

**ISAF Youth and Development Committee**  
**Four Year Development Plan**  
**November 2008-November 2012**

**Vision**

- Increase Participation In Sailing Worldwide
- Promote Sailing As A Lifetime Sport

**Delivery Method**

- Partnership
- Expansion
- Promotion
- Information

**Priority Outcome**

- Strengthen existing MNAs
- Attract new MNAs

**The success of development depends on everyone involved in ISAF working together towards the same vision**

## INTRODUCTION

A survey conducted by ISAF revealed that many MNAs do not have a structured approach to the development of sailing, were experiencing a decline in sailing activity and all expect ISAF to give support and guidance. Activity in each country varied but it was evident that countries were looking for help in different areas of the sport.

The ISAF Member National Authorities which make up the membership of the International Sailing Federation are the administrative and operational building blocks for the sport of sailing – on both national and international levels. The continued development of sailing around the world can only be achieved by responsible MNAs who are prepared to work in partnership with ISAF to meet this obligation. The opportunity for MNA interaction with national, regional and international organizations to establish mutual alliances will be enhanced through active participation in ISAF.

Sailing is a complex sport. MNAs need to be competent in a large number of different skills across a range of disciplines and activities if they are to develop sailing and achieve success in world competition. Many MNAs do not have the knowledge, skill and resources to achieve their goals.

Successful growth and development of sailing will derive from activities undertaken at grass roots level led by Member National Authorities, Classes and Continental Associations who will play an integral and crucial role in achieving success in participation and competition.

ISAF must develop and enhance partnerships both internally within ISAF and externally with other organizations. Partnerships are crucial in the development of our sport. They make us stronger, more secure, increase possibilities and increasingly are a requirement for accessing all kinds of funding. It is essential that ISAF develops active partnerships with other organisations in the sailing and sports world. Partnerships at this level make partnerships at MNA level a reality. For example, the industry has a vested interest in further promoting sailing and it is therefore inevitable that a closer relationship should be developed.

Olympic medals are one of the goals for many of our MNAs, whether this is short term or long term. Funding for development is very often dependent on Olympic success. If we look to our currently successful Olympic nations, underpinning this success is a strong training and development programme. Only from a broad participation base will sustained Olympic success be achieved.

All sports need to grow. Sailing will maintain its position as an Olympic sport by encouraging more countries to embrace sailing and join ISAF. Those countries will then need support and information to develop strong sustainable structures. ISAF needs to improve the quality and quantity of information easily available to MNAs. ISAF also needs to actively promote sailing to a wider audience.

The role of ISAF, as an International Sports Federation, is to empower MNAs and optimise their ability to deliver their own solutions. ISAF driven support systems are needed to give MNAs information and guidance on a range of development essentials.

Development initiatives are at a very early stage within ISAF and there is a need to set up structures, systems and processes that are efficient yet equitable. The focus for the next four years must ensure development follows a logical strategy and goals rather than piecemeal initiatives. To identify the structure, systems and processes and progress and run this operation, a dedicated development resource in the office will be essential.

The ISAF Development Plan must also be supported across all areas of ISAF. For example, if we decide to focus on 5 countries to support and develop during 2010, then as appropriate this must be reflected in the work of other ISAF Committees.

Through this plan, ISAF will become more proactive and promote the sport of sailing to the rest of the world. We have a fantastic, lifetime sport for the 21<sup>st</sup> Century; we need to tell the world.

The proposals in this plan are specifically to deliver against the following objectives of the ISAF Strategic Plan:

Objective 1 – Sailors

Objective 2 – Participation

Objective 6 – Accessibility and Equipment

## DEVELOPMENT PLAN - DELIVERY

### Partnership

**Develop key partnerships internally and externally to the benefit of all**

<b>MNAs</b>	<ul style="list-style-type: none"><li>• Establish closer relationships with all MNAs and seek their input on ISAF services/support</li></ul>
<b>Continental Associations</b>	<ul style="list-style-type: none"><li>• Develop the role of Continental Associations and establish a direct relationship between ISAF, Continental Associations and MNAs</li></ul>
<b>Classes</b>	<ul style="list-style-type: none"><li>• Establish closer relationships with ISAF Classes and co-ordinate development activity</li></ul>
<b>Industry</b>	<ul style="list-style-type: none"><li>• Enhance and expand relationships with industry to support development of the sport</li></ul>
<b>Organizations</b>	<ul style="list-style-type: none"><li>• Maintain and develop relationships with IOC, ASOIF, Regional Games, NOCs etc</li></ul>
<b>Youth Foundation</b>	<ul style="list-style-type: none"><li>• Establish the Youth Foundation and implement function</li></ul>

### Expansion

**Achieve growth of ISAF MNAs and encourage new MNAs where there is realistic potential for sustainable development**

<b>Communication</b>	<ul style="list-style-type: none"><li>• Ensure an efficient and effective communication flow to internal audiences, MNAs, Continental Members, Classes, Committees etc, establish an MNA intranet</li></ul>
<b>MNAs</b>	<ul style="list-style-type: none"><li>• Increase the number of ISAF MNAs and develop a strategy to target and recruit new MNAs</li></ul>
<b>Opportunity</b>	<ul style="list-style-type: none"><li>• Identify other opportunities to develop sailing, such as national partnerships between sailing any other sports in that nation, education systems</li></ul>

## Promotion

### Promote sailing as an accessible lifetime's sport

<b>Values</b>	<ul style="list-style-type: none"><li>the values of sailing must be communicated globally and cascade from ISAF through to all levels of the sport and stakeholders. Focus on the educational, physical, moral and social values.</li></ul>
<b>Image / Branding</b>	<ul style="list-style-type: none"><li>the image of sailing needs to be branded to include a clear logo and slogan expressing what sailing represents. (<i>Look at common branding for ISAF family</i>).</li></ul>
<b>Heroes</b>	<ul style="list-style-type: none"><li>Create heroes to promote the sport – identify Ambassadors who can partner with ISAF to promote sailing both internally (within sailing) and externally.</li></ul>
<b>Recognition</b>	<ul style="list-style-type: none"><li>Recognize development achievements through initiatives such as the ISAF Development Award.</li></ul>

## Information

### Provide information and guidance to new and developing MNAs, and other partners, relating to sports development

<b>MNA Guidelines*</b>	<ul style="list-style-type: none"><li>Publish MNA guidelines on Sports Development (<i>priority is National Training Programme</i>), Competition, Marketing etc <i>* The MNA Guidelines relating to MNA Structure, Governance etc will be undertaken as a separate project.</i></li></ul>
<b>Knowledge Transfer</b>	<ul style="list-style-type: none"><li>Develop and encourage systems of gathering and sharing information (<i>website, seminars, intranet etc</i>) between, ISAF, MNAs, Classes, Clubs, Events Organizers, sponsors etc</li></ul>
<b>Website</b>	<ul style="list-style-type: none"><li>Develop and publish development information on the website</li></ul>
<b>Data Collection</b>	<ul style="list-style-type: none"><li>Implement a centralized ISAF database to maintain key information on the sport, for access by ISAF and partners, and to track participation in and the development of the sport</li></ul>