

### **Continental Associations**

#### **OSAF Executive Board 11<sup>th</sup> July 2015 – CA Working Party Forum**

A submission from Sailing Cook Islands, the Fiji Yachting Association, Guam Sailing Federation, Vanuatu National Sailing Federation

#### **Purpose or Objective**

To provide ISAF President, Executive Board, Council, the ISAF 2015 Annual Conference and the ISAF Secretariat the opportunity to consider the outcomes from the OSAF Continental Association MNA working party; and to receive these recommendations from the OSAF Executive Board.

In response to the appointment of the ISAF Continental Association Working party and the request of the ISAF President for consultation with MNA's, OSAF facilitated two MNA forums, the first in Suva Fiji during the ISAF YW ENP Oceania Clinic between the 26<sup>th</sup> April and 3<sup>rd</sup> May 2015; the second during the 15<sup>th</sup> Pacific Games in PNG between the 3<sup>rd</sup> and 11<sup>th</sup> July 2015. The OSAF Congress was held on the 10<sup>th</sup> July 2015 at the Royal Papua Yacht Club and the Executive Board met on the 11th July 2015.

#### **Proposal**

##### **1. Oceania Sailing Federation (OSAF) agreed priorities**

1. CA's employ a Regional Development Officer with responsibilities for development, coaching, education and training at all levels. Funded by ISAF
  2. CA's develop an accessible national training centre in each MNA and at one continental centre which is designed to provide access to Equipment – eg optimist, laser, windsurfer and double handed training boats at realistic costs. Funded by combined ISAF, CA's and MNA's sources.
  3. ISAF provide, collate and distribute to meet the needs of all education, training, development and coaching materials to CA's and MNA's including past successful examples
  4. ISAF simplify racing rules adopting one set for basic racing and one for Olympic racing
  5. ISAF introduce policies allowing relaxed local construction rules for development classes
  6. ISAF and CA's annual events calendar shall prioritize and integrate world champs, continental games & big event plus class champs streamlining qualification pathways. ISAF will allocate funding to CA's for agreed CA competitions
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7. ISAF governance function will integrate CA's in a modern global business framework adopting common policies, systems and best practice
8. ISAF allocates one member services person, at its cost, to manage all CA communications, websites and knowledge libraries in support of its constituents
9. CA's prepare a 5Yr Strategic and an Annual Operational Plans with KRA's, costed targets and secured source of funds to deliver this Plan; ISAF consolidates these into ISAF's 5Yr Strategic and Annual Operational Plans. CA's to negotiate and agree with ISAF the funding for programs within the ISAF Budgets.
10. CA's project their MNA needs and unique national character, presenting Continental Sailing and their Development Partners, Regional Institutions, Governments and Continental & National Olympic Committees, enabling ISAF to fully integrate and represent International Sailing as a comprehensive fully engaged Federation with its partners in development, management & resourcing the sport of Sailing for education, health & lifestyle purposes.

## **2. Detailed OSAF "Grow Sailing" Development Priorities**

### **1) Equipment**

- a) The equipment to grow development pathways for Sailing in Oceania is simplified to the following:
    - (1) Optimist, RS Tera, Laser 4.7, Laser radial, Laser standard, Hobie 16
    - (2) RS Feva, 2 handed training equipment for crewed sailing, mixed, youth, women, girls, community, social and safety outcomes.
    - (3) Kites, Boards, Community equipment – Supboard & Paddle Board
    - (4) Traditional Classes, Lakatoi, Vakas, Outrigger canoe (a simplified design in plastic or carbon fiber, modern materials)
  - b) One National Sailing Centre, the minimum delivery mechanism:
    - (1) Training centre, secure admin, sheds, boat racks and coach facilities
    - (2) Refurbish existing equipment and/or new equipment and parts.
    - (3) Community Sailing equipment, selection from above - Supboard (paddle board and windsurfer combo) into every Sailing Club could expand community water sports value
  - c) Oceania Continent needs this inventory of accessible boats and pathway classes from 8yrs to 80yrs, male & female, single & double handed, integrating modern and traditional classes, community water sports from participation to high performance. Sailing then offers similar access as other Sports.
  - d) ISAF review its recognised and future class acceptance with a view to encouraging greater participation through approval of more attainable boats at a reasonable community sports pricing.
  - e) ISAF to review policies regarding local construction for development classes
  - f) Beyond participation levels equipment will be identified by competition pathways and class development will follow the Olympic class pathway
  - g) Continental centres will establish Olympic equipment – see section on Training Centres
  - h) Combination of ISAF/OSAF, Commercial Sponsors, Development Partners, ONOC and Government funding will facilitate Equipment acquisition budget
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**2) Coaches and Officials**

- a) Urgent need of trained Coaches across all MNA's in CA Oceania.
  - (1) National courses where numbers justify
  - (2) Sub regional courses where combining numbers is efficient
  - (3) Use established national equipment centres to enable immediate mobilization of coach training programs.
  - (4) Coordinate sub-regions in Melanesia, Micronesia and Polynesia
  - (5) Combine Learn to Sail (each class), level 1, 2, 3 subject to need with coaches from within Oceania (Plan under action)
  - (6) Instructors shall be OSAF/OSEP qualified and active within CA Oceania.
  - (7) Combine training course and learn to sail regatta over 6 days
- b) Second wave of courses ensures the cycle reaches level 3 within 18 months and across 4 development classes within 2 years.
- c) Introduce OSAF OSEP coach course certification and qualification systems
- d) Important that courses provide education qualifications, rather than participation only certificates. Oceania integrates with Schools teacher qualifications for sports curriculum courses (eg NCEA).
- e) ISAF to satisfy these national and continental needs with regular seminars and clinics organised by CA's
- f) Support from ISAF existing and modified programs being delivered by CA engaging MNA's within the region
- g) All training programmes will best be "OSAF approved" or accredited. This should not prevent a range of "start-up" collateral being developed by CA's to support new MNA's. The idea is to satisfy enjoyment and make it easy to commence sailing as an educational "water wise" program
- h) Training to be supported online and sharing existing MNA collateral
- i) Instructors will be certified in our education systems and be able to instruct to qualify teachers in Sailing within our Government Education systems.
- j) Essential to simultaneously grow race management/officials/volunteers and supporter club development pathways.
- k) ISAF provide budget for CA's to establish these educational programs. Note these may be reallocations of existing training program budgets

**3) Sailing Development Officers (SDO's) and Regional Development Officers (RDO's)**

- a) OSAF to employ a Regional Development Officer who support NSO's and their SDO and the NSO strategic plans, coordinate and mobilise coaches and official. SDO's will provide training and advise to NSO's and RDO's to SDO's
- b) ISAF and the CA will work together through the RDO to increase sailors, coaches and officials, particularly in marketing the sport, recognising languages, country traditions, culture, education systems and bringing common plans into fruition.
- c) ISAF work with CA's to accredit NSO's and to provide all levels of training, development and coaching materials to SDO's and RDO's
- d) CA's need RDO's and regional coach framework. Oceania is currently developing this system.
- e) Many small nations have no established Sailing; however have enthusiasm and knowledge of traditional Sailing as a core framework for our sport.
- f) Small nations are capable to respond immediately to close gaps with a SDO living within these environments.
- g) CA's SDO's and RDO's will best be employed from within a Continental region
- h) ISAF will fund the cost of one RDO in each CA. TORs will report to the CA Executive Board through the Secretary General or President as appropriate. RDO's will be ISAF approved and hold CA qualifications

**4) Events Calendar**

- a) CA's will work within the ISAF events calendar, with the ISAF World Events taking precedence over all other events.
- b) Continental Calendars should be set around the ISAF Events calendar of Class Worlds and Olympics so that the participation in these events is optimal
- c) Continentals should plan events for maximum regional participation, eg around school holidays
- d) The ISAF and CA calendar should be set as far out as possible to allow CA's to schedule events around "like" ISAF events and facilitate Continental Games and "big" Continental events
- e) A review by ISAF of the racing rules to take into account the specific needs of CA's for basic rules applicable to development events and MNA's for learn to sail and Olympic racing
- f) ISAF will assign Event sponsors and event shares of sponsorship moneys in return for branding, or ISAF will approve an annual events grant to CA's

#### **5) Communications Sales & Marketing**

- a) Develop and support modern CA websites for widespread communication
- b) Digital media, twitter, facebook, need to be supported and must stay current
- c) Financial support from ISAF and well resourced MNA's will link Sailing globally
- d) ISAF Website to have direct links to all CA websites
- e) Sales & Marketing of ISAF as an international brand when linked to CA's will raise standards and value up our product. Sailors, Events, Results and ISAF TV
- f) Commercial Sponsors and Development Partner strategies gain benefits where ISAF CA's are included as co-brands, events and products to a global sponsor, Regional or International Development Partner. As strategies mature revenue shares will be assigned to CA's budgets

#### **6) Governance and administration**

- a) CA's will, through an agreed restructure or alignment of constitutions and strategic policy is the regional Continental Assns of ISAF. This corporate restructure will define management and governance responsibilities and simplify the control, command and coordination of the sport of Sailing as a business. Efficiencies achieved will reduce overall governance cost and raise the professional performance and delivery of our Sport. Funds will be redirected into sustainable development and investment in high performance
  - b) CA's require a dedicated RDO to manage development in the CA, the event & development program calendar. Finances, communications and administration can be shared between volunteer and contracted appointments.
  - c) In principle regional CA centres will more easily achieve working relationships, combining resources, needs and common objectives in an economical continental structure thus simplifying ISAF Secretariat structure.
  - d) CA can make submissions to ISAF
  - e) One direct representative appointed by each CA to the ISAF Executive
  - f) ISAF Executive Board of 12 members max with no Council
  - g) CA Responsibilities/authority to select the MNA's to conduct ISAF seminars and clinics and market them in the region, these will be ISAF accredited
  - h) Integrate IOC Values and ONOC Athletes Commission & Voices of the Athletes, OSEP, ORADA, OSIC Programs
  - i) Integrate IOC Solidarity grants with ISAF Budgets and Donor partners
  - j) One of our challenges is our remoteness and therefore the need to efficiently use the resources of each CA. There is a direct connect between accessing these resources for capacity building and supporting & sharing CA events, knowledge and technology between our CA's regionally. CA's Continental neighbor relationships are our closest sailing partners and source of benefits.
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**7) National and Continental Training Centres (CTC)**

- a) Increasing participation is a key driver to grow Sailing
- b) Establishing National and Continental Training Centres will achieve this goal and mature the benefits from learn to sail, training, events and integration of development activities.
- c) All MNA's in Oceania have either developed strategies or have strategies in place to achieve a National Training Centre to locate equipment, sailing courses and facilities, centralize coaching and training of national squads and teams. Sailing must be accessible to community without the additional cost of equipment. Establishing a National Training Centre is one sure way to achieve this competitiveness and sustainability.
- d) To increase the conduct of Sailing as a sport in Oceania we are focusing on the concept of mobile regattas. Fleet of boats, in location ready containers and shipped to MNA's and locations suitable for competition and events. These mobile regattas are cost effective ways to provide Sailing on the calendar of Multi-Sport Games and MNA's. Mobile regatta fleets are suitable for National Training Centres and Continental Training Centres and offer an additional revenue source for the equipment of a Training Centre.
- e) ISAF and mature sailing MNA's need to review the collective benefits from a global growth worldwide of their sport. This strategic change is over time at no cost to ISAF or the individual MNA but has a massive gain for the sport of Sailing if the strategy is successfully implemented. Failure to achieve globalization of our sport can only limit its future potential and risk its Olympic status.
- f) Develop a commercial model for MNA's National Sailing Centres and a Continental Training Centre (CTC). A CTC creates the opportunity to partner sailing with Education, Training, Health, Maritime Industry, Sports Tourism, Employment and our Oceania Maritime environment. The combination of water sports, safety at sea, maritime certification, education institute with a Sailing Training Centre adds value to the sport as an economic contributor.
- g) Develop collateral for sponsorship and central government funding
- h) Centres will aim to become CA centres and ISAF accredited
- i) Continental Training centre will share best practice, create employment and support volunteerism and improve the affordability of sailing globally.
- j) OSAF has approved establishing a Continental Training Centre in Suva, Fiji, and is considering sub-regional centres based on our cultural Polynesian, Micronesian and Melanesian heritage as additional viable centres.

**8) Budgets and Funding**

- a) Detailed budget reporting cycles to be established. It is envisaged that a start up annual budget of US\$100,000 will be required to provide salary and logistical support for the RDO to each CA
- b) As the development of Sailing is a constitutional obligation of each CA the ISAF will align its budgets to this responsibility and also reallocate Technical and Race Officer Courses Budgets to CA's.
- c) KRA's and a business plan will be developed in consultation with ISAF
- d) All MNA's to receive an annual administration support grant to deliver core Governance obligations

**9) CA Annual Reporting & Business Planning Timelines**

- a) Annual Audited calendar year CA report to ISAF 4 months after balance date.
  - b) MNA's prepare 5 YR Strategic and Annual Operational Plans,
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- i. agree KRA's and measurable targets and commitments from MNA's and Development Partners
  - ii. Establish the revenue sources and feasibility of the operational plan
  - iii. Cost this plan and signoff on each partners contribution, and
- c) Report to CA Congress within 6 months after balance date
- d) CA's deliver to ISAF within 4 months of the commencement of each first year of the 5year business plan.

### Current Position

The ISAF Constitution and strategic and operational policies acknowledge Continental Associations as Associate members without voting rights, speaking rights or participation in the business of ISAF and its MNA members.

### Reason

1. CA's are active Continental Sailing Organisation representing the Development of Sailing in their region.
  2. CA's are the first line of communication, information and assistance for the majority of MNA's in their region.
  3. CA's are established by constitutional authority approved by ISAF. CA's are an active appointed executive board elected by member MNA's at Congress to represent them.
  4. CA's have the regional knowledge, experience, collective, continental understanding of Sailing and its development.
  5. CA's significant value to ISAF is lost by the current limitations upon the membership status of CA's
  6. The current constitution of ISAF be amended to reflect the significant value of the Continental Association infrastructure to ISAF
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