

ISAF DEVELOPMENT STRATEGY

To receive a paper from the Development Strategy working party on International Development Strategy – International Youth Development Charity

Working Party Members:

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1.0 INTRODUCTION

- 1.1 The Development Strategy Working Party, formed in Sydney in November 1999, has so far defined the overall problem of encouraging developing* countries. They have identified the importance of communication and the importance of communicating with key people.
- 1.2 Of the approximately 110 Member National Authorities (MNA's), it is estimated that some 55 have training programmes. Most are in developed or developing MNA's. Clearly any development at an International level should be strategically directed at those countries that do not at present have youth development or training programmes. Countries may be usefully categorised as follows.
 - 1.2.1 Developed MNA's
 - 1.2.2 Underdeveloped MNA's
 - 1.2.3 Un-developed, non-members of ISAF
- 1.3 Clearly the greatest development opportunities exist in the last two categories. Particularly challenging are likely to be those countries that are not yet members of ISAF and where sport sailing is un-known, or undeveloped. ISAF Learn to Sail Training Programmes have been conducted in various parts of the World on a demand led basis and funding is thought to be a limiting factor in some countries that could most benefit. Olympic Solidarity funding has been suggested as a means of mounting programmes in under-developed countries, although only a limited amount of assistance has been obtained for sailing, at elite level, from this source so far.
- 1.4 *"It was noted that in the initial stages of establishing such programmes, many developing countries need financial assistance to progress"* (Minute 4 of the Training and Development Committee dated 9 November 1999) The issue of additional resources is seen as a key factor to establish grass roots training in under-developed countries
- 1.5 Outreach training does not always leave an "image" of what may be achieved. An outside expert can provide a veneer upon the local situation that may be developed, but cannot hope to be aware of all of the local constraints to development. The "big picture" of a developed training and coaching programme cannot easily be exemplified in this

way and there is a need for greater opportunities to learn from direct experience of developed MNA systems. (see 3.2.2 below)

(Note: “developed” and “under-developed” are referred to in terms of sailing, rather than economic, social or political terms, although it is recognised that those factors may coincide.)

2.0 CONSTRAINTS UPON DEVELOPMENT

2.1 Whilst availability of sufficient local funds to mount an ISAF *Learn to Sail Programme* is important in starting to develop a national training scheme, it is not the only constraining factor. Basic factors required include:

2.1.1 Access to suitable training water, together with launch & recovery facilities

2.1.2 Boats & other equipment suitable for training purposes

2.1.3 Training personnel

2.1.4 Equality of opportunity to take part in the sport

2.2 Inadequacy in any one of these factors will be a barrier to training and to the development of the sport of sailing in that country or region. Development of sailing may well involve grappling with basic social, economic, cultural and religious issues in order to overcome those barriers.

Examples Required

Are there examples of successful introduction and development of sailing, which have overcome some of these problems that may be exemplified?

2.3 Clearly, resources to mount ISAF *Learn to Sail Training Programmes* are important but are not likely to be the only constraining factor on the effectiveness of such programmes. In order to promote a successful development programme, all of the factors identified (2.1.1 – 2.1.4 above) must also be in place.

2.4 In terms of cost and constraints on development, availability of boats is probably the key factor. Whilst basic training could be conducted in almost any local boat, availability of at least some of the acknowledged International racing boats (Laser, 420 etc) is essential for a targeted youth development programme.

2.5 In developed countries boats that are suitable for training are withdrawn from service and ‘retired’ from sailing schools in many cases whilst still with a residual training life. Whilst they have but little economic value, they may be invaluable to an underdeveloped or undeveloped nation. *The Welsh Yachting Association (Regional Council of the RYA) had four 420’s for sale at a low price and could not find a buyer in U.K. They were eventually sold at a reduced price to Mozambique where they are reported to be providing an invaluable resource.*

3.0 WHAT IS NEEDED

- 3.1 The importance of identifying key people has already been recognised in the *Report of the Development Strategy Working Party*, but positive steps will still be required to link them with the wider sailing world. In particular it will be important that at least one of those identified becomes a “champion” for the sport in their own country and that they have sufficient support from ISAF and the world of sailing to enable them to be effective.
- 3.2 In order to succeed, a development programme should seek to establish the following:
- 3.2.1 A “Champion” This may be someone with a government or military background who is sufficiently altruistic to encourage the sport in their country. It may be a wealthy patron, or it could be an enthusiastic member of the existing sailing community. It could also be an appointed National Coach or National Development Officer. Indeed, there may be more than one “champion” and it could be any or all of the above working in harmony. However established, it is vital that adequate administrative resources are available to enable progress of the programme.
- 3.2.2 A Sound Administration This is one of the most important factors. Without sound administration, none of the other issues will be properly dealt with. It is particularly important that administrators gain experience quickly and have an opportunity to gain from well-established administrative systems in developing MNA’s. One way to achieve this would be by the establishment of scholarships, for administrators, to developed MNA’s, possibly with funding from Olympic Solidarity.
- EXAMPLE**

In Singapore, a relatively ‘developed’ MNA, the sailing programmes only took off after full time administrators were employed to handle the publicity, registrations, allowances for coaches, logistics etc.
- 3.2.3 Access to Safe, Suitable Water
This does not need to be an elaborate provision as quite small area’s of water may provide successful programmes. However, safety is essential and guaranteed access, both in terms of land ownership and rights of access, as well as suitable launching points. In some countries this may prove quite difficult for economic, environmental or cultural reasons.
- 3.2.4 Sailing Boats Availability of sufficient, suitable training boats is fundamental and is a key issue in this paper. It must be stressed that in order to enable a proper programme of development a range of recognised International Class Racing boats must eventually become available.

- 3.2.5 Instructors and Coaches These key personnel should be encouraged to evolve on a local basis, whilst providing positive links to the wider sailing world. A “buddying” link to an established instructor/coach in a developed nation, with compatible language and culture, could be an important means of achieving this. A distinction should be drawn between “instruction” and “coaching”. In the early stages of a national development programme, emphasis should be on “instruction”, rather than “coaching”. An ISAF *Learn to Sail Training Programme* may be an important means of pump priming a national Instructor Development Strategy.
- 3.2.6 Personal Sailing Equipment The need for personal sailing equipment will vary, according to climate, but in all cases some form of buoyancy aid is essential. There may also be a need for spray tops, wetsuits and footwear. Ideally, this equipment should be new, but, once again, there may be quantities, used but serviceable, available from sources in developed countries.
- 3.2.7 Support Boats and Equipment Sophisticated support or “rescue” craft used in developed countries can be very expensive and may not be necessary in all cases. Rapid rescue is important in cold water and will not be a factor in warm water countries. Local rowing, paddled or even sailing vessels may well provide all that is necessary.

3.3 3.2.1, 3.2.2 and 3.2.4 must be established or provided locally. 3.2.3 and 3.2.5 is unlikely to be available locally in an under/undeveloped country and will require input of financial resources to achieve. 3.2.6 may be at least partially provided on a local basis, but may require some financial input. In each case, imported equipment will cost possibly scarce foreign currency.

4 WHERE WILL RESOURCES COME FROM?

- 4.1 It is likely that amounts (un-quantified) of used boats and other equipment, with low market value may be available in Developed MNA's. At the same time a newly introduced development programme, or an existing programme in an under/un-developed Nation will produce a demand for equipment.
- 4.2 Even if used equipment sources could be accessed and made available, there remains the problems of residual value, transport costs and the logistics of their transfer to sailing centres in those countries that need them most. This will all cost money.
- 4.3 What is required is an altruistic response by developed nations, through ISAF, to provide support and particularly equipment, both used and new, to enable development programmes in those countries where sailing as a sport is as yet unknown. It needs National Federations, Clubs, Teaching Establishments and manufacturers to identify, seek out and make available the resources that are required.

- 4.4 Of course none of this will happen by itself and there is a particular need to establish a vehicle on an international basis that will make it all happen. This could be in the form of an ISAF Committee, or sub-committee, using existing ISAF resources, it could be in the form of an interested individual, or organisation, sufficiently wealthy to support such a programme, or it could be in the form of new, small international organisation specifically established for the purpose. Because ISAF administrative headquarters is based in Britain, it is probably sensible to base the operation in that country to operate on an International basis.
- 4.5 On the assumption that the charitable organisation is based in Britain, it will need to comply with English law, but it will also have the opportunity to seek grants (? British Council etc) and access existing British children's charities as well as seeking donations on an international basis, particularly from sailing sources.

5 "SEND OUR KIDS SAILING (SOKS)"

- 5.1 Whilst the suggested organisation is referred to as a "charity", there may be problems over being registered as such in Britain. In general promotion of sporting activities is not regarded by the Charity Commissioners as a "charitable purpose", although it could be argued that education is.
- 5.2 The remaining options need to be investigated and legal advice sought, but probably the establishment of a wholly owned ISAF company limited by guarantee will be the best vehicle to promote the objectives of the charity.
- 5.3 There may well be a number of name choices for the charity, but one which comes to mind is "Send our Kids Sailing", which produces an easily recognised acronym "SOKS"

6 SUMMARY & RECOMMENDATIONS

- 6.1 Development of sailing in those nations where the sport is currently undeveloped or under-developed is dependent upon establishment of a pattern of training, which in turn requires a number of key factors.
- 6.2 **The following is Recommended:**
- 6.2.1.1 **Agreement in principle to the strategy in November 2000**
 - 6.2.1.2 **Investigation of the most suitable vehicle to promote the objectives on an International basis.**
 - 6.2.1.3 **That the existing Working Party (or possibly a new group?) investigate availability of equipment and costs involved via a number of developed MNA's**
 - 6.2.1.4 **The Working Party to identify at least one Nation where the strategy could be effective as a pilot scheme.**

What needs to be Done?

- ✓ **Establish an International Charity to develop sailing for children. (SOK's)**
- ✓ **Encourage the "Champions"**
- ✓ **Provide scholarships for administrators to visit developed countries.**
- ✓ **Tackle the issues of access to sailing water and equal opportunities.**
- ✓ **Provide sufficient suitable boats and personal sailing equipment.**
- ✓ **Evolve a network of instructors, coaches, supporters and helpers, with 'buddies' in the developed nations.**
- ✓ **Raise the Money!**