



EUROPEAN SAILING FEDERATION

THE CONTINENTAL ASSOCIATION FOR SAILING IN EUROPE
SUPPORTING SAILING IN EUROPE SINCE 1998

President and Executive Board Report

Delivered at the 2021 Ordinary General Assembly in compliance with article 15.5.a of the Constitution on 17/04/2021.

This 2021 *President and Executive Board Report* follows the text of the [Key Priorities \(v.3\)](#) approved on 14/05/2019 by the Executive Board, with small amendments. Where a development has occurred, a detailed explanation is presented **in blue type**. Sometimes a development concerns several items in a section and also several sections. When delving into a prospective, forward-looking point of view, *italics* are added.

1. Vision: More Sailors, More Fun, More Success

“Let’s help create the conditions to bring more people to have fun sailing and to succeed as sailors and as persons with sailors at the centre of our attention.”

The Executive Board wants to take what is probably a core goal of EUROSAF Members to the Continental level. How? By leveraging EUROSAF’s vantage position to coordinate projects across Europe and to facilitate resource and knowledge sharing among Members.

To achieve this vision together with the Members, the Executive Board shall rebuild trust and increase cooperation, working constructively and inclusively for sailing in Europe.

2. Value for Members: EUROSAF’s *Raison d’Être*

EUROSAF must bring value to its Members. The Executive Board shall implement projects to that end.

The Executive Board constantly addresses the issue of the cost and the worth of EUROSAF meetings, in line with observations received from several Members, with the view that attending meetings must distract as few resources as possible from sailing activities and EUROSAF meetings must bring value to Members and delegates.

As commented by delegates at the 2018 General Assembly, once the effort and cost of attending the meeting has been taken in, the marginal cost of spending one more day is very small and well worth the benefit in terms of added value and networking opportunities. Therefore the Executive Board extended the duration of the 2019 Annual Meeting to include meetings of and presentations from EUROSAF Committees and presentations and workshops from third parties of sailing-related proposals, research, and projects. As the general feedback was very positive, the initial intention for 2020 was to follow the same line. However, considering the global health situation created by the **COVID-19** pandemic, and after consultation with Members, the Executive Board had to decide to cancel the physical meeting and replace it with a conference call followed by an electronic vote as the 2020 General Assembly.

The health and travel situation has not improved in the meantime, the pandemic is running wild, and many restrictions are in place all over Europe. After convening an electronic extraordinary general assembly on 30/01/2021 that confirmed elections should be held in 2021, the Executive Board has once again been forced to convene an electronic general assembly.

To increase transparency, the Executive Board submits proposals of amendment of the Constitution specifying the election calendar and rules applicable to electronic general assemblies.



The situation created by the pandemic does not allow for convenient networking opportunities between delegates. The Executive Board looks forward to holding a physical meeting with Member's delegates, for the 2022 Ordinary General Assembly at the latest.

The Executive Board will submit to the General Assembly the proposal to hold the 2022 Annual Meeting in Zagreb, Croatia, and the 2023 Annual Meeting in Budapest, Hungary, as both the Croatian Sailing Federation and the Hungarian Sailing Federation have generously extended their previous invitations. The floor will be open for venue proposals for 2024.

Projects can spring from both EUROSAF and its Members. Once a project is outlined, be it by a Member, a Committee, or the Executive Board, EUROSAF will reach to its Members to gather their support. Members will be invited to promote the projects and bring in experts with relevant knowledge and experience, locations and items to run activities, participants, and, in general, resources the project may need to succeed. No support means no implementation: this is the ultimate test of value for a project.

The Executive Board planned to include in the Annual Meeting agenda a presentations session with Committee and third-party projects and workshops that showcase the possibilities offered by cooperation at a European level and expected delegates to give their opinion and bring in their experience about the projects presented and to jump into projects that best serve MNAs, sailors, coaches, race officials, and sailing administrators around Europe.

This opportunity needs to be postponed until a physical meeting is convened.

3. Short-Term Goals: Expand Sailing Grounds

The Executive Board shall undertake to:

Consolidate the Secretariat

- Ensure the secretary general and the supporting staff in Neusiedl-am-See deliver an outstanding level of service to all EUROSAF stakeholders.

On 10/03/2017 the Executive Board signed an agreement with the Austrian Sailing Federation. EUROSAF was granted the gratuitous right to use office, archive, parking, and meeting space on their premises in Neusiedl-am-See, some 40 km away from Vienna airport (Austria), for a 10-year period, against a limited contribution for running expenses, as long as EUROSAF's secretariat is seated there. Roland Regnemer took over from John Friend during the General Assembly in Sofia on 18/03/2017, as decided by the previous Executive Board. In December 2017 the Austrian Sailing Federation obtained from the Austrian Ministry of Sport a contribution towards the remuneration of the secretary general up to the equivalent of a half time and of supporting staff up to a 20-25% time equivalent. The Austrian Sailing Federation submitted the paperwork needed to renew the funding in 2020; the confirmation arrived later in the year and extended it until end 2021. Doris Gstatter took over the position of secretary general on 01/10/2020 and the Executive Board was happy to keep Roland Regnemer involved in EUROSAF as a support to the secretary general. Whilst it was understood the use of the premises in Austria would be free of charge, the Austrian Sailing Federation charged the maximum amount allowed for running expenses for two years, a sum later negotiated to cover the expenses for four years. The Executive Board fondly thanks the Austrian Sailing Federation and its president, Herbert Houf, for all the support bestowed on EUROSAF.



The current Executive Board used to hold a meeting in Neusiedl-am-See at least once a year. This opportunity to meet and thank the Austrian Sailing Federation for its tangible and continuing support could not happen in 2020.

The Executive Board looks forward to resuming these meetings as soon as the health and travel situation will allow it.

The Executive Board has started informal contacts to calibrate the possibility to keep funding the secretariat in Austria from 2022 onwards, as the current arrangement has proven a fruitful opportunity for EUROSAF and for the Austrian Sailing Federation. If it proved impossible, the executive Board would examine other options. Members are kindly asked to come forward if they can assist in any way.

Update and expand the website and grow social media impact

- Deliver one-to-one communication with EUROSAF stakeholders; use Basecamp to communicate with the relevant persons in charge of EUROSAF matters in member MNAs.

The Executive Board uses **Basecamp**, an online collaboration platform, to communicate and coordinate actions almost daily. All Committee members have been granted access to Basecamp and some use it regularly.

Basecamp is available to communicate with people in charge of EUROSAF matters in member MNAs and thus to deliver one-to-one communication with EUROSAF main stakeholders. The secretary general will be happy to add them to the system on reception of their credentials.

*To help MNAs in keeping their information updated and mutual channels of communication open, a **form** is available on the website.*

- Include in the website past information from the previous website and other sources, when available.

The secretary general added past versions of the **Constitution**, available past information from **Annual Meetings since 2012**, and some **EUROSAF events pictures**, to serve as a historical archive.

Honorary president György Wossala brought to light that the creation date of EUROSAF published in the website—1998—is not accurate, as the Federation was initially created in 1936 and held its first European Championship in 1937. A EUROSAF history book exists featuring very nice old pictures; a copy would be much appreciated.

If you or your MNA have further information from past EUROSAF meetings or events in digital or easily digitizable format, please forward them to the secretary general for their inclusion on the website.

- Develop EUROSAF's online presence and grow its impact.

EUROSAF activities are regularly posted on the website and on the Facebook channel, together with connected events and activities that expand EUROSAF's reach and increase its partners' goodwill.

The Executive Board expects all people related to EUROSAF with an active Facebook account to "like" EUROSAF and to "like" all announcements, thus helping to expand their reach and impact.



The Executive Board encourages all stakeholders with news or graphic material related to EUROSAF to share them with the secretary general and thus to expand their reach and enrich EUROSAF channels and plans to extend the reach of its own communication by actively collaborating with Members' channels

Maintain good communication with Members

- Keep on sending bimonthly emails to EUROSAF stakeholders and interested parties.
As in 2018 and 2019, the president sent five informative bimonthly emails in 2020 with current activities and projects to Members, Committee members, and interested parties. One more was sent in 2021. They are all available [on the website](#).
- Continue meeting with European MNAs delegates during World Sailing meetings.
Since the World Sailing mid-year meeting in Singapore in 2017, and up to the Annual Conference in Bermuda in October 2019, where five Executive Board members invited the delegates of European MNAs to an informal meeting that pulled together over 40 participants representing more than 25 MNAs, a EUROSAF promoted meeting has taken place at each World Sailing meeting. Due to the pandemic no further World Sailing physical meeting has been held since end 2019.
The Executive Board endeavours to keep this EUROSAF informal meeting as a permanent feature in World Sailing physical meetings, when they resume.
- Create opportunities for personal contact with and between stakeholders.
As demanded by many delegates after the 2018 General Assembly, the Executive Board extended the duration of the 2019 Annual Meeting to accommodate more time for networking and side meetings. Although it planned to do so again in 2020, the pandemic made it impossible to hold a physical meeting and therefore to create such an opportunity. The same still applies to 2021.
The Executive Board looks forward to resuming physical meetings as soon as the health and travel situation will allow it.
In 2019 the Executive Board decided to try and have a representative at each EUROSAF Event (in line with *Consolidate current Events* priorities), whenever possible as a race official through the Race Officials Exchange Programme, and upheld the goal in 2020.
The same presence goal is set for 2021 events.
- Continue collecting contact details of key people that Members want to keep informed.
Although the Executive Board regularly informs EUROSAF Members at the official address they have provided, communication is not always direct with people in charge of EUROSAF matters. Messages not reaching them are a clear hindrance for Members that want to inform them punctually and access projects of their interest swiftly. To improve communication, the secretary general launched an updating process at the end of 2020.
The Executive Board keeps open the possibility for Members to submit contact details of key people they want to keep informed to ensure that no opportunity is lost to them, without disabling any official channel of communication. As noted above, the Executive Board prioritizes using Basecamp to that end, while informing Members and stakeholders of EUROSAF developments through all available channels: website, email, social media, Basecamp, and personal contact whenever possible.



Make the most of Committees' expertise

- Coordinate and foster Committees' projects.

On 29/04/2017 the Executive Board approved the Terms of Reference of six Committees and one Working Party with a long-term view, represented by goals, and a mid-term view, with clearly defined objectives. By way of their responsibilities, the Executive Board provided the Committees and the Working Party with a wide-ranging array of means to achieve both their objectives and their goals and created a direct link between each Committee and the Executive Board to support their activity by nominating one or two liaison members. On 05/06/2018 the Executive Board revised the Terms of Reference. All Committee members and Terms of Reference are available on the [website](#).

The Executive Board fondly thanks all Committee members active in 2017-2021 for their time and their contribution towards EUROSAF.

The Executive Board expects consulting bodies to proactively provide EUROSAF with relevant expertise and inspiring projects that make the most of EUROSAF Members capacity and willingness to cooperate and exchange and expects them to be driving forces behind EUROSAF's projects.

- Promote physical meetings of Committees.

As explained in *Value for Members*, the Executive Board extended the duration of the 2019 Annual Meeting to include meetings of EUROSAF Committees. The low attendance of Committee members did not warrant Committee meetings taking place. Thus a common working session with attending Committee members and Executive Board members took place. The main conclusion and consequence are pointed out below. No further opportunity to hold physical Committee meetings has arisen in 2020.

The Executive Board looks forward to resuming these meetings as soon as the health and travel situation will allow it.

- Adopt a team approach for projects and bring together specific Committee members according to their skills and availability.

According to the conclusions from the working session mentioned above held during the 2019 Annual Meeting, the current Committee structure defined in the Constitution has proven static and ineffective. The recommendations of the meeting were to adopt a more flexible team approach, especially in terms of goals, composition, and duration. Priority should be given to well-defined projects with specific deadlines, handled by willing and available experts with relevant, complementary expertise working together until completion of the project.

In line with such conclusions, the Executive Board has proposed an amendment to the Constitution adding some flexibility in naming the consulting bodies and keeping only the Legal Committee as compulsory. The Executive Board looks forward to implement a team, results focused approach when the new consulting bodies structure is approved.

As explained in Further develop the Race Officials Exchange Programme below, in 2021 the Executive Board has set up two ad hoc working parties following this flexible team approach to bring forth guidelines for matching race officials to events and improvements to the user-friendliness of the Programme's IT tool.



- Bring all communication and collaboration within Committees under Basecamp.

People are used to emails and, recently, Whatsapp. These tools, however useful, lack features needed when working on several projects with different teams changing in composition. Structuring and archiving, to name just two basic functions, are key for team members to contribute meaningfully and efficiently and to easily access past discussions and documents. Further tools, such as task assigning, deadline setting, progress tracking, and more, are bonuses available on Basecamp. However compelling, these capabilities have a tough time overcoming resistance to change and the learning curve needed.

The Executive Board will continue pushing for consulting bodies' collaboration to be handled in Basecamp for all to benefit from its capabilities.

Further develop the Race Officials Exchange Programme

- Manage the EUROSAF Race Officials Exchange Programme and organize an annual meeting of member MNAs to agree exchange activities and provide valuable content.
- Put out and enhance the new web-based tool developed in 2018.
- Support the RO meeting that will take place in Dun Laoghaire (Ireland) on 11/01/2020.
- Encourage greater participation in the Programme by member MNAs, their National Race Officials, and their international event organizers.

The **2018 EUROSAF Race Officials Exchange Meeting** took place in Malta; the **2019 edition** in Athens, Greece; and the **2020 edition** in Dun Laoghaire, Ireland, the first and the last with the presence of the Executive Board. A big thank you to all organisers of such fruitful meetings!

From nearly 230 places offered in 135 events organized in 29 member nations and spanning all 2020, 145 were awarded on the spot in Ireland and a renewed IT tool was put to test; the remaining ones were allocated during the following weeks. On top of the RO Exchange itself, Prof. Alessandro Pezzoli, vice-chair of the EUROSAF European Sailing Academy Working Party, made two presentations. Firstly he gave sound advice about weather analysis for ROs; secondly he unveiled the preliminary results of a study devoted to national and international RO distribution in Europe. Followed a fruitful discussion with delegates that brought up new avenues of research and suggested new opportunities for collaboration between EUROSAF Members (see *Broaden Race Officials Training* below). Some questions dealt with during the day—e.g. guidelines for matching ROs to events and user-friendliness of the new IT tool—have been followed up by two ad hoc working parties set up by the Executive Board.

The **2021 EUROSAF Race Officials Exchange Meeting** was expected to take place in Palma de Mallorca, Spain, on 16/01/2021 under the invitation of the Royal Spanish Sailing Federation and Club Nàutic s'Arenal. Due to the pandemic the meeting could not be held physically and an online meeting was convened to assign events and race officials until May. Close to 52 spots in 28 events across Europe up to May were allocated.

A second online meeting will be held on 24 April to continue the assignation until end 2021. The Executive Board looks forward to meet with the Race Officials Exchange Programme delegates in Palma in 2022 thanks to the hosts having generously extended their invitation.



Broaden Race Officials Training

- Expand the Race Officials Exchange Programme into training in collaboration with existing training structures and in line with the EUROSAF European Sailing Academy goals.

The Executive Board plans to create an online information platform where Members who organize training can open it to other Members, an easy option with online training, which simplifies participation. This service will give small Members new training opportunities without the burden to run and finance their setting up and running, while organizing Members will access a wider pool of entrants, thus helping them recover costs and widening the experience and networking of participants.

- Launch the RO Training Study, a research into RO distribution and training systems across Europe.

As shortly explained in *Further Develop the Race Officials Exchange Programme* above, the EUROSAF European Sailing Academy Working Party launched a research project concerning national and international Race Officials' distribution in Europe. Federico Piani (University of Trento, Italy) undertook the study under the supervision of Prof. Angelo Besana (University of Torino, Italy) and Prof. Alessandro Pezzoli (Politecnico di Torino, Italy). Its main output is the "**Determination of Current Situation and Dissemination of Race Officials' Training in European National Sailing Federations**" report, featuring a race officials' distribution per categories in larger EUROSAF Members. After presentation and fruitful discussion with delegates at the 2020 Race Officials Exchange Meeting in Dun Laoghaire, Ireland, the main comments and possible ways forward were:

- The need to check data descriptions and completeness, as Members have different classification and reporting systems that do not make comparisons straightforward.
- The relevance of adding a regional dimension, as some large countries have regional sailing federations competent in RO training.
- The interest in relating RO figures to number of sailors, clubs, or events of national or international level in each Member.
- The possible impact of available training opportunities and numbers of trainees in each Member.
- The implications of ROs age distribution and current replacement processes.
- The benefits of collaboration between large Federations, with solid and comprehensive training programmes, and small ones, with limited or inexistent programmes.
- The importance of detecting and addressing uncovered needs in mid-tier Members, whose programmes may be strong in some areas and lacking in others.
- The awareness of social biases in sailing.

The study was later published by Edizioni Quaepeg in *Geografia, Geopolitica e Geostrategia dello Sport. Tra governance e mondializzazione*, by Giuseppe Bettoni and Anna Maria Pioletti (eds.).

The Executive Board and the European Sailing Academy Working Party plan to continue their collaboration with research institutions to further develop this promising first study into further areas of interest.



Consolidate current EUROSAF Events

- Develop policy proposals concerning EUROSAF Events.
- Create guidelines for EUROSAF Events in line with these Key Priorities (e.g. training, development, increased participation in sailing, cultural exchange...) to enhance the value EUROSAF Events bring to Members, to sailors, and to European sailing.

The Executive Board plans to finalize its internal reflection aiming to define requirements for EUROSAF Events.

- Set down EUROSAF Events regulations following the model of EUROSAF MR Regulations.
The Executive Board keeps the EUROSAF Match Race Regulations updated and has started drafting EUROSAF Events Regulations.
The Executive Board aims to draft regulations for each type of event in EUROSAF's calendar.
- Finalise the bidding and granting process of 2021 EUROSAF Events and open the bidding process for 2022 Events.

2019 saw the consolidation of all traditional EUROSAF events, including Women, Youth, and of course **Open Match Racing European Championships**—held in Ledro, Italy, for the Women and Youth and in Šibenik, Croatia, for the Open—and also the EUROSAF Parasailing Europeans—held in Gmunden, Austria—under a successful inclusive format. In addition, the second edition of the recently introduced EUROSAF Club Sailing Championship was raced in Ascona, Switzerland.

In 2019 EUROSAF also launched a new series of events organized in collaboration with classes that bring value to sailors, event organizers, and the classes themselves. To the EUROSAF Pirat European Championship—sailed in Bayramoğlu, Turkey—, already held every two years alternating with the class Youth Championship, was added the EUROSAF L30 European Championship—sailed in Gargnano, on Lake Garda, Italy—and the EUROSAF 420 European Circuit that included 5 events and gave free entry into the 420 European Championship to the winners in three divisions.

Finally, in 2019 EUROSAF pioneered the EUROSAF Mixed Offshore European Championship following World Sailing guidelines for the two-handed event presented for Olympic status and using the L30 OD keelboat chosen by World Sailing for the 2020 World Championship in Malta (later cancelled). The event—sailed in Italian, Croatian, and Serbian waters from Venice to Trieste, Italy—was clearly a hit with sailors and public.

2020 started with the EUROSAF Inclusive Parasailing Europeans raced in Javea, Spain, from 7 to 9 February and then halted almost to a complete stop because of the pandemic.

The **EUROSAF Youth Match Racing European Championship** to be sailed in Ledro, Italy, from 18 to 21 June was postponed for a year, just like the EUROSAF Open Match Racing European Championships to be organized in Ekaterinburg, Russia, from 11 to 15 August. The EUROSAF Club Sailing Championship that was to take place on Lake Lipno, Czech Republic, from 18 to 21 June, was cancelled, just like the EUROSAF Women Match Racing European Championship to be run in Locarno, Switzerland, from 15 to 18 October and the **EUROSAF Pirat Youth European Championship** to be organized in Ratzeburger See, Germany, from 26 to 31 July.



The **EUROSAF 420 Circuit** included 9 events (Oberhofen, Switzerland; Athens, Greece; Imperia, Italy; Palamós, Spain; Vilamoura, Portugal; Izola, Slovenia; Marseille, France; Csopak, Hungary; and Kiel, Germany), 5 of which were finally sailed. The new **EUROSAF Inclusive Sailing Circuit** was launched with 5 events with 2.4mR boats (Berlin, Germany; Jesolo, Italy; Attersee, Austria; Travemünde, Germany; and Achensee, Austria), and later cancelled in concert with the organizers due to the pandemic.

Two events kept the EUROSAF flag flying during 2020: the fully crewed **EUROSAF L30 European Championship** sailed in Marseille, France, from 20 to 23 August, and the **EUROSAF Mixed Offshore European Championship** that set sail for three nights at sea from downtown Genoa towards the Giraglia and the Tuscan islands and back, starting on 16 June, again on L30 OD boats. An **online regatta** was organised on the Virtual Regatta platform at the same time as the on-the-water one with some 14,000 sailors registered.

In spite of the pandemic, the Executive Board tried to keep as many EUROSAF events as possible to help come out of the blocked situation prevalent all over Europe, to give sailors opportunities to compete at a high level, and to offer race officials possibilities to put their experience to good use. A big thank-you to intent organizing authorities, to a committed class, and to resolute sailors!

In **2021** the **EUROSAF Youth Match Racing European Championship** will be sailed on Lake Ledro, Italy, from 24 to 27 June and the **EUROSAF Open Match Racing European Championships** will be organized in Ekaterinburg, Russia, from 17 to 21 August. Sadly, and despite shows of interest, the **EUROSAF Women Match Racing European Championship** did not find an organiser for 2021.

The **EUROSAF Club Sailing Championship** will take place on Neue Donau, in the heart of Vienna, Austria, from 26 to 29 August and will offer amazing views.

The 2021 **EUROSAF 420 Circuit** includes 6 events (San Remo, Italy; Vilamoura, Portugal; Izola, Slovenia; Martigues, France; Csopak, Hungary; and Kiel, Germany), one of which has been cancelled (Izola) and three more postponed (Vilamoura, Martigues, and Kiel). The **EUROSAF Inclusive Cup** comprises 6 events sailed in 2.4mR boats (Berlin, Germany; Medemblik, Netherland; Jesolo, Italy; Achensee, Austria; Starnberger See, Germany; and Máchovo Jezero, Czech Republic), one of which has been postponed (Berlin), and encompasses the **EUROSAF Inclusive European Championship** run in Medemblik from 21 May to 1 June and sailed in 2.4mR, Hansa 303, and RS Venture boats.

Concerning Class championships, the **EUROSAF Pirat Youth European Championship** will be organized in Groß Sarau, on Ratzeburger See, Germany, from 17 to 24 July; the fully-crewed **EUROSAF L30 European Championship** will be sailed in Balatonföldvár, Hungary, from 16 to 20 July, just before the famous Blue Ribbon Race; and the **EUROSAF Platu25 European Championship** will take place in Odessa, Ukraine, from 6 to 10 October.

Finally, the **EUROSAF Mixed Offshore European Championship** will be part of the Nastro Rosa regatta sailing from Genoa to Naples from 27 August to 5 September and will be the European qualifier to the Mixed Offshore World Championship run from Brindisi to Venice from 16 to 26 September.

A heartfelt thank-you to all organising authorities, club staff, and volunteers, race officials, and of course sailors and their support teams, involved in EUROSAF Events, especially after such a terrible full year of pandemic conditions!



Apart from further Cups described below, the Executive Board expects the same EUROSAF Events to be organized in 2022 and 2023 and keeps the bidding process open until end May. The secretary general has already received shows of interest for many events. Contact her if your MNA or clubs are interested in organizing a EUROSAF Event!

For all EUROSAF Events the Executive Board keenly requests the support of all EUROSAF Members, via participation. Organisers setting them up are eager to run successful, memorable events and want their efforts to benefit as many European sailors as possible. Please pass this information to people in charge and support the events by sending teams and sailors to participate. Take part and spread the word!

- Closely follow up the implementation of events regulations and workflows regarding contracts with EUROSAF Events organizers.

The treasurer and the secretary general streamlined the workflow for events by following up the allocation of events with sending of contract and of invoice. This resulted in a greater control of the administrative process and a shortening of payment terms. The Executive Board has drafted a common base contract for EUROSAF Events.

The Executive Board expects to allow for an easier process of creating and checking the Notice of Race and Sailing Instructions and bringing Event organizers a greater benefit.

- Set up EUROSAF Class Circuits in collaboration with class associations to promote enhanced and cross-European participation in class events.

EUROSAF and the **International 420 Class Association** set up the **EUROSAF 420 Circuit**, a series of regattas within Europe to foster and promote two-person dinghy sailing. As detailed above, the 2018-2019 edition comprised five events across Europe, the 2019-2020 edition 9 events, and the 2020-2021 edition 6 events. EUROSAF awards medals to the top placed Boys/Mixed U19, Girls U19 and Open U17 teams across the retained events. The best boys' and girls' teams under 19 and the best team under 17 are eligible for an extra starting place (over the quotas for their nation) at the *420 Junior European Championship*, with the entry fee waived by the Class.

Building on this successful experience, EUROSAF launched the **EUROSAF Inclusive Cup** (formerly EUROSAF Inclusive Sailing Circuit) including 5 events in 2.4mR boats in 2020 and 7 in 2021. EUROSAF awards medals to the best three sailors overall and to the best three Para sailors overall and, in addition, to different ranking divisions if the applicable ranking becomes effective, depending on the number of participants.

Such cups or circuits are a great opportunity for sailors from all over Europe to meet, exchange, and compete at an international level. By traveling further afield than their home waters they discover new regattas and new fellow sailors and enhance their experience. By being consistent in their results they have a European recognition within their reach. In addition, the selected regattas should see an increase in participation, especially from other parts of Europe.

They also are an effective way to enhance existing events' reach, to increase participation, and to bring value to all parties involved without cluttering an overcrowded calendar.

In addition to existing events, the Executive Board looks forward to expanding collaboration with Classes and invites them to organize jointly EUROSAF European Championships and Cups (series or circuits encompassing existing events and giving winners a tangible benefit).



- Enhance communication about EUROSAF Events and foster participation.

As explained in *Maintain good communication with Members*, all EUROSAF events have been publicised to Members and posted on both the website and the Facebook channel with all the information received from organisers.

On 26/02/2020 the president delivered a presentation about the future **Mixed Two Person Offshore Keelboat Olympic event** at the biannual **Congrés de la Vela Catalana**. Drawing on the experience gained in setting up the 2019 EUROSAF Mixed Offshore European Championship, the president outlined the difficulties encountered in organizing this first event and looked to the opportunities lying ahead, with a special emphasis on the 2020 edition. The opportunities clearly resonated with participants, as local double-handed offshore events have a longstanding tradition and provide a fertile ground for the discipline to expand, especially with mixed crews.

The Executive Board expects event organisers to provide as much information as possible about their event, both in advance for its promotion and during the event itself to enhance public reach, and plans to extend the reach of its communication by actively collaborating with Members' channels.

- Establish a circuit for Olympic or pre-Olympic teams, not clashing with World Sailing and World championships, for a convenient and close field of play. Continue talks with event organisers previously involved in the EUROSAF Sailing Champions Cup to set up the circuit again with added value for organizers and sailors.

The World Sailing Annual Conference in Bermuda in October 2019 allowed for continuing conversations with major European event organisers to re-establish a European Olympic Classes circuit. Key to EUROSAF and event organisers, and in line with *Bring value to EUROSAF events organisers and sponsors* policy, is the need to identify the added value brought to each party by the circuit. The Executive Board drafted and circulated a *Memorandum of Understanding* to serve as a starting point for the ongoing discussion. However, the current pandemic situation forced many events to postpone or even cancel their regattas in 2020 and in 2021, stalling the discussion.

The Executive Board expects to resume talks and convene a working session with event organisers to define a realistic, gradual set of actions and related calendar launch the circuit, maybe with a limited number of classes. The Executive Board is also promoting a EUROSAF Mixed Offshore Cup linking European events held following the guidelines of the Mixed Offshore event presented for Olympic status to further promote the discipline.

- Welcome classes wishing to hold EUROSAF European Championships in line with EUROSAF Events policy.

As a way to fulfil EUROSAF's vision of "More sailors, more fun, more successful sailors and persons with sailors at the centre of our attention," the Executive Board remains open to classes wishing to hold EUROSAF Class European Championships, such as the **Pirat Class** and the **L30 OD Class**, as detailed above.

- Bring value to EUROSAF Events organisers and sponsors.

The Executive Board looks forward to creating series of existing events under a EUROSAF Cup flag to bring value to Classes, events organisers, and sailors, as explained above.



- Attend all EUROSAF Events.

In 2020 president Josep M Pla attended the L30 Europeans, together with vice-president Pinar Coşcuner Genç who acted as a race official, and the Mixed Offshore Europeans.

As mentioned in Maintain good communication with Members, in 2021 such EUROSAF representative attendance is expected in all events and, whenever possible, as race officials through the Race Officials Exchange Programme.

Launch Youth & Development projects

- Promote further collaboration between member MNAs, especially with projects including exchange and training.

EUROSAF promoted a series of projects proposed by Members to bring value to Members and participants, such as:

- The **Optimist On Tour** project from the Royal Dutch Watersports Association to bring sailing to young people in a fun and accessible way and keep them connected to the sport. In 2018 Rob Franken, Contact and Cooperation Committee previous chair, promoted the very successful Optimist On Tour project, run nationally by the Royal Dutch Watersport Association, which brings sailing to young people in a fun and accessible way and keeps them connected to the sport. The Royal Dutch Watersport Association generously offered to share its experience, tools, and resources with interested European MNAs. The German Sailing Federation took this opportunity to run a youth sailing programme called “Segelsport vor Ort – Seglerjugend Road Show” based on the ideas of the Dutch project.
- Teaming up with the **Royal Dutch Watersports Association** to organise activities in favour of participation and development in the Association’s premises in Medemblik, as generously offered by Rob Franken in 2017.
- Teaming up with the **French Sailing Federation** to organize a gathering in a national centre in France to develop multilateral exchanges for interested MNAs with a programme aimed at young people, in particular for new practices in foil, as generously offered by the Federation’s president, in 2018.
- Teaming up with the Italian Sailing Federation to promote the 2018 **EUROSAF European U23 Team Race Championship and Team Race Clinic** for athletes, coaches, and umpires that had to take place in Campione del Garda, Italy, and include training for sailors, coaches, and race officials followed by a competition to put the newly acquired skills to use. Sadly the event did not take place.
- The **College Placement Programme** from the International Junior Sailing Academy in Italy, whose mission statement is: “If you are a good sailor and a good student you can use your talents and take advantage of opportunities to study around the world,” with proposed scholarships to be given to promising young athletes through their MNAs (two to four per MNA), consisting in a 50% discount on the 2018-2019 fees and covered by International Junior Sailing Academy. The Programme fits EUROSAF youth goals to make better persons through sailing. It fills a widening gap between the needs of many young sailors and families who have invested heavily in sailing careers and what the training, competing, and, often crucially, educational environments can offer them to leverage their investment when they grow older.



Step up actions in Para Sailing

- Push for Para Sailing expansion in Europe and promote inclusive events.

EUROSAF is active in Para Sailing since a long time. In 2018 the ***EUROSAF Para Sailing European Championships*** took place in Kiel (Germany) in a bid to strengthen Para Sailing in Europe, in line with World Sailing goal to reinstate Para Sailing into the Paralympic sports programme for 2024 and beyond. In 2019 the **EUROSAF Parasailing Europeans** were held in Gmunden, Austria, under a successful inclusive format that was retained in 2020 at the **EUROSAF Inclusive Parasailing Europeans** in Javea, Spain, and again in 2021 at the **EUROSAF Inclusive European Championship** in Medemblik next June.

Furthermore, as explained above, the **EUROSAF Inclusive Sailing Circuit** was launched in 2020 and continued in 2021 with the **EUROSAF Inclusive Cup**.

- Contribute to World Sailing’s Para Sailing Strategic Plan to re-introduce Para Sailing into the Paralympic sports programme for 2024 and beyond.

Sadly, in 2018 the sailing community received the disappointing and enraging news that sailing shall not be included on the Paris 2024 Paralympic Games sports programme. The sailing community, including EUROSAF, put quite some effort to secure the failed inclusion. Beyond the failure, the Executive Board deplores the situation of the sailors, who are deprived of such a motivating goal and showcase for the sport.

As is apparent from the upholding of the EUROSAF Inclusive European Championship and the creation of the EUROSAF Inclusive Cup described in Consolidate Current EUROSAF Events above, the Executive Board is committed to continue supporting Para Sailing, especially in inclusive set-ups, as a contribution to gaining back inclusion in the future.

Aim for the European Sailing Academy

- Launch the RO Training Study, a research into RO distribution and training systems across Europe.

See the explanation about this completed study in *Broaden Race Officials Training* above.

After the successful publication of the study, the Executive Board and the European Sailing Academy Working Party plan to continue their collaboration with research institutions to develop this promising first study into further areas of interest.

- Take part in the SKILLS by SPORT 4 MED (SBS4Med) project promoted by ASAG – Catholic University Milano as an Erasmus+ call.

In November 2019 the Executive Board was informed that “the European Commission has funded the project promoted by Forum Sport4Impact which indicates EUROSAF as selected privileged entity to cooperate with” thanks to the push from Prof. Alessandro Pezzoli, vice-chair of the European Sailing Academy Working Party.

The SKILLS by SPORT 4 MED project, promoted by ASAG – Catholic University Milano, “starting from the necessity to train and educate people to develop or change new work skills and competencies and using an experimentation within a set of Mediterranean basin countries,” aims at “creating awareness of that possibility on coaches/sport instructors and at constructing a set of open and educational resources to support soft and professional skill development through sport.” According to the proposal, “the project will be implemented through the following actions:



- Analyse the skills of coaches and sport instructors to identify the ones they hold and the ones they implicitly transmit athletes;
- Explore the opinion of the main stakeholders and decision makers in the field of labour about the skills and competencies particularly useful to enter the current labour market (i.e., team working, flexibility, diversity management, time management...);
- Compare the first two points to identify the gap between the skills coaches and sport instructors hold and the skills requested by the labour market, to understand which are owned and which need to be developed by them;
- Create a training course (packaged in open educational materials) dedicated to coaches and sport instructors with the following aims: raising their awareness on the skills and competencies they have developed through sport, support them in developing eventual missing skills requested by the labour market and, finally, let them become trainers of youth, unemployed, or migrants of such skills;
- Pilot a number of training courses where coaches and sport instructors become trainers of youth, unemployed, or migrants to support them in the development of a set of skills needed to (re)integrate the labour market.”

In 2020 the project’s scientific leaders (Instituto Universitário de Lisboa, Università Cattolica del Sacro Cuore Milano, and Alta Scuola Agostino Gemelli) performed the data collection. From 20 to 22 May the Forum Sport4Impact, headed by Dr Paolo Bertaccini, planned a **Sport4Impact Forum Conference** in Milan, Italy, in cooperation with United Nations agencies and including the first public meeting of the project oriented to dissemination. Three key issues were addressed: sport integrity; skills for labour market, social inclusion, development; and innovation and multistakeholder. The conference was finally cancelled due to the pandemic.

In 2021 the **Forum Sport4Impact** will hold its second international conference with 5 webinars geared towards designing and activating private public policies to address four key issues in the framework of UN Sustainable Development Goals (SDGs) and other international organizations programs:

- On 23/04/2021, social inclusion for development;
- On 30/04/2021, skills for and through sport;
- On 07/05/2021, private sector as co-driver;
- On 14/05/2021, side events on SDGs;
- On 21/05/2021, detecting and reporting crime.

Vincent Hagin and Alessandro Pezzoli, chair and vice-chair of the European Sailing Academy Working Party, held two meetings with the head of the project, Dr. Paolo Bertaccini, as well as other bilateral meetings, and identified areas where EUROSAF could be engaged, in particular in the framework of the project’s working program 4.

A possible operational role for EUROSAF is promoting the social impact through sailing with coordinated fundraising for projects, research, seminars, training programs, conferences, and communication actions. One such activity, run in collaboration with the International Centre for Sport Security and Save the Dream, coordinators of working program 4, could be to train the trainer (coach) and implement training courses with sailing clubs in the Mediterranean basin. Members interested in participating as multipliers should contact the secretary general.



The SKILLS by SPORT 4 MED project puts sailing high in the list of sports benefitting from the tools developed and provides EUROSAF with a direct experience of participating in ERASMUS+ projects and their administration.

- Draft an Erasmus+ call to fund the ESA-WEST project.
- Set up the ESA-WAVE project as a one-week test event for the ESA-WEST project.

After analysing the requirements and implications of drafting an Erasmus+ call, especially regarding administrative load and obligations in terms of output of the project, the Executive Board decided to follow a different route.

The **ESA-WEST** project aims at bridging the gap between knowledge producers (research) and its users (athletes, coaches, officials, and administrators) in all fields relating to or having an impact on sailing in a dynamic, challenging, and rewarding environment. It will improve the interest of sailing as a field of study, and thus enlarge the body of knowledge about our sport, put such knowledge within easy reach, and show sailing's potential as an educational tool. It will also greatly benefit EUROSAF Members by providing:

- Improved education in and about sailing
- Increased visibility and impact of sailing-related research
- More research in sailing-related fields
- New sailing-related knowledge
- Job opportunities for sailors reaching end of sailing career
- Useful networking and collaboration opportunities

On 16/12/2019 the president, the vice-chair of the European Sailing Academy Working Party, and representatives from Fundació Navegació Oceànica Barcelona, Facultat de Nàutica of Universitat Politècnica de Catalunya, and Universitat Pompeu Fabra **met in Barcelona** to discuss their possible involvement in setting up the first edition. Further meetings followed in 2020, until the pandemic brought the project to a halt.

The Executive Board asks Members to identify a contact person in their country, ideally with connections to research or industry, to create a network of interested parties and serve as the link to develop the project locally in terms of awareness and attendance.

The Executive Board expects to partner with an organizing University to start working on the practicalities of launching the first edition, taking into consideration the likely post pandemic situation and taking advantage of online meeting and training tools.

- Develop a European network of collaborating universities and higher education institutions to give the sailing community easier access to sailing related knowledge and the sport of sailing further recognition as a fruitful matter of study.

EUROSAF signed two Memoranda of Understanding, stating collaboration goals and introducing no obligations, with Constanta Maritime University (Romania) on 14/11/2018 and with Politecnico di Torino (Italy) on 16/01/2019. Prof. Alexandru Micu, chair of the Youth and Development Committee, and Prof. Alessandro Pezzoli, vice-chair of the European Sailing Academy Working Party, were instrumental in reaching these agreements. Contacts have started with further Universities to expand the network, such as the Gdansk University of Physical Education and Sport and the Swiss Federal Institute of Sport Magglingen.



These agreements are a first step, to be followed by further agreements to create a European level network of collaborating institutions to give the sailing community easier access to sailing related knowledge and the sport of sailing further recognition as a fruitful matter of study. The Executive Board expects to continue developing partnerships with Universities active in the field of sailing.

Nurture a good relationship with World Sailing

- Expand the collaboration with World Sailing.
- Define and promote a better integration of EUROSAF and other Continental Associations into World Sailing.

As stated above, the Executive Board aims to making Continental Associations meetings a permanent feature of World Sailing meetings and wishes for a tangible support that will not translate into higher costs.

The Executive Board decided to launch the 2019 EUROSAF Mixed Offshore European Championship (EMOEC) to help European National Sailing Federations access the new Mixed Offshore event presented for Olympic status at a high level of competition and at a reasonable cost and also to help test, showcase, and promote the discipline. The 2020 edition, sailed on L30 boats in Genoa, offered an excellent training ground for national teams preparing for the Worlds in October 2020 in Malta (later cancelled). The president and Riccardo Simoneschi, organizer of the 2019 and 2020 editions, explained to Alastair Fox, World Sailing Events manager, the hurdles encountered while setting up and running the 2019 event, with the desire to share the experience with World Sailing and help it towards the delivery of the announced World Championship. The president also presented the Executive Board's intention that the 2020 edition be the European qualifier to the Worlds, if needed. This open collaboration has converged in 2021 in an ongoing joint work towards the organization of the EUROSAF Mixed Offshore European Championship as a qualifier to the World Sailing Mixed Offshore Worlds mentioned above.

In November 2020 first vice-president Tomasz Chamera was elected World Sailing vice-president. In February 2021 vice-president Pinar Coşkuner Genç was nominated chair of World Sailing's Development and Regions Committee and member of the Race Management Sub-Committee; vice-president Yana Dobziskaya was nominated vice-chair of World Sailing's Match Racing Sub-Committee and member of the International Judges Sub-Committee; vice-president and treasurer Timo Haß was nominated member of World Sailing's Ethics Commission and Race Officials Committee; vice-president Marco Predieri was nominated member of World Sailing's Events Committee.

Thanks to the thrust from vice-president Pinar Coşkuner Genç, in 2021 EUROSAF and World Sailing have organized a series of webinars, still running, delivered by World Sailing development staff and open to all Members. Spread the word!

- 24/02/2021: **World Sailing Programs to Support Development**
- 17/03/2021: **Women in Sailing**
- 07/04/2021: **Retaining Sailors in the Sport**
- 28/04/2021: Pathways for Sailors in the Sport
- 12/05/2021: Successful Event Preparation
- 26/05/2021: Steering the Course



From 2018 the president has formally invited World Sailing's president to each EUROSAF Annual Meeting. World Sailing's president, Mr Quanhai Li, has confirmed his attendance.

The Executive Board aims to further extend the collaboration with World Sailing, notably into defining a relevant role for Continental Associations inside the organisation.

Strengthen EUROSAF finances

The 2020 accounts show that the **income** from Member subscriptions was slightly lower than planned. One Member has not paid the 2020 membership fees yet. Six events planned in 2020 had to be cancelled because of the pandemic. Three Members made higher payments than owed by them, which were deducted from their 2021 membership fees.

Most of the **expenses** concerning running costs developed as expected or below budget, especially expenses connected to meetings and travelling as events were cancelled due to the pandemic. Special costs for travel of Executive Board or Committee members not covered by their MNAs did not arise. Contrary to the previous assumption that the office space in Neusiedl would be provided free of charge, the Austrian Sailing Federation invoiced the costs for 2018 and 2019, as proof of cost contribution must be provided to the Sports Ministry. The Executive Board and the Austrian Sailing Federation agreed this payment would also compensate for the proportionate costs for 2020 and 2021. No investments were undertaken since they did not seem appropriate due to the pandemic; no major expenditures were initiated taking into consideration coming elections in 2021.

The 2020 **balance** shows EUROSAF has consolidated its financial stability. The outstanding accounts include 5,000 Euros to be reimbursed for the prepaid services of the secretary general, as the renewal of the agreement with the Austrian Ministry of Sport was not concluded until autumn 2020. 4,427 Euros relate to outstanding membership fees, of which 2,166 Euros have been received in the first quarter of 2021. The remaining 3,710 Euros concern event fees and cost for medals provided; of this sum, 1,398 Euros relate to events from 2015 and 2018 respectively and may have to be written off as irretrievable; 1,101 Euros from outstanding membership fees may also have to be written off.

The 2021 **budget** proposal is based on 2019 and 2020 figures and contains investments planned for 2021. The funding from the Austrian government, negotiated by the Austrian Sailing Federation, is confirmed until the end of 2021. Investments include costs for promotional purposes like flags, banners, flyers, etc., as well as the continued development of the software and IT infrastructure for the Race Officials Exchange Programme. Furthermore, resources have been allocated for the continuation of the ESA WEST programme in digital form, to be realised with partners. Other funds will be used to further develop the website by creating sub-pages for the successful EUROSAF Cups and European Championships. As part of the process of structuring the events and positioning EUROSAF as the central partner of sailing in Europe, funds are budgeted for prizes, events, and marketing activities. Other grants will be used to build a platform to provide learning content for race officials, coaches, and sailors.

- Finalise recovery of outstanding bills.

The treasurer has been collecting past dues actively. Agreements were put in place with two Members whereby the arrears are paid in addition to annual membership fees; one of these Members fully cleared its arrears at the beginning of 2021. Four event fees from



2019 were received. One Member and three event organisers (with fees for 2015, 2018, and 2019 events) are still in arrears with no agreement.

- Ensure continuity to the funding from the Austrian Ministry of Sport to support the secretariat in Neusiedl-am-See.

See *Consolidate the Secretariat* above.

Apply good governance principles in line with IOC recommendations

- Improve the application of the principles of good governance set forth by the Association of Summer Olympic International Federations (ASOIF), namely transparency, integrity, democracy, sports development/solidarity, and control mechanisms.
- Measure the improvement in their application by a yearly assessment following ASOIF recommendations.

Since end 2017 the Executive Board set out to improve EUROSAF's governance by following the principles of good governance set forth by the Association of Summer Olympic International Federations (ASOIF) for its members, namely transparency, integrity, democracy, sports development/solidarity, and control mechanisms.

In 2018 the Executive Board conducted an initial, conservative self-assessment by checking EUROSAF's compliance with the ASOIF criteria defined in the *ASOIF Governance Task Force International Federation Self-Assessment Questionnaire*. Because EUROSAF is not an international federation comparable in scope with ASOIF members, it emerged that some criteria are not directly applicable to EUROSAF and many policies, structures, and procedures recommended for ASOIF members exceed EUROSAF goals or capabilities.

During the World Sailing Annual Conference in October 2019, the president took the opportunity to comment the situation with James Carr, head of Administration & Projects at ASOIF, who explained that as the ASOIF criteria are not compulsory for its members and rather form a set of guiding rules for international federations to adapt to their needs and reality, the more so for non-ASOIF members such as EUROSAF.

Nevertheless, the Executive Board believes the ASOIF criteria set a course for improvement and provide a yardstick to measure it. Hence, the Executive Board identified and decided on a wide set of actions that will improve EUROSAF's governance, as measured by compliance with ASOIF criteria, and decided to apply them as an on-going process.

Some such actions entail adopting the guiding codes listed in the *ASOIF Governance Task Force International Federation Self-Assessment Questionnaire*. These are documents, all but one issued by the International Olympic Committee (IOC), ASOIF expects its members to comply with:

- The IOC *Olympic Charter*, and in particular the missions set out in its Rule 26.
- The WADA *World Anti-Doping Code*.
- The IOC *Code of Ethics*, or an internal code of ethics specifically referring to it.
- The IOC Basic Universal Principles of Good Governance of the Olympic and Sports Movement.
- The *Olympic Movement Code Against the Manipulation of Sport Competitions*, or an internal code addressing betting, match fixing, and the manipulation of competitions specifically referring to it.
- The (IOC) *Agenda 2020* recommendations, now updated into the *Agenda 2020+5* set of 15 recommendations.



The provisions of Rule 26 are clearly related to rights and obligations of International Federations of Olympic sports, mainly in their relationship with the IOC. Therefore the Executive Board believes they are not directly applicable to EUROSAF and thus they need not be formally adopted as a way to improve EUROSAF's governance.

The *Olympic Agenda 2020+5* set of 15 recommendations is clearly directed to International Federations of Olympic sports, mainly regarding their role in the Olympic Games. Although some may serve as guidance for EUROSAF in its Continental role, the Executive Board believes they need not be formally adopted as a way to improve EUROSAF's governance.

All remaining ASOIF guiding codes are directly referred to in the IOC *Code of Ethics*, that also serves as a model for the WS *Code of Ethics*.

The Executive Board believes that adopting a EUROSAF Code of Ethics incorporating the references to the remaining guiding codes will improve EUROSAF's governance. Therefore it has drafted a EUROSAF Code of Ethics closely following the IOC's, adapted to EUROSAF's Continental role. The proposal has been reviewed by the Legal Committee and is presented to the General Assembly for approval. If approved, EUROSAF will also comply with further ASOIF criteria.

To further improve EUROSAF's governance the Executive Board plans to continue implementing measures as an ongoing and continuous improvement process without overtaxing EUROSAF's resources and capabilities.

4. Long-Term Goals: From Consolidation and Development To Knowledge, Unity, and Trust

The Executive Board shall endeavour to:

- Give rise to new opportunities for the benefit of European sailors, coaches, race officials, and sport administrators.
- Impact sailing at Continental level in a strong, positive, and lasting way.
- Foster unity and trust in Europe to grow sailing into a powerful Continental sport.

Cooperation with and among Members

- Maximize the benefit to Members from cooperation within EUROSAF.
- Build stronger ties between Members.
- Build strong and mutually beneficial ties with the sailing community.
- Build on Members' diversity a stronger EUROSAF.
- Work on the following objectives:
 - Bring value to the sailing community through cooperation projects.
 - Develop lasting and rewarding cooperation projects between Members.
 - Maintain a good working relationship with all other sailing stakeholders (World Sailing, Continental Associations, Classes, Clubs).

Race Officials

- Help National Judges, Umpires, Measurers, and Race Officers from European MNAs become International Race Officials and develop a successful international career.
- Give European international event organizers access to highly skilled International Race Officials.



Youth & Development

- Promote a lifelong participation in sailing to fulfil the promise that “sailing is a sport for life.”
- Foster personal growth through sailing.
- Develop youth sailing in Europe.
- Work on the following objectives:
 - Keep young sailors involved in the sport throughout youth and beyond, whether in competitive sailing or not.
 - Offer young sailors consistent pathways from grassroots to (top) competitive sailing.

Events

- Promote and facilitate sailing for all ages throughout Europe.
- Use EUROSAF Events as a way to foster personal growth through sailing.

Para Sailing

- Help increase participation and visibility.
- Set up a Para Sailing development program for European MNAs.

Marketing & Media

- Make EUROSAF actions visible to its stakeholders, to the sailing community, and to the public in general.
- Manage EUROSAF's value as an investment for funding partners.
- Work on the following objectives:
 - Develop an effective communication strategy for EUROSAF.
 - Develop a strategy for media relations and awareness.

European Sailing Academy

- Set up a European Sailing Academy to coordinate, develop, and distribute knowledge, training, and research about all matters related to sailing.
- Work on the following objectives:
 - Bring value to the sailing community through knowledge, training, and research projects.
 - Bridge the gap between sailing knowledge generators and users.
 - Create a repository to collect, store, and distribute knowledge useful to the sailing community.
 - Define and promote European standards of training in sailing.
 - Detect mutually beneficial cooperation opportunities between Members and research or training institutions.

Classes

- Increase communication and promote non-Olympic classes.

Other Sailing Continental Associations

- Collaborate for mutual benefit.

Finance

- Consolidate a steady flow of revenue for EUROSAF's projects.