

World Sailing
Growth of Sailing Meeting Minutes

Meeting Dates: August 10, 2026

Location: Teams Meeting

Commencement Time: 11:00 UTC

<u>Members Present:</u>	
Malav Shroff (IND) – Chair	Mandiaye Diouf (SEN)
Inga Jakobsonsone (LAT) – Vice Chair	Raynor Haagh (NZL)
John Philp (FIJ)	Emma Hallén (SWE) - Para Sailing
Maciej Szafran (POL)	Stratis Andreadis (GRE)
Sigrid Beckhmann (MEX)	Mengdi Zhang (CHN)
David Covo (CAN) - PANAM Sailing	
<u>VPs & Staff Attendance:</u>	
Tomasz Chamera (POL) – Vice President	Fiona Kidd – Head of International Development
Beatriz Gonzalez Luna (MEX) – Vice President	Larisa Zejen – Development Executive
<u>Members Absent :</u>	
Albassel Ibrahim (EGY)	Luis Velasco (ARG)
Abdur Rehman Arshad (PAK) - ASAF	Jenny Trumble (VIN)
Alain Alcindor (SEY)	Pinar Coskuner Genc (TUR) - EUROSAF
Borka Bachrata (SVK)	John Tierney (OSAF)
Mohamed Alobeidli (UAE)	Jennifer Hall (CAN) - OOC

<u>Agenda Items</u>
1. <u>Opening of the Meeting</u> <i>a. Chair's Opening Remarks</i> The Chair, Malav Shroff, opened the meeting with informal greetings. Members exchanged updates on recent travel, including several attendees' recent return from the CAC (Central American and Caribbean) Games. The committee congratulated Sigrid Beckmann on her new appointment as President of the CAC Sailing and Beatriz reported strong results and a 41% increase in participation compared with the previous edition of the games. <i>b. Apologies for Absence and Declarations of Conflicts of Interest</i> Apologues received from Committee Members Borka Bachrata, Alain Alcindor, John Tierney, Irina Pérez & Sophia Papamichalopoulos (VP). <i>c. Minutes of the meetings held on July 7, 2026</i> This item was not discussed. Deferred to the next meeting or by circular. <i>d. Matters Arising</i> There were no matters arising from the July 7th meeting that are not on the meeting Agenda. <i>e. Decisions by Email</i> There were no decisions made by email.
2. <u>Pillar 3 & 4 Execution Plans</u>



- a. The Pillar 3 & 4 implementation plans from Alain Alcindor, the lead of the the Africa Working Group were sent to Fiona Kidd prior to the meeting.
Action: Fiona to circulate the Pillar 3&4 implementation plans to the committee for review.
- b. Fiona Kidd presented the Pillar 3 & 4 comparison summary document previously circulated (compiled with Africa's Pillar 3 & 4 plans). No comments were received.

3. **Pillar 5 Report**

- a. The Africa Working Group (represented by Mandiaye Diouf) had not yet submitted a Pillar 5 execution plan.
- b. **Pan Americas — Concept and Strategic Priorities**
Sigrid Beckmann presented the Pillar 5 (MNA administrative backbone) proposal for the Americas, describing it as the "multiplier pillar." Core elements include shared-service hubs, a "MNA in a box" admin accelerator, a leadership academy, mentorship pairing strong MNAs with emerging ones, and a focus on financial sustainability and diversified funding.

Strategic priorities outlined were: governance and strategic planning; leadership development; financial sustainability and diversified funding (including access to Olympic Solidarity and World Sailing programs); and capacity building for administrators and volunteers (resource library and mentoring), alongside existing coach/official/judge training.

Proposed initiatives include the MNA-in-a-box toolkit (policies and strategic templates), regular (frequency to be agreed) online meetings, and an annual Pan Americas forum to share successes and solutions. Discussion questions raised for the region included: the biggest organisational challenge per country, what support would make the greatest difference, and how World Sailing can best support each MNA.

Malav Shroff framed Pillar 5 as the execution mechanism for moving emerging nations toward developed status. Beatriz suggested the MNA-in-a-box materials should lead with clear communication of what World Sailing programs exist and when applications/funding windows occur. Inga noted that World Sailing currently trains coaches, officials and athletes but does not systematically train MNA administrative "backbone" staff, and endorsed this as a genuine, underserved need across both emerging and developed MNAs.

- c. Mengdi presented the **Asia Working Group's Pillar 5 Execution Plan** on behalf of the Asia region, structured around three recommendation groups:
 - Engagement and recognition — more regular, institutionalised communication between MNAs and national sports authorities/Olympic committees.
 - Sustainable funding and administrative efficiency — long-term funding partnerships, and remote-work/shared-office models to reduce admin costs and redirect savings into programs.
 - Leadership and governance training — multilingual courses delivered via the World Sailing Academy, reflecting Asia's linguistic diversity.

Five priority actions were proposed: multilingual leadership/governance courses; a structured dialogue framework between MNAs, sports ministries and Olympic committees; ready-to-use governance guidelines/templates; a long-term funding partnership program; and practical guidelines for remote work and shared offices.

Proposed KPIs: 100 MNA leaders/administrators trained; 10 MNAs in regular dialogue with national authorities; 15 MNAs adopting updated governance frameworks; an active long-term funding partnership; and a 20% average reduction in administrative costs.

Timeline: a three-year rollout — Year 1 (foundation: governance frameworks and launch of leadership training), Year 2 (outward engagement: national-authority relationships and funding delivery), and Year 3 (regional expansion, "stronger MNAs 2.0").

Budget: a preliminary estimate of approximately US\$240,000 over three years — leadership/governance training (~US\$100,000), authority engagement and governance frameworks (~US\$65,000), funding/CSR partnership program (~US\$40,000), and course translation/platform costs (~US\$35,000). Mengdi noted these figures are indicative and will be validated with World Sailing and partners, and that projected 20% admin-cost savings will offset a substantial share of the investment.

- d. **The Oceania Working Group** presented their Pillar 5 implementation Plan which focusses on their Oceania Sailing Academy. JP reported a productive meeting with the Fiji government, which has agreed in principle to a 35-year head lease (with automatic 35-year renewal) for the proposed Oceania Sailing Academy. Under the proposed structure, the Fiji Sports Council would hold the head lease and sublease to Fiji Sailing, which subleases to OSAF (the Oceania Continental Federation); assets would be owned by OSAF. Governance would require an AGM to elect a board (including possible independent directors), which would appoint a CEO responsible for staff and programming.

Planned MOU/partnership targets include the Regional Games Council, the University of the South Pacific (located adjacent to the academy site), the Fiji Sports Council, other Fijian/regional government bodies, the Oceania National Olympic Committee, and Voyaging Societies. Next steps are to finalise the proposal with OSAF and Fiji Sailing, then seek OSAF Executive Board approval (action assigned to JP).

JP also reported discussions with Koray (former World Sailing International Head of Development) regarding commercial models for regional hubs — including potential cost savings on hotels, RIBs and coach travel, increased participant capacity, and possible revenue generation through franchising or course fees. JP has invited Koray to contribute to the Oceania process and suggested a broader remit as a regional "branch office"/content-delivery arm of World Sailing. Fiona Kidd noted Koray is presenting related plans to the World Sailing Board the following day, and that further direction will depend on Board review.

- e. **MNA Toolkit** ("MNA in a Box") . Fiona Kidd presented the draft MNA Toolkit (working title, previously "MNA in a box"), a modular resource intended to give any MNA — regardless of existing resource levels — a ready-to-use administrative backbone. Proposed modules: governance; finance and funding; people and safeguarding; pathways and education; events and results; communications and brand; and digital and data.

Each module includes a quick-start guide (approx. 30 minutes) and expandable content, currently in draft form with an intention to migrate to digital delivery via the World Sailing Academy.

The committee agreed Pillar 5 content — and this toolkit specifically — addresses a key gap for emerging nations.

Action: Fiona to share the draft MNA Toolkit with the committee.

4. ENP Definition

- a. The **Pan Americas Working Group** presented their categorization of the emerging vs established nations in their region.

Sigrid Beckmann and David Covo jointly presented the Pan America classification. The World Sailing framework groups MNAs into four categories: developed/resourced, developed/not-resourced, resourced/not-developed, and not-developed/not-resourced. The presenters noted that the large majority of Pan American MNAs sit in the emerging category and require support.

Using participation data from three recent Games (the 2021 Junior Pan Am Games, the 2023 Pan Am Games, and the 2025 Pan Am Junior Games in Paraguay), and applying ILCA 6/ILCA 7 participation as a gender-equity proxy, the working group proposed a threshold of participation in six of thirteen events at the 2023 Games to be classed as "established."

- Established: Argentina, Brazil, Canada, Chile, Mexico, Peru, United States (plus Canada/US as developed & resourced).
- Marginal/borderline (based on gender-participation representation): Bermuda, Cuba, Puerto Rico, Uruguay.

The committee discussed how classification drives funding: emerging, not-resourced nations receive greater weighting, particularly for the Senior Emerging Nations Program (ENP). Tomasz Chamera suggested that it would be helpful to gather statistics to determine whether funding is producing genuine national development or repeatedly supporting the same sailors over multiple years; Beatriz supported this point

The group debated how to treat borderline cases. Fiona explained World Sailing currently applies a black-and-white approach (no formal "borderline" category), evaluates applications regionally to spread support geographically, and seeks to balance support for developing nations against the risk of removing incentive to progress. Peru's move into the developed category (driven by ILCA performance) was discussed as an example of the incentive effect the committee wants to encourage.

JP, Inga and Maciej raised the need to look beyond participation statistics to governance, administration and athlete-development indicators. David Covo agreed this data is only a first-stage analysis and recommended prioritising deeper study of the four/five marginal nations, where targeted support could have outsized impact.

Decision: The committee agreed to simplify the process by defining objective criteria for what constitutes a "developed" nation; any MNA not meeting that bar defaults to "emerging."

Action: Each working group is to bring proposed criteria to the next meeting. The term "borderline" was replaced with "advancing" as the preferred label for nations in transition.

- b. The **Oceania Working Group** presented their Emerging Nations Categorization JP presented an updated Oceania list, noting three nations moved to "developed" status given French administrative/resource ties, with the remainder classed as emerging. JP flagged one recently joined MNA whose membership status requires confirmation (action assigned).
- c. The **Asia Working Group** presented their Emerging Nations Categorization. Mengdi presented the Asia Working Group's execution plan for Pillar 5 (summarised in Item 3c), followed by review of an Asia-specific classification list supplied by ASF. Three entries were highlighted that differ from World Sailing's global classification: India, Malaysia and Thailand each moved from "emerging" to "developed but not resourced" under the revised, three-Olympic-class methodology.

Mengdi questioned whether whole-country labelling is appropriate, noting that development levels vary significantly by sailing class within a country, and suggested class-level (rather than country-level) classification would give a more accurate picture, particularly for ENP and high-performance planning.

The Chair noted the current classification exercise is scoped specifically to determine eligibility for three funding programs (Senior ENP, Youth ENP, and Olympic Solidarity/Pathway), with more granular analysis a longer-term consideration. The committee agreed to introduce a third, intermediate category — "developing — for nations such as India, Malaysia and Thailand that are progressing but not yet fully developed.

- d. The **Europe Working Group** presented their emerging nations categorization. Maciej Szafran presented a second, revised version of the European classification list (incorporating Inga's earlier comments), identifying established, emerging and several "not sure" nations (Andorra, Albania, Bosnia and Herzegovina, Bulgaria, Estonia, Iceland, Kosovo, Latvia, Lithuania, Luxembourg, Malta, Moldova, Montenegro, North Macedonia, Romania, Serbia, Slovakia and Ukraine among those discussed).

Maciej also introduced a preliminary, weighted scoring methodology considering Olympic medals/qualifications, World and Continental Championship results, sailor numbers and rankings, facilities/infrastructure, MA activity, and GDP, which could translate into a numeric score and threshold per MNA. Inga cautioned that an over-reliance on quantitative metrics risks overlooking important qualitative factors and recommended the methodology remain open to direct MNA input.

Decision: Maciej's scoring/criteria proposal will be a dedicated discussion item at the November meeting, with a view to incorporating it into next year's MNA survey so that MNAs can track a percentage score and benchmark year-on-year improvement.

5. Development Plan

Fiona Kidd presented the Pillar 3 & 4 comparison summary document previously circulated (compiled from Africa's submission). The Pillar 5 outputs from every region need to be summarized and then all 5 Pillars consolidated into a single Development Plan ahead of the World Sailing budgeting cycle (which begins in the autumn) next meeting in September. The Development Plan will require Board approval prior to the Annual Conference where it should be ratified by Council.

Decision: For the next committee meeting, a consolidated five-pillar execution summary is to be completed. This would form the basis of the Development Plan.

6. 2026 Development Forum

This item was not discussed during the meeting, although there is a 3 hour time slot on Friday, November 20th that will be integrated into the Growth of Sailing Committee Meeting. However, Tomasz Chamera suggested that hosting a Regional Development Symposium around a Regional multisport Games provides a practical opportunity to bring many countries together in person and urged the committee to explore this in the future.

7. Report from Executive Office

- a. Report from the Board Representative(s)
This item was not discussed
- b. Report from the Staff
This item was not discussed.

8. AOB

There was no other business discussed.

The next meeting is scheduled for Tuesday, September 8th at 11:00 UTC

The meeting concluded at 12:30 UTC.