



1. Sail Training at National Level	2
2. ISAF Training Scholarship	2
3. ICCE - Creation of the International Sports Coaching Framework	4
4. ISAF Technical Courses - Resources for Effective Delivery	5
5. IOC Olympic Solidarity - Funding for Global Sport Development Programmes	6
6. Regional Training and Development Initiatives	6
7. Equipment choices for National Participation Pathways	7
8. Kiteboarding Training	7
9. Women in Sport	7
10. Deconstructing the Pyramid - Shifting perspectives on national training structures	7
11. ISAF Nominated Experts - Defining the criteria for appointment	9
12. ISAF Strategy for Training and Development	9
13. Summary of delegate feedback aligned with Strategic aims	11
14. 2014 Venue proposals	12

Present:	Alain Alcindor – Chairman (SEY)
Nazli Imre – Vice-President, Development	Yousuf Khalid Albastaki - Head , National Training and Development Committee (UAE)
Olivier Bovyn – ISAF D+Y Com Chairman (FRA)	Talal Salem Al Zaidi - Assistant Head , Training and Development Committee (UAE)
Rob M'Crystal – ISAF D+Y Com Vice-Chairman (RSA)	Kwangjin Kang – KSAF Representative (KOR)
Ulfur Hrobjartsson - ISAF D+Y Committee Member (ISL)	Oh Jeongseok – Executive Director KSAF (KOR)
Abdur Rehman Arshad - ISAF D+Y Com Member (QAT)	Fahad Ahmed Al-Jaber – Executive Manager (QAT)
Joe Chan - ISAF D+Y Committee Member (SIN)	Lim Eng Hui Vincent – Head, High Participation (SIN)
Sheila McCurdy - ISAF D+Y Committee Member (USA)	Nadine Stegenwalner – DSV Sports Director (GER)
Anne Tierney - ISAF D+Y Committee Member (COK)	Mirco Babini - IKA Executive Committee Member (ITA)
Marina Psychogiou - ISAF D+Y Com Member (GRE)	Luca Devoti – Finn Class representative
Tom Wilson – Oman Sail Representative	Jose Massapina – 420 Class representative
Neil Coxon – Oman Sail Representative	Tom Bowker – RS Sailing Representative
David Graham – Oman Sail Representative	Walter Cavallucci – International Representative (ITA)
Koray Ezer – Oman Sail Representative	Rob Holden – High Performance and Training Manager, SA Sailing (RSA)
Abdul Aziz Al Shidi – Youth Race Coordinator (OMA)	Tim Cross - ISAF Nominated Expert
Andrew Clouston – Participation and Development Manager (NZL)	Richard Percy - ISAF Scholarship Co-ordinator /Nominated Expert
Wu Peng-Chieh (TPE)	Dan Jaspers / Cathy Armstrong - ISAF

1. Sail Training at National Level

PowerPoint Presentation of Omani National Sail Training Programme structure

- Tom Wilson, Schools Development Manager, Oman Sail

2. ISAF Training Scholarship

Group discussion forum regarding the ways in which ISAF MNAs can benefit from the attendance of candidates on the ISAF Training Scholarship course and ways in which the Scholarship can be adapted to better meet MNA needs at national / regional level.

- Richard Percy, ISAF Training Scholarship Co-Ordinator

Sailing Cook Islands stated that their candidate Taua Elisa Henry has developed in more than just coaching and management skills since attending the ISAF 2010 Training Scholarship. He was awarded the title of Sportsperson of the year and also made SCI Development Officer.

It was stated that the Technical Courses for Coaches (Levels 1, 2 and 3) can be delivered out of sequence. This is because Levels 1 and 2 are related to 'Participation' coaching domain and Level 3 is relating to performance.

It was mentioned that other summer Olympic sports federations including rugby, tennis, athletics, judo, canoe, table tennis, equestrian, triathlon and Athletics are adopting the International Sport Coaching Framework (ISCF) guidelines. The title "Level 1, 2 and 3" is used only as a guide with the competency of each coaching role as the most important factor.

US Sailing stated that they expect coaches to take the Technical courses in numerical order. There is an on-going discussion on whether they should begin on Level 2 (in line with ISCF Level 1) so as not to waste time with demonstrating skills that a coach may already have, but possibly compromising a good coach if certain skills are not demonstrated and tested earlier.

As an ISAF Training Scholarship graduate Yousuf Albastaki said that he has seen the benefits of the training. All that he has learnt has benefited his MNA. The only thing he would change is for the Scholarship to be longer as so much was covered in little time making the work load very high.

Richard Percy – Asked the group to comment on positives, give constructive development points, asses if there are any missing elements to the courses and workshops, and to discuss any other points that should be considered

Qatar stated that presentation has been very positive and has covered many points that are relevant to all MNAs. Some MNAs are not aware of the criteria covered in the Training Scholarship and so may nominate the wrong person, asking if ISAF has had attendees who are not suitable for the course.

ISAF agreed that a better "recruitment" process was required as some candidates

2013 ISAF Development Symposium – Report

did not have the full spectrum of relevant experience.

Qatar stated that ISAF needs to have clear guidelines to clarify how the candidate develops and works with his/her MNA after the Scholarship

ISAF stated that when Scholarship attendees finish the course they are given a clear action plan and if ISAF do indeed need further measures such as Regional Development Co-ordinators (RDCs) to help with continual development then this needs additional funding.

Qatar suggested that RDCs would be effective; saying that for MNAs and regions to do well all need a geographical support system which also considers local languages. RDCs would be a key role with the main objective to support the MNA / Training Scholarship graduate and to feedback information to ISAF and the MNA.

U.S Sailing agreed that the ISAF Training Scholarship is a positive means to encouraging global development and praises the course on the basis that it is comprehensive and flexible. The only aspect that could change is extra time for participants to review and evaluate what they have learnt as there seems to be little free time for the candidates to digest this. Questions whether the Scholarship is enjoyable considering that the programme is so condensed and suggests pre course reading and comprehensive online checks to prepare the candidates.

ISAF agreed that time is always an issue with the scholarship as there is so much to deliver in so little time. Candidates have evenings to themselves to digest information and a social evening is organised once a week to encourage friendships to grow through interaction and for the candidates to have enjoyable 'down time', accepting that ISAF should be more active with promoting pre-course reading and project work.

It was discussed that with every Scholarship and Technical Course ISAF needs to be clear with the MNA about their expectations before, during and after the programme is delivered.

New Zealand stated that ISAF Scholarship offers a good spectrum of subjects and offers useful connections, suggesting that ISAF offer modular delivery. It was questioned whether the location of the Scholarship could change over time, recommending that ISAF should also work closely with IFDS to be more inclusive

Korea made representation that the Scholarship has a broad programme which would benefit KSAF, suggesting that the programme be more specific to each MNA.

Qatar asked if boat maintenance could be included into the programme with ISAF answering that this is not covered due to time restrictions; also stating that the Scholarship is designed for those who wish to oversee / develop programmes in their MNA, not maintain equipment. This could however easily be added if identified to be more necessary than currently thought.

420 Class representatives agreed that it is very positive and that this training exists and that ISAF is delivering such a worthwhile programme, stating that there is a good balance of practical and theory. The 420 Class asks if there should a contract be made at the beginning of the course which is clear on what happens between the candidate and the MNA after the Scholarship.

2013 ISAF Development Symposium – Report

ISAF noted that there is always a contract between the NOC and the MNA but not between the MNA and the candidate and this is why candidates are sometimes “lost” after the course and not involved in the National Programme straight away agreeing that this should be something that MNAs are encouraged by ISAF to do.

South Africa mentioned that the challenge with the Scholarship is location, with cost of travel and language being main barriers, suggesting that one way to move forward would be to have regional academies where this can be delivered rather than one international centre not easily reached by all MNAs.

Chinese Taipei (Taiwan) agreed that one regional ISAF training academy per continent would encourage further participation and increase global development

ISAF concluded that the need to regionalise the Scholarship and to formalise what happens after the programme in terms of regional development is important. ISAF need to consider a formal mentoring pathway which supports the candidate and can link them with ISAF. Regional Mentors or Development Co-ordinators are the key to the legacy of the ISAF Training Scholarship and Technical Courses.

3. International Council for Coaching Excellence (ICCE) – ‘Creation of the International Sports Coaching Framework’

Presentation of key points regarding the proposed International Sports Coaching Framework (ISCF) Document 1.1 and the ways in which MNAs can align their national Long Term Athlete / Coach / Participant Development programmes within the domains of Participation and Performance, followed by delegate discussion forum.

- Dan Jaspers, ISAF Training and Development Manager

New Zealand noted that it can only be positive that an MNA like Yachting New Zealand is aligning with the ICCE guidelines through ISAF.

South Africa agreed with NZL and stated that as a world governing sports body ISAF is doing the right thing by bringing standards in line with best practise alongside the work of ASOIF, WADA and the ICCE. RSA is comfortable with coaches working away from South Africa in a country that accepts RSA Coaching Certificates but states that some MNAs are unhappy with this, stating that a single MNA cannot be allowed to dominate international coaching qualifications, adding that ISAF is the International Federation and should be respected by all MNAs for doing the right thing by a majority of members in aligning coaching standards globally.

ISAF suggested that members wishing to accept each other’s national coaching qualifications / certification must make the agreements formal, for addition to their own MNA constitution and that ISAF was not in a position to enforce this. These MNA specific agreements could be made in the build-up to the 2013 ISAF Annual Conference or presented at the 2014 ISAF Development Symposium.

4. ISAF Technical Courses for Coaches – ‘Resources for Effective Delivery’

Interactive group work and delegate discussion forum.

- Tim Cross, ISAF Nominated Expert

South Africa stated that when mapping of the ISAF Coaching Framework against all MNAs on board with the programme is complete that ISAF should maintain a database of coaches which is a closed record and not for public viewing, adding that the process of finding a coach should begin with the MNA. If a coach is required they should be able to contact ISAF and see who listed is suitable for the role.

The 420 Class representatives asked that this be a free of charge database.

Germany agreed with the 420 Class and stated this should not become a licence but be held by ISAF and to be free of charge to MNAs / Classes.

The Finn Class representative mentioned that when inputting data of coaches ISAF needs to consider the aim of the coach, asking if the objective of the coach is to create better people, for sailors to be independent of coaches or sailors to become a leader. The Finn Class representative added that if this is considered then this will create a better system in the long term.

ISAF asked delegates what additional Training Resources would help to improve coaching delivery in an MNA.

The Cook Islands said that it would like to see more training resources and suggested that if MNAs could access sailing games which include racing rules this would improve delivery. She also suggests DVDs on racing tactics etc; saying that inspirational books would also be of use, written by top sailors who can encourage the youth.

Singapore stated that instructional DVDs and videos which include sailing techniques would be of use and added that these should also include the ‘holistic benefits’ of sailing

The Finn Class Representative emphasised the holistic benefits of sailing saying that sailing builds character, personality and independence and that this should be promoted as a key point of interest within sailing; to promote the sport not only to the youth but also to parents/guardians of the youth.

Qatar agreed with the Finn Class, adding that all MNAs should promote sailing as encouraging character development. ‘The best sailors can relate their success to sailing as a child’.

U.S Sailing wanted to note that printable files should be accessible to MNAs. These should be boat specific and ISAF branded pointing delegates towards the diagram on page 15 of the ICCE ISCF V1.1 “Sport Participation Spectrum”, saying that this diagram is a good visual of participants develop within sport.

2013 ISAF Development Symposium – Report

Iceland suggested a platform should be developed where ISAF can bring all coaches together to discuss 'best practice'.

ISAF agreed, asking delegates to consider this should not necessarily become a physical meeting as MNAs may not be able to bear the additional burden of travel / accommodation, suggesting an online webinar or similar 'virtual' hosting process.

South Africa agree and said that this would benefit them greatly, adding that with regard to training resources a Coaching handbook could be created to work alongside the Personal logbook, also suggesting that online resources including a blog for coaches should be available including online videos. RSA added that inspirational marketing resources should be available for MNAs in order to provide local schools a way to encourage / inspire the youth, questioning whether, as ISAF has all of the footage already, this could include footage of the ISAF Youth Worlds, Olympics and Sailing World Cup.

5. IOC Olympic Solidarity – 'Funding for Global Sport Development Programmes'

ISAF MNA access to Olympic funding through National Olympic Committees and what is available.

- Dan Jaspers, ISAF Training and Development Manager

All delegates agreed that this information is now more understood and available through the recent communication from the Training and Development department.

ISAF stated that the uptake for funding had already been more visible in 2013 with 8 applications already processed for Technical Courses and 2 for Training Scholarships.

6. Regional Training and Development Initiatives

Introduction to 'Sail Africa' and ISAF Santander 2014 Sailing World Championship Emerging Nations Programme (S14 ENP) regional training.

- Rob Holden, National High Performance and Training Manager, South African Sailing

Qatar stated how impressed they were by performance and calibre of Sail Africa coaching team.

Olivier Bovyn praised Rob Holden on a highly inspirational and passionate presentation, impressed that this had had an emphasis on not just the Olympics throughout but the grass roots development.

Nazli Imre –The Mediterranean Games includes sailing and that North African MNAs (who are included in the games) should be proactive about entering as otherwise the risk of sailing being taken out of this event.

Rob Holden stated that current work was with majority of Group Q (sub-Sahara) countries and not North Africa.

7. Equipment choices for National Participation Pathways

Group discussion on how MNAs can develop Participation pathways parallel to existing Performance pathways and encourage greater numbers of people joining the sport.

- ISAF Class / Manufacturer/ Connect to Sailing Partner representatives

Presentations from 420 class, Finn Class and RS Sailing.

8. Kiteboard Training

What can MNAs and National Kiteboarding Associations do to link to the ISAF Kiteboard Training Guidelines produced in consultation with the IKA and what are the identified areas required for further development.

- Mirco Babini, IKA representative

Delegates requested guidance on how to access 'best practice' for delivery of Kite training. Mirco stated that ISAF will have these guidelines ready soon and that he had undertaken a similar project in Italy and linked the IKA National Association to the MNA with excellent results.

9. 'Women in Sport'

Presentation on the successful female training programme delivered by Oman Sail followed by delegate discussion forum on related ideas.

- Nashwa Al Kindi – Instructor, Oman Sail

Delegates asked questions related to retention of women in the jobs created for them after training. Nashwa reported that attitudes are changing slowly and that women are finding that they can perform the tasks required as effectively as men and that the acceptance of changes to traditional roles for females will continue to be a challenge but not one that will prevent any growth.

Dan Jaspers asked if clothing was specially designed to cater for cultural sensitivities and Nashwa stated that 'off the shelf' clothing was used but that larger sizes were chosen by women so that clothing was over-sized and helped to match traditional garments.

10. Deconstructing the Pyramid – 'Shifting perspectives on national training structures'.

Are we focusing our efforts in the right direction? Is it the 'elite' tip of the pyramid what we should concentrate on or is there another way to retain all 'participants'?

- Ulfur Hrobjartsson President, Icelandic Sailing Association / ISAF Development and Youth Committee member.

South Africa stated that as long as the sport of sailing has elite sailors we will always be working with the perspective of a pyramid, saying that ISAF and all

2013 ISAF Development Symposium – Report

MNAs need to focus on broadening the base of the pyramid to increase global participation

Iceland answered by saying that the pyramid analogy will always focus on the tip (elite sailors) but agreed that sailing needed to re-focus the attention as the base.

South African agreed that this also reiterates the point that people currently drop out of sailing if they do not have the ability or resources to become key competitors in the sport.

U.S Sailing agreed that the pyramid is focussing on leading competitors and not those who sail for fun, pointing out to the group the diagram on page 15 of the ICCE's ISCF V1.1 Sport Participation Spectrum saying that this diagram is a good visual representation of participants developing within the context of sport.

South Africa asked if we should be viewing sailing as “sieving for gold”, where the big rocks that go into the sieve are all who participate in the sport, those who go down to the next level are those who enter competitions (medium sized rocks) and those who fall through to the lowest level are elite sailors (pieces of gold)

Qatar agreed that pyramids are a key to any successful process whether in sport or in business, adding that participation can be static but when those who enter competitions are not progressing to the 'elite' level then they start to drop out of the sport.

New Zealand stated that the focus is currently on gold medals but ISAF and all MNAs should put emphasis on sailing for life rather than solely high profile competitions.

Olivier Bovyn – Praises Ulfur Hrobjartsson on bringing a fresh and interesting discussion to the Symposium agreeing that all MNAs need to put more effort into marketing sailing as a lifetimes sport. He also added that ISAF should encourage those who participate by inspiring them to continue to enjoy the sport, extending respect to Luca Devoti for his dedication to the Finn class developments.

Iceland noted that sailing is a beautiful sport and ISAF / MNAs have a duty to develop participation further.

Greece agreed with the Finn Class and Iceland, suggesting that clubs should focus on sociable racing and creating opportunities for people to try sailing so that they can see the benefits for themselves, stating that this presentation was the most interesting one of the entire Symposium.

RS Sailing added that within the sport of sailing it is easy for leisure sailors to be forgotten noting that ISAF and MNAs need to remember that sailing is fun, not purely competitive.

U.S Sailing made representation that those who view and take an interest in sailing are pivotal to events such as the Olympics, the world cup and the ISAF world championships and by creating a 'sphere' of interest ISAF / MNAs can feed the bottom of the pyramid and increase global participation.

2013 ISAF Development Symposium – Report

ISAF suggested that MNAs should focus on the diagram on page 15 of the ICCE's ISCF V1.1 Sport Participation Spectrum which illustrates an interesting perspective to participation and performance adding that other International Sport Federations have also seen the decline in participation and have reviewed this model.

Iceland noted that it could only be positive that ISAF and MNAs to review and evaluate themselves in order to move forward, enabling progression and leaving a sustainable legacy.

11. ISAF Nominated Experts – ‘Defining the Criteria for appointment and removal’

Dan Jaspers explained the background to submission 037-12 as discussed at the 2012 Annual Conference in Dublin, Ireland:

With the requirements for ISAF nominated experts agreed by the ISAF Council in 2012, the process for appointment and removal be for Coaches wishing to become ISAF Nominated Experts required definition and the 2013 Development Symposium was determined as the forum for feedback on this criteria.

New Zealand stated that the draft looked robust and appropriate noting that with regards to section 2.1.b the language should be considered, amending ***‘knowledge and understanding of coaching schemes in participation (learn to sail) and performance (learn to race) domains’*** to ***“knowledge and understanding of coaching schemes in participation (learn to sail) and performance (learn to race) domains’*** and add wording ***‘where appropriate.’***

Iceland agreed, saying that this draft displays good regulations which are clearly needed.

Olivier Bovyn – Wished to note that appointments must be supported by MNAs.

Greece asked to specify ***‘Multi-Disciplinary’*** which is mentioned throughout the draft document by adding ***‘more than one’***.

All delegates agreed that with the simple amendments to wording as suggested the draft process should be adopted by ISAF.

12. ISAF Strategy for Training and Development - ‘2020 Vision’

Group discussion on future strategy including strengthening the ISAF ‘brand’ to help improve public awareness and subsequent desire to participate, sales and distribution of ISAF Training Resources, ISAF yachting / cruising scheme launch and implementation.

- All delegates

2013 ISAF Development Symposium – Report

South Africa stated that Sailing is what is important, not the ISAF 'brand'.

Nazli Imre – Disagreed, saying that if ISAF has a strong brand it will be able to welcome new sponsors and increase partnerships with the IOC and other stakeholders.

Iceland agrees with South Africa, saying that it is not ISAFs priority, adding that ISAF was there to help MNAs develop tools to increase global participation.

South Africa stated that the point of entry to sailing is clubs and MNAs and not the world governing body to which ISAF replied that it receives a large amount of website enquiries asking how to start sailing which meant that it was a point of entry for some 'new' to sailing. This was agreed to by U.S Sailing who said that ISAF's connections with MNAs reinforce the importance of the MNA.

South Africa noted that ISAF is the world governing body for sailing and should be respected. ISAF has gained strength through the D+Y committee and most MNAs are now linked to the work Training and Development does, adding that ISAF need a clear strategy for appointment and employment of Regional Development Co-ordinators (RDCs).

Chinese Taipei (Taiwan) stated that most Sailing equipment is expensive and therefore difficult with Emerging nations with more entry level boats required not purely Olympic class boats.

ISAF added that it has made efforts to overcome this by creating the "Learn to Sail boat" initiative through working closely with Connect to Sailing partners as well as some International Class Associations such as the 420 Class.

The Cook Islands questioned why sailing isn't in the Commonwealth Games.

The Seychelles responded, saying that sailing is not currently selected in the group of core sports which can be selected to be included adding that if ISAF MNAs make links with the future host cities and guarantee that more MNAs will attend then they will be more likely to vote that sailing should be included in 5 core sports.

Nazli Imre said that the prioritisation of resources is important with regional and continental development needing to be discussed and finalised by the work of the new ISAF Development and Youth Committee.

South Africa agreed that ISAF and its Members should be focussing on the format of delivering the sport in order to increase participation effectively, adding that MNAs need to use their resources and equipment effectively to increase this nationally and regionally.

Iceland noted that ISAF need to be careful not to leave some MNAs behind when developing others.

13. Summary of agreed objectives in areas relating to relevant proposed strategic aims within ISAF Training and Development.

1. IOC Training and Development programmes

- Technical Course for Coaches (National / Regional)
- Sport Specific Scholarship for Coaches – ISAF Training Scholarship
- Development of National Sports Structure (DNSS) – (National)

2. Delivery

- SAF Nominated Experts (NE) – Discipline specific Coaches appointed by ISAF who are specialists in Learn to Sail (LTS) and/or learn to Race (LTR).
- ISAF Mentors (MTR)
- ISAF Inspectors (INS)
- 'Regional Development Co-ordinators' employed / appointed by ISAF
- Regional ISAF Training Academies
- 'Developed' MNAs encouraged more to support 'Emerging' nations.

3. Resources

- ISAF Training Resources – Publications including 'coaching handbooks' to accompany all discipline specific guides.
- Powerboat training guidelines for Coaches
- ISAF Learn to Sail Training Programme (LSTP) guidelines for all MNAs
- ISAF 'coaching framework' for all levels / domains of coach in line with the ICCE International Sports Coaching Framework (ISCF).
- ISAF Recognized Training – National Sail Training Programme accreditation and 'mapping' of national certification to help professionalisation of coaches and portability of their qualifications.
- Translations available for all ISAF Training Resources
- UNICEF Safeguarding Children – Framework guidelines
- Database of Coaches (Participation / Performance)
- Video Coaching reference materials available online
- Online list of recommended international training resources
- Pre-course workbooks for all programmes
- Continual Professional Development (CPD) of Coaches after course completion including e-learning platform for monitoring of pre / post course work.
- Downloadable educational posters for sailing schools, clubs and centres
- IFDS (Disabled Sailing) specific guidelines for MNAs.
- Class specific technical / training resources
- Inspirational videos made available to MNAs to help motivate sailors / coaches
- Educational (curriculum) resources for teaching the 'whole' child through sailing. Develop a schools 'gateway' project to deliver this.
- Dedicated 'Women in sport' programme

4. Marketing

- ISAF Connect to Sailing – Corporate Social Responsibility (CSR)
- More emphasis on Social Media to promote what ISAF is doing for its MNAs in order to build awareness across areas of Youth, Training and Development..

14. Formal proposals for 2014 Development Symposium venue:

1. Qatar.
2. U.A.E.
3. Iceland.
4. U.S.A
5. South Africa