



WBFSH Strategic Plan 2026–2030

(Presented at the GA-2025 South Africa)

Mission

To lead the global sport-horse breeding community through advocacy, ethical standards, collaborative service provision, and innovation—ensuring sustainable, transparent, and welfare-focused breeding practices worldwide.

The World Breeding Federation for Sport Horses (WBFSH), representing over 80 member studbooks across disciplines including dressage, show jumping, and eventing, plays a pivotal role in aligning breeding excellence with the evolving demands of international sport and welfare regulation. The 2026–2030 Strategic Plan reflects the Federation's intent to not only safeguard the legacy of performance horse breeding but also to embrace the responsibilities of a modern, knowledge-led, and globally collaborative industry actor.

Strategic Pillar 1: Representation and Ethical Leadership

Objective:

Position the WBFSH as the globally recognised representative and advocate for sport-horse breeding, rooted in voluntary standards, breeder recognition, and policy influence.

The WBFSH's unique status as the sole international body linking studbooks with the FEI (Fédération Equestre Internationale) grants it a platform to advocate for breeders' interests while promoting harmonised practices on emerging issues such as DNA verification, reproductive ethics, and traceability.

Key Actions:

1. Develop Voluntary Standards:

- Publish international codes of best practice on breeding ethics, including DNA verification, cloning, gene editing, and assisted reproduction technologies (e.g. OPU/ICSI).
- Translate scientific developments into actionable guidance that respects animal welfare and genetic integrity.
- Promote member adoption through voluntary pledges and inclusion in recognition schemes.

2. Policy Advocacy and Influence:

- Collaborate with the FEI, European Commission, and the European Horse Network (EHN) to promote traceability, breeder recognition, and ethical policies.
- Engage with emerging equine legislative frameworks (e.g. Animal Welfare Strategy, CAP 2023–2027) to position WBFSH standards as reference tools.



3. Breeder Recognition and Cultural Promotion:

- Promote formal recognition of breeders on FEI starting lists, Olympic entries, and championship results.
- Establish the "Legacy Award" to celebrate lifelong contributions to equine breeding, enhancing public appreciation and visibility.
- Expand use of storytelling—video interviews, breeder profiles, podcasts—to bridge sport and breeding communities.

Milestones:

- DNA Verification Protocol: Draft and consultation complete by Q4 2026.
- Welfare Charter: Finalised and adopted by Q4 2026.
- Annual Position Papers: Published from 2026 onward.

Strategic Pillar 2: Service Provision Across the Breeding Chain

Objective:

Expand and enhance services to studbooks, breeders, and industry partners, creating value and sustainable income streams for WBFSH and its members.

As the equine sector increasingly depends on data, traceability, and recognition schemes to meet both consumer expectations and regulatory requirements, WBFSH aims to become the go-to resource hub for sport-horse breeders worldwide.

Key Actions:

1. Enhance Existing Services:

- Modernise and expand digital services: dynamic website, live webinars, multimedia content, and monthly newsletters.
- Improve impact and accessibility of the WBFSH Rankings, World Breeding Championships, and SOI (Studbook of Origin Index) Reports.

2. Develop Targeted Services for Sector Stakeholders:

- Design and launch the WBFSH Quality Label—a voluntary compliance mark awarded to the studbooks. (Concept: studbooks ranked according to a points system, based on a list of criteria to assess best practice)
- Lobby for record keeping of reproductive techniques.
- Establish the jumping team competition into a sustainable event, with a view to extending to the other Olympic disciplines and young horse circuits.

3. Build the WBFSH Data Platform:

- Establish a business plan, project contract and milestones,



- Create an integrated digital toolset providing performance-linked breeding values, genetic traceability insights, and predictive analytics for breeders and industry partners.
- Invite phased adoption through a beta programme for early-adopter studbooks.

4. Clarify the concept of Digital Passports

- How can they be implemented in the future, taking into account approaches of integration with other stakeholders, with consideration of protection of the individual studbooks' data.

Milestones:

- Quality Label Pilot Launch: Q4 2027.
- Breeder Services Platform (Beta): Q2 2028.

Strategic Pillar 3: Global Advancement of Breeding Excellence

Objective:

Support international cooperation, scientific innovation, and harmonised data frameworks to enhance transparency and performance in sport-horse breeding.

Modern breeding is increasingly influenced by emerging genomic technologies, cross-border semen trade, and public scrutiny of animal welfare. WBFSH seeks to lead by aligning tradition with innovation.

Key Actions:

1. Resume and Reinforce Data Standards Projects:

- Relaunch the International Breeding Values Project, paused due to funding limitations, and integrate with public databases where feasible.
- Develop consensus-based protocols for cross-border horse data transfers (e.g. UELN-based extensions).

2. Research and Knowledge Networks:

- Revive the WBFSH Research Advisory Board (SAC) drawing on academic partnerships (e.g. EAAP, universities, Hartpury).
- Influence global breeding research agendas through strategic grants and position papers. (consider Erasmus funding from the EU for European-zoned projects)

3. Dissemination and Education:

- Organise thematic conferences, regional breeding seminars, and expert-led webinars.
- Publish breeder-focused education materials aligned with current welfare and scientific findings.
- Integrate breeders as expert panellists and workshop leaders in global horse events.

**Milestones:**

- Breeding Values Relaunch: Q4 2029.
 - WBFSH Breeder Education Series: Launch Q1 2027.
 - Global Breeding Summit: Annual from 2027.
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Strategic Pillar 4: Organisational Capacity and Stakeholder Collaboration**Objective:**

Professionalise WBFSH operations, improve governance structures, and build inclusive mechanisms for member and breeder engagement.

The ambition of the plan requires transparent operations, dedicated staff, and clear governance structures that distribute execution responsibility while preserving the WBFSH's federated character.

Key Actions:**1. Strengthen Internal Governance:**

- Clarify WBFSH's role as a facilitator—not a regulator—of standards and services.
- Update statutes to align with new initiatives (e.g. mandatory DNA, welfare charter).
- Publish a Members' Hand Book, harmonising expectations and compliance commitments.

2. Professionalise Management and Delivery:

- Develop staffing models to reduce dependence on Executive Committee volunteers.
- Outsource specialised tasks (e.g. platform development, legal drafting) where cost-effective.
- Implement annual operating plans tied to strategic milestones.

3. Foster Stakeholder Co-Design and Buy-In:

- Launch working groups, online forums, and feedback sessions for breeders and studbooks.
- Use pilot schemes to test and refine new initiatives with early adopters.

Milestones:

- Governance Reform Package: Adopted by 2027/2028.
 - Resourcing Plan and Budget: Published 2027/2028.
 - Stakeholder Consultation Framework: In place by 2027/2028.
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Monitoring, Evaluation, and Risk Management

To ensure accountability and resilience, WBFSH will embed continuous evaluation into its operations.

- **Annual Review Reports:** Document and publish progress against each strategic action.
- **Risk Register:** Maintain and review annually during the in-person joint meeting, covering funding risks, political shifts, member disengagement, and reputational issues. – to be included explicitly in the annual plans
- **Contingency Planning:** Each project to include fallback strategies, defined resources, and governance triggers.

Conclusion

The WBFSH Strategic Plan 2026–2030 is a bold declaration of purpose that seeks to elevate global sport-horse breeding standards through collective intelligence, science, and ethics. With more detailed planning, expanded stakeholder ownership, and a sharpened operational focus, WBFSH is poised to not just influence—but actively shape—the future of breeding in the 21st century.