World Sailing Annual Meeting

Development and Regions Committee: Report to Council, 15 October 2020

Development and Regions is the standing committee responsible for the training and development components of the World Sailing Development Plan. We work with a mandate based on 5 areas of focus – Coach Development, Sailor Development, Women in Sailing, Leadership Development and Para World Sailing Development. Under normal circumstances, these areas of focus are addressed with professional programs delivered by experts who work directly with WS MNAs to grow sailing in the regions and help build their relationships with World Sailing, the IOC and the NOCs, the Continental Associations and the Class Associations.

The WS Training and Development (T&D) Department has been active and productive over the four years of this quadrennial, despite budget cuts that have required, among other cutbacks, the temporary suspension in 2018 of one of our key programs, the Regional Development Coordinators. The ability of the T&D Department to operate normally was further impacted by the declaration of the pandemic in March, 2020, when all our lives changed. The suspension of international and domestic travel, the global lockdowns, and the cancellation across the board of almost all WS events and programs were just a few of the issues that have affected WS training and development activities in the last year and will continue to do so for many months to come.

1. General impact of the pandemic on Committee priorities

In April, the Board asked Committee Chairs and Vice-chairs to identify challenges and priorities related to the pandemic and specifically to the postponement of the 2020 Tokyo Games. Although the work of the Development and Regions Committee is not directly impacted by the postponement of the Games (except possibly financially), our work has been significantly impacted by the pandemic-related issues identified above. We identified the following as our top four priorities:

- Focus on the strategic allocation of staff resources and the creation of opportunities for volunteer support.
- Maintain open lines of communication with MNAs and event organizers - use online platforms for information sessions and instruction.
- Secure the funding necessary for the continued development of the Training and Development Remote Coaching program.
- Complete the new guidelines for certification of coaches and instructors.

In order to facilitate our consideration of priorities, the Committee developed a spreadsheet – an overview of WS T&D programs - that presents all of our programs, identifies the main sources of funding, and provides information such as target groups and application procedures with links to appropriate websites. The current version of this spreadsheet, which has proved to be a valuable reference and a useful tool, is attached to this report.

2. Summary of regular T&D program activity: November 2019 - October 2020

Despite reductions in funding and the global lockdown, the WS T&D Department has worked hard and with extraordinary levels of dedication and commitment in a period of unprecedented global restraint to protect our key programs, continue the work on new courses and programs, and maintain open lines of communication with MNAs, event organizers and other stakeholders, and key funding agents (IOC and sponsors). Here is a summary of T&D ‘business as usual’ in the last twelve months:

**Technical Courses for Coaches (funded by Olympic Solidarity OS and WS)**
- TCC Level 2 (OS Funded): Romania, 5 – 10 November 2019 – 13 attendees
- TCC Level 1 (OS Funded): Tunisia, 17 – 23 November 2019 – 16 attendees
- TCC Level 1 (Private): Brazil, 2 – 6 December 2019 – 16 attendees
- TCC Level 1 (Private): Brazil, 9 – 13 December 2019 – 12 attendees
- TCC Level 3 (OS Funded): Turkey, 3 – 8 February 2020 – 15 attendees

All other courses planned for 2020, including Uruguay and Lebanon (April), Iceland and Sri Lanka (June), and Romania (August), were cancelled. Applications for funding will have to be submitted in the new OS Funding Cycle (2021-2024).

**WS Scholarship (funded by OS)**
Planning for the 2020 World Sailing Scholarship, originally scheduled for September 2 to October 19, was cancelled in June, due entirely to the travel restrictions and quarantine requirements related to the COVID-19 Pandemic. 2 courses are scheduled for 2021:

- Course 1: 1 March – 16 April 2021
- Course 2: 1 September – 20 October 2021

**Development of a National Sport Structure DNSS (funded by OS)**
The two DNSS programs planned for Chinese Taipei and Latvia were successfully launched:

- Chinese Taipei (expert: Rob Holden) – 2 visits to start the project were carried out, the first from 26 – 30 November 2019 and the second from 13 – 19 February 2020. The first visit included an assessment and audit of the current structure and pathways in the MNA, and the second focused on beginning training and development planning. The necessary additional 2 visits were cancelled due to COVID-19, and we are awaiting confirmation from OS that the program can be extended to finish in 2021.
- Latvia (expert: Tim Cross) – 2 in-person visits took place, the first from 29 – 6 December 2019 and the second from 10 – 18 February 2020. The project was concluded with a 3rd visit by Tim in late September.

**Senior Emerging Nations Program – Laser Radial Development Program**
- 5 athletes are currently active in the program: Nethra Kumanan (IND), Ebru Bolat (ROM), Agija Elerte (LAT), Mariela Nikolova (BUL), Deisy Nhaquile (MOZ)
- Deisy Nhaquile (MOZ) qualified for Tokyo at the African Radial Championships in October 2019.
- The Asian and European Olympic Qualifiers have been postponed, so planning for qualification support is on hold.
- The T&D Department is in regular contact with the athletes to monitor their training and provide appropriate support where possible.

**Youth Emerging Nations Program**
With the cancellation in May of the 2020 Youth World Championships scheduled for 12 – 19 December 2020 in Salvador, Brazil, the Youth ENP was also cancelled. There will be no Youth ENP in 2020.

**Youth Emerging Nations Program – Remote Coaching**
With new sponsorship funding from SAP, a youth Remote Coaching program has been launched to create an online training group using the SAP App.
- The program is currently in the application phase. Emerging MNA’s may nominate 3 male and 3 female youth radial sailors as well as 1 male and 1 female coach.
- Sailors will continue to sail and train at home with their usual groups and with their own coaches but are invited to use the SAP Sailing App to log their sessions so progress can be monitored. Monthly group meetings will be scheduled for the group with a coach to receive general advice and recommendations for exercises to use in their regular training programs.

**Para Sailing Development Program**
Unfortunately, all activities planned for 2020 had to be cancelled due to COVID-19 and budget restraints.

**Development Symposium**
The Development Symposium was due to return to the Middle East and good conversations were underway to hold the symposium in Abu Dhabi, just before the Annual Conference. However, given the ongoing uncertainties related to travel and lockdown regulations, the 2020 symposium was eventually cancelled. We are now focused on the planning for the 2021 event.

**Recognised Training**
- Oman, Japan and Cyprus are due for re-accreditation.
- Planning discussions are currently underway with Oman and Cyprus.

**Approved Training Centres**
The following centres have been recertified according to the updated re-approval processes:

- Category A:
  - Barcelona International Sailing Centre (ESP)
  - Club Nautico Mar De Plata (ARG)
- Category B:
  - International Sailing Centre Medemblik (NED)
Aarhus International Sailing Centre (DEN)
- SailCoach Malta SailBase (MLT)
- Singapore National Sailing Centre (SGP)


Growing Sailing Webinars
At a time when sailing communities are no longer able to come together to run courses or focus on coach development, World Sailing has been able to close this gap with its first series of Development Webinars. On April 28, 2020, following a collaboration in the early stages of the pandemic between Malav Shroff and DRC member Ajay Narang of the Asian Sailing Federation and Rob Holden, ASAF and WS launched the first in a series of development webinars called Growing Sailing. Three other series followed. The first, coordinated by Rob and DRC member Cary Byerley, targeted MNAs in Group O, the second, coordinated with DRC member Raema von Reiche, targeted MNAs in Oceania, and the third, coordinated with South Africa Sailing, targeted RSA and other MNAs in the region.

- In Asia, 6 seminars were held with an average of 45 attendees a session.
- In the Caribbean, the 6 seminars were each presented twice, to accommodate participants’ schedules, with an average of 36 attendees per session.
- In South Africa, 5 seminars were held
- In Oceania, 3 seminars were held

The original seminar series covered 6 topics addressing a broad-cross section of MNA and regional concerns:
- Session 1: Creating access
- Session 2: Retaining sailors in the sport
- Session 3: Pathways for sailors in the sport
- Session 4: Creating access for and retaining women in the sport
- Session 5: Creating access for people with disabilities
- Session 6: Restarting after COVID 19

The presentations varied in length between 30 and 45 minutes, and were followed by lively Q&A sessions that tended to run longer than the presentations themselves. Each webinar was co-hosted by Malav, Cary, or Raema, who also managed the Q&A’s. Each webinar was recorded, and the Q&A sessions were documented.

From every point of view, the Growing Sailing webinars were a great success, with an impact in the regions that would have been difficult to predict. ASAF reported participation from all 32 ASAF MNAs and some African MNAs as well, and shared the notes of each session with 300 people, most of whom are working in the administration of the sport. Group O reported participation of more than 130 persons from 35 different MNAs over the course of the six webinars. DRC member Pınar Coşkuner Genç also shared the presentations and Q&A’s of each session with EUROSAF’s Executive Board and Youth and Development Committee, who then distributed the materials to their own MNAs.

As an exercise in training, communication, and community building, the webinars provide a model that tailors WS programs to regional needs in a format that will serve World Sailing and the regions long after the pandemic ends. Full credit – and our thanks – go to ASAF (Malav, Ajay and their team), to Group O (Cary and her team), to OSAF and Raema, and to Rob Holden and Cat Duncan in the Training and Development Department.

Steering the Course – Women’s Sailing Festival
Steering the Course is another new and very exciting program, designed by the Training and Development Department and funded by the IOC International Federation Development Fund. Its primary objective is to bring together women across all generations and from every corner of sailing - sailors, coaches, instructors or race officials - in a celebration of our sport. The Festival is designed as an opportunity for women from around the world to ‘have a go’ at sailing, to learn about pathways into coaching, instructing and race management, and to take on new roles within their clubs and sailing centres.

- The festival will be held on two dates:
  - Northern Hemisphere Festival – Friday, May 21 – Sunday, May 30, 2021
  - Southern Hemisphere Festival – Friday, October 1 – Sunday October 10, 2021
- Overall, the festival will:
  - Introduce women to sailing in a fun, safe and friendly environment.
  - Provide opportunities to learn about the different types of sailing – there’s something to suit everyone!
  - Encourage participants to make new friends and have a chance to fall in love with a new sport.
  - Create an online celebration of female role models from all areas of our sport
  - Highlight pathways after competition to create lifelong sailors.

4. Plans for the Committee meeting at the Annual Conference

The Committee meeting at the Annual Conference in Bermuda last year closed with a brief discussion about the possibility in future of condensing the time devoted in these meetings to reports and increasing opportunities for more constructive discussion about strategies for optimizing and expanding our programs. As a result, we decided to develop the formal Committee meeting at the 2020 Annual Conference as a working session on our programs, budget and strategic plan, leading to recommendations and calls to action. In order to ‘clear the decks’ on October 25 for a conversation focused on the future, we therefore convened a pre-meeting, held on October 9, to deal with the past – reports on the year’s activities, the Submissions, and other matters that would not directly support the kind of conversation we would like to have on the 25th.

The Committee met in an informal pre-meeting on October 9, at which time the T&D Department’s report on the year’s activities (summarized in Section 2 of this document) was reviewed in detail. The Committee also received brief reports from Massimo Dighe on Para Sailing development activities, and from Chair Ricardo Navarro on the activities of the Regional Games Sub-committee. The October 9 pre-meeting also provided an opportunity to organize in more detail the workshop planned for October 25, and endorsed the following topics as the main points of discussion:

- Emerging Nations Program
  - Increasing effectiveness and reach
  - Optimizing funding and human resources

- Definition of an Emerging Nation
  - Expanding the definition
  - Including nations that have financial resources but require training and development support

- Lifelong commitment to sailing
  - Pathway development: coaching, officiating and race management, administration
  - Expanding the reach: adult learn-to-sail, recreational programs

- Lessons from the Growing Sailing webinars
  - Building on the success of the webinars as programs and activities return to normal
  - Expanding the webinar program to address other agendas, topics of interest

We are a new Committee. We are looking forward to the discussion planned for October 25, and we close this, our first quadrennial, with a renewed sense of optimism about the future of Training and Development, and this Committee, in the governance and decision-making structure of World Sailing.

Vice-chair Elena Papazoglu and I would like to thank the team of professionals in World Sailing’s Training and Development Department, Catherine Duncan, Rob Holden, and Massimo Dighe, whose dedication to development, knowledge, and passion for sailing have constantly inspired the work of the committee in the four years that we have worked together. We also thank Maddie Dunn and Pedro Rodrigues, whose support of the Regional Games Sub-committee has been pivotal, and we express our gratitude to the team of Regional Development Coordinators whose essential work in the regions has provided so many MNAs around the world with the face and voice of World Sailing. Finally, we thank all our colleagues on the Development and Regions Committee, who bring so much experience and insight to our discussions, and our VP Nadine Stegenwalner, whose knowledge of our programs and commitment to training and development has been outstanding.

Respectfully submitted,
David Covo, Chair,
Elena Papazoglu (Vice-Chair),
Rob Holden (WS Training Delivery Manager)
Catherine Duncan (WS Training and Development Executive)
<table>
<thead>
<tr>
<th>Name of program</th>
<th>funding</th>
<th>%</th>
<th>target audience</th>
<th>number of participants</th>
<th>duration</th>
<th>application process</th>
<th>comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Courses for Coaches TCC</td>
<td>OS / WS</td>
<td>80/20</td>
<td>coaches / instructors</td>
<td>200+/year</td>
<td>6-7 days/course/3 levels</td>
<td>MNAs apply through their NOCs - assistance to MNAs w application provided by T&amp;D personnel</td>
<td>OS covers expert travel (100%) + all domestic course costs + expert’s salary (maximum US $50/day) - up to US $12000/course - remainder of expert’s daily rate covered by WS</td>
</tr>
<tr>
<td>World Sailing Scholarship</td>
<td>OS / MNA</td>
<td>100</td>
<td>MNA training managers / coaches developers</td>
<td>varies: 6-10</td>
<td>7 weeks</td>
<td>MNAs apply through their NOCs - assistance to MNAs w application provided by T&amp;D personnel</td>
<td>OS contribution includes lead instructor (Training Delivery Manager) salary for the 7 weeks.</td>
</tr>
<tr>
<td>Athlete Scholarships</td>
<td>OS</td>
<td>100</td>
<td>athletes</td>
<td>varies</td>
<td>12 months</td>
<td>MNAs apply through their NOCs - assistance to MNAs w application provided by T&amp;D personnel</td>
<td>IOC interested in athletes with potential for Olympics or YOG - funding supports coaching, access to training facilities, medical/scientific resources, insurance, room and board, travel subsidies to qualifying events, and spending money</td>
</tr>
<tr>
<td>Tripartite Olympic Participation</td>
<td>OS</td>
<td>100</td>
<td>athletes</td>
<td>varies</td>
<td>Olympic Games</td>
<td>MNAs apply through their NOCs - assistance to MNAs w application provided by T&amp;D personnel</td>
<td>athletes must have attempted to qualify to be eligible - this is a wildcard qualification to the Olympic Games - no monetary value</td>
</tr>
<tr>
<td>Development of a National Sport Structure DNSS</td>
<td>OS</td>
<td>100</td>
<td>MNAs</td>
<td>varies: 6-10</td>
<td>6 months</td>
<td>MNAs apply through their NOCs - assistance to MNAs w application provided by T&amp;D personnel</td>
<td>The T&amp;D Department uses the DNSS as an opportunity to ‘bring it all together’, ie, consolidate the legacy of TCCs, scholarships, and other training/development initiatives in the MNAs</td>
</tr>
<tr>
<td>Steering the Course: Womens’ Sailing Festival</td>
<td>IOC F Development Fund</td>
<td>100</td>
<td>women athletes, officials, coaches, instructors</td>
<td>2 x 10 days</td>
<td>N/A - MNAs are able to sign up for the program</td>
<td>Targets women of all ages - athletes, coaches/instructors, officials, sailing administrators - pathway development; Two events planned: Northern Hemisphere - May 21-30, 2021; Southern Hemisphere - October 1-10, 2021</td>
<td></td>
</tr>
<tr>
<td>Senior Emerging Nations Program ENP</td>
<td>varies</td>
<td>varies</td>
<td>emerging nations / elite athletes</td>
<td>8 to 15</td>
<td>12 Months</td>
<td>WS T&amp;D coordinates with regatta organizers and provides coaches</td>
<td>PRIORITY PROGRAM (funded by IOC Development Fund in 2017, 18, 19)</td>
</tr>
<tr>
<td>Senior ENP - Remote Coaching</td>
<td>WS</td>
<td></td>
<td>emerging nations / elite athletes Tokyo-qualified</td>
<td>30</td>
<td>12 months</td>
<td>through selection trials</td>
<td>WS T&amp;D working with 8 radial sailors qualified for Tokyo – in 2020, this is part of the Senior ENP</td>
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<tr>
<td>Youth ENP - Remote Coaching</td>
<td>SAP</td>
<td></td>
<td>emerging nations / youth athletes</td>
<td>10m/10w</td>
<td>4 days prior to Youth Worlds</td>
<td>linked to Youth ENP</td>
<td>This is a new program - includes monthly briefing and debriefing as well as athlete tracking with the SAP Sail Insight App</td>
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<tr>
<td>World Youth ENP</td>
<td>WS</td>
<td>100</td>
<td>emerging nations / youth athletes</td>
<td>10m/10w</td>
<td>4 days prior to Youth Worlds</td>
<td>WS T&amp;D coordinates with YESC</td>
<td>PRIORITY PROGRAM - Ideally, this program should be expanded and restored to the 6 clinic model</td>
</tr>
<tr>
<td>Development Symposium</td>
<td>WS</td>
<td>100</td>
<td>coaches / instructors &amp; MNA training managers</td>
<td>20 pp - 12-15 MNAs</td>
<td>3 days</td>
<td>MNAs apply to WS T&amp;D</td>
<td>PRIORITY PROGRAM</td>
</tr>
<tr>
<td>Para Sailing Development Program</td>
<td>WS</td>
<td>100</td>
<td>coaches, coaches, MNAs</td>
<td>varies: 10-24- clinic in 2019</td>
<td>6-7 days / clinic</td>
<td></td>
<td>PRIORITY PROGRAM</td>
</tr>
<tr>
<td>Regional Development Coordinators</td>
<td>WS</td>
<td>100</td>
<td>MNAs, CA, regions</td>
<td>6 RDCs</td>
<td>part-time</td>
<td>suspended in 2018</td>
<td>PRIORITY PROGRAM - the RDCs are the face of WS in the regions</td>
</tr>
<tr>
<td>Nominated Experts</td>
<td>OS/WS</td>
<td>80/20</td>
<td>TCC’s</td>
<td>200+ year</td>
<td>part-time for TCC’s</td>
<td></td>
<td>most Nominated experts are RDC’s, but in some situations other experts are required</td>
</tr>
<tr>
<td>Growing Sailing webinars</td>
<td>WS</td>
<td></td>
<td>regions / NA involved in growing sailing</td>
<td>varies</td>
<td>WS T&amp;D coordinates with CA / regional reps</td>
<td>110-120 pp from 60+ MNAs from ASAF and Group O engaged in the first 6-seminar series (Growing Sailing)</td>
<td></td>
</tr>
<tr>
<td>Recognized Training</td>
<td>MNA</td>
<td>100</td>
<td>MNAs</td>
<td>varies</td>
<td>MNAs apply to WS T&amp;D Department</td>
<td>accredited MNAs: <a href="https://www.sailing.org/training/instit/mnaaccreditation/accredited_mnas.php">https://www.sailing.org/training/instit/mnaaccreditation/accredited_mnas.php</a></td>
<td></td>
</tr>
<tr>
<td>Approved Training Centres</td>
<td>MNA</td>
<td>100</td>
<td>MNAs / athletes / coaches</td>
<td>varies</td>
<td>MNAs apply to WS T&amp;D Department</td>
<td>see <a href="https://www.sailing.org/training/courses/or">https://www.sailing.org/training/courses/or</a> coaching/ISAF_Training_Centres.php</td>
<td></td>
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