations, possibly through a financial grant over a period of time. Initial funding of \$5,000 per NF holding CSI to help with officials - <b>Source of this funding to be debated.</b></li> <li>3 Work with these countries to hold WJC up to A category. Understand their needs. This will be required for YOG qualification and maybe part of the Talent Spotters programme criteria. I.e.. 2 years of Talent Spotters, and country should at least be attempting B category WJC. Work with all Nations to understand who is holding Children's Classic. This is the first building block</li> <li>4 Suggestions on how to address this and what the needs of these nations are and how can we address and fund programmes.</li> </ol>																														
#	Strategic Objective	Key Activities	Actions	Key Performance or output indicator	2022 Indicators																														
2	To ensure the highest standards are reached in jumping	Support Federations, Athletes and Officials to aspire and promote international competition	1 Develop exchange opportunities for officials to work in intercontinental events.	1 Nos. officials trained and have officiated internationally judging, course design, stewarding, timekeeping etc	<table border="1"> <thead> <tr> <th>Type of official</th> <th>SJ</th> <th>Eventing</th> <th>Dressage</th> <th>Vaulting</th> </tr> </thead> <tbody> <tr> <td>Judges</td> <td></td> <td>44</td> <td>9</td> <td>4</td> </tr> <tr> <td>CD's</td> <td>26</td> <td>18</td> <td></td> <td></td> </tr> <tr> <td>TDs</td> <td></td> <td>20</td> <td>0</td> <td></td> </tr> <tr> <td>Stewards</td> <td>38</td> <td>23</td> <td>2</td> <td>1</td> </tr> <tr> <td>Vets</td> <td>52+11</td> <td>27</td> <td>13</td> <td></td> </tr> </tbody> </table>	Type of official	SJ	Eventing	Dressage	Vaulting	Judges		44	9	4	CD's	26	18			TDs		20	0		Stewards	38	23	2	1	Vets	52+11	27	13	
			Type of official	SJ		Eventing	Dressage	Vaulting																											
			Judges			44	9	4																											
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			TDs			20	0																												
			Stewards	38		23	2	1																											
			Vets	52+11		27	13																												
			2 Standardise sports equipment used to FEI specifications	2 No of member countries using FEI approved equipment		2 Unknown, needs research, but presumably all those holding WJC etc																													
			3 Provide technical assistance on grounds development	3 Number of member countries with improved facilities		3 Unknown - needs a survey																													
4 Support and encourage incentives for inclusivity programs	4 Number of new members including children involved in Equestrian Sport in Africa	4 Unknown - needs a survey																																	
5 Groom training programmes (Horse Welfare)	5 Criteria agreed and recognized qualifications for groom training	5 Anything that exists in any Federation?																																	
	No. of grooms trained with registered qualifications	Current numbers. <i>Are there any recognised qualifications?</i>																																	
6 Coaches training with exchange programs	6 Criteria agreed and recognized qualifications for coaches	6 Current numbers. <i>Are there any recognised qualifications?</i>																																	
	No. of coaches with registered qualifications	What recognised qualifications currently exist?																																	
7 Athletes exchange programs.	7 Facilitate connections with member federations and coaches within these countries to allow athlete exchanges	7 This has happened as a result the Talent Spotters programme and as a result of the CSIO competition in Algeria. Work with interested parties.																																	
	No of athletes that have travelled through exchange programs	Any history of these anywhere?																																	
8 Identify a common competition yard in Europe for ACES members.	8 Competition yard identified in Europe	8 This is a long term goal. Work with NFs such as Egypt and Morocco that already have strong ties with Europe.																																	
	Action plan in place to help the movement of horses																																		
9 Investigate and address the problems of movement of competition horses in Africa.	9	9 Current regulatory situation by Federation country																																	

#	Strategic Objective	Key Activities	Actions	Key Performance or output indicator	2022 Indicators
3	To promote and advocate good governance	<p>1 Maintain the Constitution that allows for 4 year terms for the following positions</p> <p>President, Vice President, Treasurer and Technical Advisory Committees</p> <p>2 Disseminate up to date information to members and interested parties through</p> <p>Newsletters</p> <p>Website</p> <p>Articles</p> <p>Media</p>	<p>1 Hold GAs with transparent and accountable election processes</p> <p>2 Rules and Regulations updates at the AGM to update and alter rules when required.</p> <p>3 Representation of committee members evenly distributed between Northern and Southern Africa with proportional voting rights</p> <p><b>Information to be shared</b></p> <p>1 Upcoming meetings and approved minutes</p> <p>2 Relevant competition qualification and schedules</p> <p>3 Website maintenance with current affaires</p> <p>4 Social media updates on important events / activities of African Athletes</p> <p>5 Technical updates</p> <p>6 Links to online international competition events to watch</p>	<p>1 Records of GA on Website</p> <p>2 Elections held using secret ballot with an independent electoral body</p> <p>3 Rules posted on the website</p> <p>4 Representation on the Board is outlined in the Constitution</p> <p>1 Appoint a person to manage the web site</p> <p>2 Appoint a person to manage the social media</p> <p>3 Whatsapp groups for committee members</p> <p>Instagram, Twitter and Facebook</p>	<p>1 This is in progress, and when compared with other Continental Confederations have excellent Governance with regular and transparent elections according to the Rules and Regulations</p> <p>2 As Above</p> <p>3 As above</p> <p>4 As Above</p> <p>1 This has been done since 2021. Terms of reference should be written by this person to allow for the next to take over</p> <p>2 This has been done in 2022. Paid person for Insta and Facebook, volunteer for Twitter</p> <p>3 See point 1. What's app groups relevant for working groups</p> <p>As 2 above</p> <p>This is again underway, with website and mail sharing</p> <p>This is done through the social media channels</p>
#	Strategic Objective	Key Activities	Actions	Key Performance or output indicator	2023 Indicators
4	To increase ACES income by diversifying financial sources, therefore having a financially viable confederation able to provide value added services to its Members	<p>1 Membership</p> <p>2 FEI Solidarity</p> <p>3 ANOCOA Solidarity</p> <p>4 Private Partnerships</p>	<p>1 Membership fees - USD 300</p> <p>2 FEI Solidarity</p> <p>3 ANOCOA Solidarity</p> <p>4 Private Partnerships</p>	<p>1 Admin &amp; Operating costs covered</p> <p>2 Gold Medal - YOG 2026</p> <p>3 Support of Federations</p> <p>4 Competition Support per budget</p>	<p>1 Cash Balance</p> <p>2 Been awarded the 4 year grant by FEI</p> <p>3 We have not done this / need help</p> <p>4 We have not done this / need help</p>
#	Strategic Objective	Key Activities	Actions	Key Performance or output indicator	2023 Indicators
5	To investigate and understand with the view to resolution the problems, including veterinary restrictions, of horse movement across the continent				