



Development in Botswana

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INTRODUCTION

Equestrian sport is one of the oldest and most widespread sports throughout the world. In many areas horses were the only form of transport and were indispensable to mankind for both their ability to transport and to labour in the fields. In time gone by people grew up with horses necessarily a part of their lives, now we live in a mechanized world and in many instances have to especially invite horses into our lives.

A deep love of the horse is inherent in many people and the joy and exhilaration of working in partnership with a horse is profound.

In Botswana we use horses at the cattle posts for herding and monitoring our cattle and

the Army and Police have formed ceremonial units and units of mounted riders to patrol our borders and for anti-poaching measures. Our land supports the provision of horseback safaris, which are renowned for their excellence.

A small, but significant, body of competitive riders is present in Botswana and we compete in the four main disciplines of Show Jumping, Dressage, Eventing and Endurance with participation on a smaller scale in Showing and Vaulting. We compete both within and outside of Botswana in all these disciplines.

Our vision is for the development of an Equestrian Facility with an area of about 40 hectares, or more, stocked with at least 10 experienced ponies and horses, a staff of grooms and our development officer, who acts as the qualified instructor and yard manager. With this facility we can really start to develop the sport within Botswana. The area required can vary according to the grazing quality of the land. The horses must be permitted to exercise freely and graze in order to remain fit. The facilities required for the actual sport can be contained in a much smaller area but access to safe and plentiful grazing is imperative.

With or without this facility we will do our best to continue to penetrate the population, taking equestrian sport as far as we can go. We have expanded tremendously in the recent five years and we will continue to give our members and the public in Botswana some excellent shows and entertainment.

VISION

Our vision is to see Equestrian sport enjoyed by all sectors of the Botswana community and to have Botswana represented at International events by competent sportspersons.

MISSION STATEMENT

We aim to take Equestrian Sport to the people of Botswana by the establishment of an independent Equestrian Facility with a structured training programme and by supporting as many training clinics and competitions as we can.

We hope to effect this through the provision of a fully equipped independent Equestrian Facility.

Equestrian Sport should be for all, for leisure, health, employment and national pride.

As with all other Sporting bodies we must uphold the values of our International regulatory body, the Federation Equestre Internationale. The well being of the horse is paramount in all activities.

BACKGROUND

The Horse Society of Botswana (HSB) was formed in June 1988 and associated with BNSC in September 1989 with full affiliate status being granted in February 1992.

In May 1993 membership of Federation Equestre Internationale (FEI) was awarded to the HSB. Membership of FEI enables HSB to participate in world events and to share in the knowledge of the International body.

FEI is the worldwide body that governs the International Equestrian behaviour. FEI was formed in 1921 by 6 Federations. Over the years many other National Federations have joined FEI and there are now 130 members.

The primary mission of the FEI is to advance the orderly growth of equestrian sport world-wide by promoting, regulating and administering humane and sportsmanlike

international competitions in the traditional equestrian disciplines and by helping them to evolve in ways that enhance their attractiveness both for the participants and the public, while respecting and furthering the ideals and principles of horsemanship.

FEI splits its members into 9 groups; we are in Group IX together with Congo, Ethiopia, Kenya, Lesotho, Malawi, Mauritius, Namibia, Senegal, South Africa, Swaziland, Zambia and Zimbabwe. Group IX was formed in 1999.

In June 2001 the Botswana Endurance Ride Association became affiliated to the HSB making the HSB the umbrella body for all Equestrian sport in Botswana.

In February 2002 the HSB became an inaugural member of Federation Equestrian Afrique (FEA). FEA was formed primarily to promote, facilitate, develop and encourage Equestrian sport in Africa by mobilizing African means for African riders. FEA has a specific objective to see the inclusion of Equestrian sports into the All Africa Games and to support African Equestrian Athletes' participation in the Olympic Games.

In order to encourage the young Equestrian athlete we support and participate in the operation of the Botswana branch of the Pony Club.

The Pony Club is an international voluntary youth organisation for youngsters interested in ponies and riding. It was founded in [England in 1929](#) and is now represented in [18 countries](#) and has a membership exceeding 110,477.

The Pony Club was granted independent charitable status on 1 st January 1997. It is the largest association of riders in the world. A majority of the most successful riders in all disciplines of our region, British, New Zealand and other Equestrian competitors have been members of the Pony Club. The working rally, where instruction is given to improve the horsemanship and horsemastership of the members, is the backbone of the Pony Club. Instructors at these rallies are largely unpaid. Historically we have relied on the independent yard owners to run and manage the rallies of the Pony Club.

The objectives of the Pony Club are:

- To encourage young people to ride and to learn to enjoy all kinds of sport connected with horses and riding
- To give instruction in riding and horsemastership and to educate members to look after and to take proper care of their animal
- To promote the highest ideals of sportsmanship, citizenship and loyalty to create strength of character and self-discipline

OBJECTIVES

Our main objective is to facilitate and support an environment where Equestrian athletes can thrive and enjoy the sport at all levels.

We aim to have award-winning athletes representing us.

We promote excellence in our sport with emphasis on integrity, teamwork and development.

In order to best achieve these objectives, we need to establish a national facility wherein we can offer appropriate training at an acceptable cost and provide our community with

a base from which we operate.

CURRENT SITUATION

In analysing the strengths, weaknesses, opportunities and threats to our Sport and its Society we enumerate the following:

Strengths:

- Internationally the HSB is recognised and accepted as a Horse Society in its own right
- Equestrian sport is a healthy sport which promotes the development of strong relationships
- We have committed members, some of who are very experienced and willing to give of their assistance freely to our code at the varying levels
- Strong association with Regional and International Federations
- Our association with the International bodies is growing and their participation in our activities increasing
- A strong and competent top tier of riders
- An established full calendar of competitions
- Traditionally Equestrian sport is the sport with the very lowest drug abuse

Weaknesses:

- No permanent base
 - lack of facilities to host the many opportunities available to us, we miss out on some opportunities because of the prohibitive cost of hiring facilities
 - our administration function is becoming more and more difficult with no permanent office where our materials and records can be stored
 - Extra courses cannot be developed and implemented to meet demand until such time as the HSB has it's own base
- There is a limited skilled labour resource for grooms
- Total reliance on voluntary services
- High initial and recurrent cost of the sport
- Perception that Equestrian sports are only for the elite
- Distances in Botswana restrict full participation by our members in all events
- Financial restraints on young riders who are the future of the sport in Botswana

Opportunities:

- A Government that is positive in its attitude to development of sport
- A highly organised and effective fellow Federation the South African National Equestrian Federation (SANEF)
- With the worsening Zimbabwe situation it is becoming impractical for our Northern riders to compete in Zimbabwe, their historical competition arenas, – we must expand our activities into the North
- Friendly National Land Policies
- Equestrian sport is virtually a virgin market in Botswana – we have hardly tapped our audience and target markets
- Private sponsors are prepared to financially support certain show fixtures by

means of sponsorship

- Botswana media have become far more interested in Equestrian sport affording it more television airtime and newspaper space - we intend developing and exploiting this developing relationship
- On going voluntary support from individual HSB members, committed to the progression and maintenance of professional levels that the HSB is trying to attain

Threats:

- Equestrian sport is a very costly sport to be engaged in
- It takes many months of practice and in most cases, several years, before a rider has achieved a basic competitive standard
- We have no fixed facility and the costs of certain venues are becoming prohibitive
- Possibility of loss of sponsorship as a result of no permanent advertising opportunities
- Because the Society relies on voluntary workers there is a great risk that impetus will be lost through the natural turnover of committee members
- Politically Equestrian sport has not the same cachet as some other sports, football for example

The Botswana National Sports Council (BNSC) is our first source of reference in National sporting matters and the FEI in all other aspects, including the care of the horse and rules and regulations pertaining to the sport.

In 2002 several of our members competed at an International level in the following countries:

- Botswana
- France
- Mauritius
- Namibia
- Senegal
- South Africa
- Swaziland
- Zimbabwe

In most competitions there was at least one of our members who was placed on the winners rostrum. The Botswana flag flew very proudly in all of these countries. Our top riders are capable of competing at an acceptable level in most areas and we are very proud of them.

However our top riders constitute a very small handful of people and they are followed by a small contingent of developing riders. We have not been able to expand our membership into many areas of Botswana and our penetration into the less affluent elements of our community is negligible.

There are currently 236 members of the HSB, 65 of who are citizens of Botswana with a further 75 being citizens of the region.

We have numerous Equestrian Facilities currently operational within Botswana. They include:

- The Addy's in Francistown, riding school facilities and arenas
- The Bookbinder farm in Notwane Siding, small riding school, livery with limited

facilities but growing

- Botala Farm, Notwane Siding, private yard with a Derby (cross country type fences in an arena) arena, showjumping and dressage arenas
- Cordova Stud, Ruretse, teaching facilities, livery, breeding and good dressage and showjumping arenas
- The Farm in Maun, riding school, livery and limited arena facilities
- The Fraser's, private yard in Ruretse with cross-country course where it is possible to stage events
- Gaborone North Equestrian Centre, livery facilities and rudimentary arenas
- Gaborone Stables, a Crocodile Pools riding school, livery, dressage and show jumping arenas, and a cross-country course
- Herbies Haven, a Ruretse riding school. livery facilities, breeding and good dressage and showjumping arenas
- The Herbst families in Lobatse, breeding, endurance course and training
- Horseback Safaris, a Maun riding school, small cross-country course, limited arena facilities, horseback safaris
- Lion Park Equestrian Centre, a Crocodile Pools riding school, livery, dressage and show jumping arenas, endurance training facilities
- Odendaalsrus, the Du Plessis farm in Lobatse, an internationally recognised endurance course
- The Philips in Francistown, riding school facilities and arenas
- Selebi-Phikwe Riding Club, riding school facility and arenas
- Whitethorn Stud, a small Gaborone riding school with limited livery facilities, junior and children show jumping and dressage arenas

There are in addition many private yards and other touristic facilities.

We can continue to service our members by assisting them in the provision of top quality trainers and staging competitive events; this we can do by continuing to operate on the current basis. Our membership and participation in International and National events will grow but at a marginal rate. But this is not an ideal scenario for our sport. We wish to see it enjoyed on a much larger scale and enjoyed by people at all levels of our society, in both participative and spectator roles.

The community would benefit far more if we could plough our resources into a permanent base, which can be expanded and improved on rather than putting resources into temporary venues. For example we have had to abandon one of our original cross-country courses, as the cost of using this venue was no longer affordable. We have had to rebuild the course, from scratch, at another venue.

We see our mission as the development of the sport in Botswana with encouragement and support to the embryonic riders in our community.

The administration of the HSB is provided by volunteers and is funded, in part, by a grant from BNSC with the balance from internally generated resources.

One of our largest constraints is that we have no offices or grounds and have to rely on borrowing facilities from the community. We are a very small riding community and in common with such a small and very competitive population there are often 'political'

issues when using one facility before another. So far we have managed these issues but it is becoming more and more difficult to see any expansion of our sport whilst having to rely on borrowed facilities.

We have been very fortunate in the past and have managed to obtain small amounts of sponsorship for individual shows but this sponsorship is not guaranteed.

Currently there are courses available in South Africa for the training of grooms but not all grooms can travel across border and the costs of these courses are very high. Until such time that we can increase the number of local grooms, the main supply of skill for this code remains Zimbabwe. We estimate that there are more than 150 persons employed as horse carers.

The HSB has always had a strategy of taking the sport to the people of Botswana and encouraging competitive sport at all levels both within and outside of the country. We do not intend to deviate from this strategy but we would like to be able to accelerate our ideas through more active participation of our stakeholders in our affairs.

Currently our strategy is executed by helping our existing riders with our support of events and clinics, and by encouraging the various riding yards to extend their facilities, improve them and make them available for events and clinics. We also part-sponsor and actively encourage our members to obtain approved qualifications for teaching and officiating at events.

We have tried an initiative whereby we offered free lessons to school children from several disadvantaged schools. The children accepted this keenly and our members gave of their time and facilities for no compensation. This venture unfortunately ceased after a short while as there was little continuity with the children attending and no consistency with the numbers of children brought to the lessons. We can no longer persuade our members to give their time and assets for no monetary reward if they do not see the result – which they will not see if the children attend in a haphazard fashion.

In order to ensure widespread dissemination of our sport into the Botswana population we try to ensure that our shows are publicized and we encourage spectators to all events. Unfortunately because we use various private facilities the public is not able to identify our sport with one location. We are constantly being asked “But where are you based?”.

Spectator attendance has been very disappointing.

Once a year we co-ordinate volunteer riders to provide a morning's entertainment to around 150 disabled or severely disadvantaged children wherein we provide the children with pony rides and lunch. This event is very popular with all the children who participate and there is eager competition amongst the children to be invited. In 2003 we hosted children from The Cheshire Foundation, The Old Naledi Feeding Scheme - the

Tlamelong Project, Bana ba Keletso Orphan Day Care, SOS Children's Village, Ramotswa School for the Deaf, Bontleng School and Camphill Rehabilitation Centre.

Many of the National Horse Federations internationally have benefited from significant bequests from individuals who are fanatical about the sport. Whilst we have many members in the HSB who are fanatical about the sport, we do not have the wealthy benefactors! For example in Congo the Congolese Horse Federation is supported by one individual who spends hundreds of thousands of dollars on the sport each year in addition to having donated to the Federation extensive facilities in the form of land and buildings. We wish we could find such a person within Botswana.

Several of our member yards have facilities that are used by our Society in staging various events. Some of the yards offer teaching with pupils ranging from absolute beginners to experienced riders. In addition we have a few qualified individuals who are available to visit yards and pass on their knowledge.

Our connections with FEI have opened up the opportunity to participate in International dressage, showjumping and endurance events; membership of FEA has given us further opportunity to participate in competitions further afield. Co-operation within Group IX of FEI is very advantageous to us and we share such matters as the development of rules and regulations.

CURRENT ANNUAL CALENDAR

- **Dressage** – the harmonious development and ability of the horse and rider, which results in a perfect understanding between both the horse and rider. This discipline is often referred as “ballet on horseback”.
 - Training clinics held by Internationally recognised trainers at least once a month
 - FEI provide a world top class trainer/judge for an intensive training week in dressage
 - Five local competitions
 - One International Competition – the FEI/PSI Dressage Challenge

Internationally our dressage ranking within the region as a Federation is second out of six, with our top individual members attaining the positions of third and

fifth. Our best child in 2002 has achieved second in the region and was invited to attend the World Finals in Germany where she represented us with honour.

- **Endurance** – the test of stamina and ability to handle differing terrains over distances ranging from 40 to 160 kilometres. This takes the form of an extended race held over one day with in depth veterinary controls in place to ensure that no horse is stressed so as to affect its recovery and ultimate well-being.
- An FEI sponsored training seminar once a year
 - Six local competitions
 - An International FEI/CEI *** 160 kilometre is held annually in Lobatse

Our riders have been placed in the top four for the past five years in the South African Championships and we had a representative in Dubai, United Arab Emirates competing in the World Masters Final.

- **Equitation** – this is the test of correct riding technique. The horse and rider are taken through a series of tests, which examine the principle that if the rider is imparting the correct riding instructions and aids the horse will respond accordingly.
 - Training clinics are held by an International riding instructor at least four times per annum
 - Two competitions are held each year
- **Eventing** – eventing combines all three disciplines of dressage, cross-country and showjumping. The dressage phase is designed to test the obedience on an extremely fit horse, cross-country is designed to test endurance and boldness and the showjumping phase tests the horse's stamina and accuracy.
 - A safety clinic is offered to all annually wherein riding techniques are addressed with especial emphasis on safety equipment for both the horse

and rider

- Several small training shows
- Two International competitions are held in Botswana every year
- Members who travel to Eventing Competitions outside of Botswana are supported, financially and morally, wherever possible

We have managed to promote one of our riders to ride at the Open level – this is the Region's highest level and a tremendous achievement. The Nations Cup, which is held annually in one of our Group territories, was won by the Botswana team in 2000 with subsequent seconds.

- **Showjumping** – in this discipline the athletic ability of the horse and rider in displaying obedience, accuracy and speed is tested. This aspect of our sport is the most entertaining discipline to watch and it is confined to an arena conducive to spectator participation.

- Training clinics are held by International riding instructors at least four times per annum
- At least six local competitions are held each year
- Two International competitions are held every year
- Members who travel to Competitions outside of Botswana are supported, financially and morally, wherever possible

Internationally our team ranking is 29 th out of 38 countries for Category A with the highest individual placed 249 th out of 523 competitors. In Category B we have a team placing of 10th out of 26 countries with the highest-ranking individual at 38 th out of 274. Our highest individual rider now has sufficient points at Grade B to move to A Grade, which is one step below the highest regional jumping level.

Pony club rallies and camps – opportunities for our children and juniors to receive intensive, free instruction on horsemastership and riding. These are often seen as the highlight in many a child's year! The camp is usually residential and provides the rider with the opportunity to sit the various grading tests.

- There is one event every month for this category of rider
- **Judges and officials** – we have implemented a programme whereby we encourage and support our members to undergo training to progress their qualifications to more advanced levels. In support of this we have FEI regional and local clinics and seminars.

We have recently initiated team competitions incorporating various other sporting codes, for example a competition which encompasses Equestrian sport, golf, football, motor

rallying and fishing. These competitions are very popular and draw entries from several areas outside of Botswana. This is an added cachet to Botswana's tourism industry; once this concept is firmly established we will see more attendance at an International level.

TARGETS AND MILESTONES

- Our target is to establish an independent Equestrian Facility in the next five years. We will actively seek the allocation of land and source finance for the founding of an Equestrian Facility. Once the facility is in place:
 - We will employ a Development Officer /yard manager
 - The Development Officer must aim to visit 12 schools per annum
 - We aim to train at least sixty new riders each year and to further developing other riders
 - We will hold a minimum of four National events in the facility annually
 - We will attract more spectators and sponsors to our permanent base and raise the visibility of the sport; we will have items reported by the media at least every three months
 - We seek to establish at least one facility within the environs of the City of Gaborone
 - We wish to see our membership grow by no less than 25 new members per year
 - We aim to have at least two athletes who are ready to be considered for the Olympic Games of 2016
 - We aim to have athletes representing Botswana in each World Championship
 - We aim to improve our ranking in the Dressage and Showjumping World Challenges
 - We continue in the support of at least as many training clinics and competitions as we currently hold, increasing them where possible, using our own and our members' facilities

RESOURCES

We have the resources of FEI and FEA behind us in the search for a Development Officer who will be a qualified instructor / yard manager. Our members have numerous facilities throughout the country that are accessible to the HSB.

If we can get the basic support in the allocation of the land and a significant contribution towards the infrastructure we can approach various commercial organisations within Botswana and seek assistance from organisations such as FEA to support our venture.

We will continue to raise such income as is possible through membership subscriptions and through the holding of various events.

RISKS

The Society relies on voluntary workers; there is a great risk that impetus will be lost through the natural turnover of committee members. Although many HSB members have shown unfailing support and assistance to both our Society and our sport over many years, and in many instances continue to do so, there is an air of apathy starting to become apparent. As in any sport, a huge amount of effort and time goes into ensuring

success and recognition. Without encouragement we stand the risk of having a community devoid of enthusiastic volunteers.

We have no grounds of our own. There is a risk that our private sponsors will cease granting us advertising / sponsorship money unless they can see that their contribution is being channeled into a location that affords them continued, permanent market impact. Our ability to use members' private facilities is not guaranteed.

Politically Equestrian sport has not the same cachet as some other sports, football for example, there is a risk that we will not be able to attract sufficient sponsors to our sport – the view being held that this sport is elitist. We have constant difficulties in encouraging the mass media to attend, promote and report upon our events. Our continued lack of capacity may impact on our ability to attract and retain both sponsors and prospective athletes.

METHODOLOGY

We will continue to support our members and our sport with a full calendar of teaching and competitive events.

We encourage our members to gain SANEF or equivalent International qualifications for teaching, judging, course building and design. We have initiated our own training and qualifications standards, which are based on International standards and have commenced programmes to establish a local resource. We will continue to apply a high International standard of qualification for Equestrian sport and we will rigorously train and examine our members in this. Our training covers the areas of the various riding disciplines, judging, course design and building, stewardship and horse carers.

We intend to develop and improve rapport with all our members who have established facilities, develop their facilities and extend the usage thereof.

In addition to all of the above on-going support of our sport, we will strive to establish an independent Equestrian Facility staffed by a full time professional. Within the Equestrian Facility we will implement a structured training programme and support as many training clinics and competitions as we can.

With the acquisition of land and financial support in equipping and running an Equestrian Facility we will be able to provide riding lessons at very subsidized costs and encourage more people to participate in the sport.

With our own facility and qualified instructor we will resume our initiative for the provision of lessons to schoolchildren in disadvantaged areas. Our past experience will assist us in designing a programme, which will regulate the participation of the children in this exercise, so that best benefit is obtained. We will, working with BISA, invite twelve schools each year to send us ten of their children for us to develop their athletic skills in Equestrian Sports.

We will launch a publicity campaign wherein we will show the people of Botswana our facility and invite them to visit it. All events will be communicated to the mass media and their coverage of the Sport encouraged.

An initiative to promote our sport through a series of television programmes will be started before the end of 2003.

COSTS AND BUDGETS

The initial basic equipment needed to participate in a competition is:

Riding hat (crash helmet) 400

Jodhpurs 150
Riding boots 250
Gloves 75
Approved shirt 75
Crop (whip) 75
Total 1 075

To this basic equipment must be added a horse (from P3 500 to many thousands) and its tack (from P3 500 to many thousands). This is just the capital cost. The monthly maintenance cost of the care and feeding of the horse is unlikely to be less than P800 per month, and in many months can exceed this several times. Horses tend to fall ill at the most inconvenient times and in the most costly fashion!

Once a rider has acquired the equipment he must then pay for lessons and facilities – this is usually in the range of P50 per hour. We would expect a normal young rider to require at least two hourly lessons each week – this works out to a further P433 per month.

With this high initial capital cost – minimum of P8 075, and the monthly costs, minimum of P1 233, the sport is naturally limited to the more affluent members of our Society.

The total approximation of the recurring budget is as follows:

	2004	2005	2006	2007	2008
Administration					
Membership subscriptions	20,000	25,000	30,000	36,000	43,200
Contributions from Sports Council	15,000	20,000	25,000	30,000	35,000
Interest	2,500	2,750	3,025	3,328	3,660
Grading fees	3,000	3,900	5,070	6,591	8,568
Printing postage and stationery	(5,500)	(6,050)	(6,655)	(7,321)	(8,053)
Subscriptions - internet	(2,000)	(2,200)	(2,420)	(2,662)	(2,928)
Subscriptions - FEI CHF250	(1,750)	(1,925)	(2,118)	(2,329)	(2,562)
Subscriptions - FEA	(1,750)	(1,925)	(2,118)	(2,329)	(2,562)
Subscriptions - BNSC	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
Bank charges	(1,450)	(1,595)	(1,755)	(1,930)	(2,123)
Insurance	(600)	(660)	(726)	(799)	(878)
Medical kit replenishment	(500)	(550)	(605)	(666)	(732)
HSB team equipment	(1,000)	(1,100)	(1,210)	(1,331)	(1,464)
FEI Group IX contributions	(500)	(500)	(500)	(500)	(500)
AGM snacks	(750)	(825)	(908)	(998)	(1,098)
Dinner dance expense	(15,000)	(16,500)	(18,150)	(19,965)	(21,962)
Dinner dance income	20,000	22,000	24,200	26,620	29,282
FEI Group IX - meeting	(1,250)	(1,375)	(7,500)	(1,650)	(1,815)
Clinics and training seminars					
Equitation clinics - expenditure	(3,450)	(3,795)	(4,175)	(4,592)	(5,051)
Equitation clinics - income	3,450	3,795	4,175	4,592	5,051
Visiting judges assisted trucking	(10,000)	(11,000)	(12,100)	(13,310)	(14,641)
Dressage clinics expenditure	(6,000)	(6,600)	(7,260)	(7,986)	(8,785)
Dressage clinics income	6,000	6,600	7,260	7,986	8,785
Events					
Assisted trucking	(1,000)	(1,100)	(1,210)	(1,331)	(1,464)
Endurance riders - national championships	(2,500)	(2,750)	(3,025)	(3,328)	(3,660)
Endurance riders - national championships - INCOME	2,500	2,750	3,025	3,328	3,660

Endurance riders - travel to RSA and Namibia	(1,250)	(1,375)	(1,513)	(1,664)	(1,830)
Endurance riders - veterinary surgeon attendances	(1,250)	(1,375)	(1,513)	(1,664)	(1,830)
Charity Day costs	(2,750)	(3,025)	(3,328)	(3,660)	(4,026)
Entry and trucking FEI courses	(1,250)	(1,375)	(1,513)	(1,664)	(1,830)
FEI dressage challenge expenses	(12,500)	(13,750)	(15,125)	(16,638)	(18,301)
FEI dressage challenge income	12,500	13,750	15,125	16,638	18,301
FEI Group IX Jumping Gauntlet expenses	(8,000)	(8,800)	(9,680)	(10,648)	(11,713)
FEI Group IX Jumping Gauntlet income	8,000	8,800	9,680	10,648	11,713
FEI Group IX Jumping Gauntlet final expenses	(2,750)	(3,025)	(3,328)	(3,660)	(4,026)
FEI showjumping challenge expenses	(18,500)	(20,350)	(22,385)	(24,624)	(27,086)
FEI showjumping challenge income	18,500	20,350	22,385	24,624	27,086
Indian Ocean Classic - 4 nations - trucking	(2,750)	(3,025)	(3,328)	(3,660)	(4,026)
Khatu - children and juniors eventing	(2,750)	(3,025)	(3,328)	(3,660)	(4,026)
Reynolds Gymkhana	800	880	968	1,065	1,171
SA Federation cup	(1,250)	(1,375)	(1,513)	(1,664)	(1,830)
Swapkopmund Intl Team Jumping Event	(2,500)	(2,750)	(3,025)	(3,328)	(3,660)
Net result	(1,750)	5,375	6,405	20,360	29,514
Equestrian centre running costs	(312,000)	(343,200)	(377,520)	(415,272)	(456,799)
Equestrian centre revenues	105,000	136,500	177,450	230,685	299,891
Deficit to be funded for Centre	(207,000)	(206,700)	(200,070)	(184,587)	(156,909)
Contribution from normal running of the Society and reserves		5,375	6,405	20,360	29,514
Net deficit to be funded	(207,000)	(201,325)	(193,665)	(164,228)	(127,395)
Please note if the Equestrian Centre does not eventualise there will be a requirement for Equipment to be purchased of the following:					
PA System	20,000				
Other		6500	8500	25000	30000

The capital budget and the costs of running of the Facility for the five years is:

CAPITAL INVESTMENT

land - at least 40 hectares	not valued
Main building	250,000
Electricity reticulation	10,000
Water reticulation	15,000
Stables for 10 horses	60,000
Loose boxes/stalls for up to 50 visiting horses	25,000
Tack room and equipment store	10,000
Feed room - hay storage	10,000
Staff accommodation	50,000
Office furniture and equipment	25,000
Manager's furniture	15,000
10 horses of varying levels	50,000
Tack for the ten horses	75,000
Grooming equipment	7,500
Lunging arenas	7,500
Dressage arena	22,500
Show jumping arena	20,000
Show jumping furniture and other arena equipment	50,000
Judges boxes	10,000
Tractor and ground maintenance equipment	37,500
Safety and first aid equipment	5,500

One double berth horse box	35,000
One vehicle capable of pulling horse box	95,000
Fencing	60,000
Minimum capital cost, excluding the land	945,500
RECURRENT ANNUAL RUNNING COSTS	
Instructor, yard manager - salary	104,000
Grooms and yardmen - 5	65,000
Horse feed	60,000
Horse medications	6,000
Veterinary costs	14,000
Yard consumables	6,000
Office consumables	6,000
Utilities	24,000
Vehicle running costs	9,000
Maintenance of yard, machinery and equipment	18,000
	312,000
ANNUAL RECOVERIES OF COSTS	
Hire of venue	25,000
Surplus on events	15,000
Lesson revenue	65,000
	105,000

EVALUATION

At each of our regular committee meetings the committee will review our membership position and the achievements of our members for the previous period. Providing the committee sees an increase in our membership and that our members continue to participate in events both locally and regionally, the committee will be able to accept that our normal responsibilities are being met.

Annually we will invite our members to review our progress and to assess whether the HSB is meeting its objectives.

When the Equestrian Facility is established we should see a quick increase in numbers of members and riders and a much-improved public image. The general public must be aware of the location and activities of our Equestrian Facility and spectator participation at events will be monitored.

We will evaluate the quantity and quality of the competitions being run and the training offered through clinics and ensure that this is improving.

Measurement has to be based on the participation of athletes in our sport and the establishment of the Facility.