WORLD SAILING
GROWTH OF SAILING COMMITTEE
ANNUAL WORK PLAN 2026
QUAD 2025-2028

1. Committee Name:
Growth of Sailing Committee

2. Committee Members

Malav Shroff (IND) – Chair	Albassel Ebrahim (EGY)	Luis Velasco (ARG)
Inga Jakobsone (LAT) – Vice-Chair	Irina Perez le Roux (DOM)	Mohamed Alobeidi (UAE)
Abdur Rehman Arshad (PAK) – ASAF Representative	John Philp (FIJ)	Pınar Coşkuner Genc (TUR) – EUROSAF Representative
Alain Alcindor (SEY)	Maciej Szafran (POL)	Raynor Haagh (NZL)
Barbora Bachrata (SVK)	Mandiaye Diouf (SEN)	Sigrid Beckmann (MEX)
David Covo (CAN) – PANAM Sailing representative	Mengdi Zhang (CHN)	Stratis Andreadis (GRE)
Emma Hallen (SWE) – Para Sailing Representative	Oceanic & Offshore Representative (TBC)	

3. Board Liaisons

Beatriz Gonzalez Luna	Tomasz Chamera	Sophia Papamichalopoulos

4. Working Groups

Working Group	Lead	Members
Africa	Albassel Ebrahim & Alain Alcindor	Mandiaye Diouf, Azzoug Mohamed, Prof. Zahran Abia, Faroug Emad, Ben Hariz Abdelmonem, Da Rosa Helio
Asia	Mohamed Alobeidli & Mengdi Zhang	Malav Shroff, Abdur Rehman Arshad, Koravic Bhanubanandh, Kay Rawbone, Ibrahim Alfraih, Mohd Afendy Abdullah, Joseph Kenny, Meng Weng, Hamid Shomali, Capt Abdul Aziz. Mike Cassidy
Americas	Luis Velasco & Irina Perez Leroux	David Covo, Sigrid Beckmann, Beatriz Gonzalez Luna Rui, Megan Littlefield, Maria Carolina Latorre, Guillermo Willo Cappelleti, Boris J. Corujo, Marco Aurelio, Yerko Cattarinich, Marissa Maurin, Sharon Hardwick.
Europe	Barbora Bachrata & Maciej Szafran	Inga Jakobsone, Stratis Andreadis, Pınar Coşkuner Genc, Madis Ausman, Eldina Domazet, Cristian Daianu, Ana Visic, Elfar Gauti
Oceania	John Philp & Raynor Haagh	Evelyn Lili'o-Satele, Grahame Numa, Raema von Reiche, Teiva

		Veronique, Geoffrey Baragamu, Vaimo'oi'a Ripley

5. Remit and Strategic Alignment

"Ready for the Future 2025-2029"
"Olympic Vision"
"Sustainability Agenda 2030"
"Steering the Course: Women in Sailing"
"Para Inclusive Strategy"
"Navigating Offshore"

Mission/Remit	The remit of the Growth of Sailing Committee is to advise and report to Council on: (a) the growth and development of Sailing around the world; (b) the World Sailing Development Plan, including its consistency with the World Sailing strategy; (c) the promotion and development Sailing in new and emerging nations; (d) the growth and development of Sailing in new disciplines; and (e) strategic and regional development issues, including advising on resource requirements and policy.
Alignment to WS Strategies	
Ready for the Future - Growth	Strengthening the connection between World Sailing and our community
Ready for the Future - Growth	Enabling our community to develop the sport around the world
Olympic Vision – Accessibility	More sailors from more nations have realistic ambitions to compete at the Olympics
Steering the Course – Coaches, Instructors & Team Leaders, Participation, Race Officials	Supporting Goals and activities in each of these areas
Para Inclusive Strategy – Inclusion and Impact & Social Change	• Increase the diversity and broaden the range of disabled people competing in the core program of events, including those with invisible disabilities that affect their daily life. • Create a self-sustaining network to encourage participation in Para Sailing and include people from every aspect of the sport. • Develop and promote opportunities for participation by disabled people from marginalised socioeconomic backgrounds due to the rising costs of participation

6. Objectives for the Year

List 3–5 specific, measurable, achievable, relevant, and time-bound (SMART) objectives for the year.

Objective 1	Complete the Analysis of the 2025 MNA Survey
Objective 2	Create an Execution Plan on the top recommendations from each pillar in each Region and formalize the plan by the end of Q2.
Objective 3	Create a 4-year Development Strategic Plan and Framework based on the insights of the Survey and recommendations from each Working group for approval by Council at the 2026 conference.

Objective 4	Accelerate the growth of Para Inclusive Sailing on a global scale by integrating the goals & action plans through each of the Working Group recommendations
Objective 5	

World Sailing

6. Key Activities

- Break down the objectives into actionable tasks with deadlines and responsible parties.
- Define key performance indicators (KPIs) to measure progress and success.
- Outline the resources required to achieve the objectives.

OBJECTIVE 1	Complete 2025 MNA Survey Analysis			
TASKS	DEADLINE	RESPONSIBLE PARTY	KPI	RESOURCE REQUIRED
Identify the gaps in information and responses in the 2025 Survey	Feb 2026	Chair/Vice Chair		Chair/V Chair/WS Staff
Reach out to MNA's that did not complete parts of the survey and follow-up with new questions or clarification. Determine if language was an issue.	Feb/Mar 2026	Working Groups to follow up MNA's in each region	85% of MNA's respond	WS Staff, Teams Survey,
Gather new information and re-analyse results in each region	Q1	Chair/Vice Chair		WS Staff to assist
Transfer the knowledge of the survey results into fact-based actions	Q2	Working Groups		WS Staff to assist
Summarize the survey learnings and align actions with current development programming and identify gaps &/or opportunities	Q2	Chair/Vice Chair		WS Staff to assist.

OBJECTIVE 2	Create an Execution Plan based on the top Recommendations from each pillar in each Region.			
TASKS	DEADLINE	RESPONSIBLE PARTY	KPI	RESOURCE REQUIRED
Each Working Group to select their top 5 recommendations from each pillar based on the work completed in 2025 and present for approval at GoS Meeting in January	Jan 2026	All Working Groups		Working Groups, WS Staff
Execution Plans to be drafted for approval by committee.	Feb 2026	Chair/Vice Chair/ Working Groups	Majority approval by committee.	Chair/Vice Chair, WS Staff

OBJECTIVE 3	Create a 4-year Development Strategic Plan & Framework			
TASKS	DEADLINE	RESPONSIBLE PARTY	KPI	RESOURCE REQUIRED
Utilize Execution Plans, pillar recommendations & survey results and learnings to draft 1st Version of Development Plan Strategy & Framework	Q2	Chair/Vice Chair		WS Staff

Consult with committees, stakeholders, the Board and targeted MNA's to review plan and redraft where necessary.	Q3	Chair/Vice Chair	# of entity input into review process	WS Staff, Board Reps
Finalize Development Plan Strategy & Framework & Deliver final draft for Board Approval	Oct 2026	Chair/Vice Chair	Board Approval	WS Staff, Branding, Board Reps
Council approval & distribution	Nov 2026	Chair/Vice Chair	Majority approval of Council	WS Staff

OBJECTIVE 4	**Accelerate the Growth of Para Inclusive Sailing on a Global Scale.**			
TASKS	**DEADLINE**	**RESPONSIBLE PARTY**	**KPI**	**RESOURCE REQUIRED**
Integrate the Para Inclusive goals and actions into the 5 Pillars of each Working Group	Feb 2026	Para Representative & WGs		WS Staff to assist
Ensure that Para Inclusive Sailing is an integral part of the Development Strategic Plan & Framework.	Q3	Para Representative/Chair/V Chair		WS Staff to assist

OBJECTIVE 5				
TASKS	**DEADLINE**	**RESPONSIBLE PARTY**	**KPI**	**RESOURCE REQUIRED**

7. Reporting and Review

Establish a process for regular reporting and review.

Example: "Submit quarterly progress reports to the World Sailing Board and present findings at the annual general meeting."

8. Continuous Improvement

Include a section for lessons learned and recommendations for the next year.