

Strategic Plan – 2017/2021



**RUGBY
AFRICA**

VISION

Rugby in Africa, to be a sport of excellence available to all and uniting Africans around its strong values.

MISSION

To share rugby and its values in Africa.

Based on a sound leadership, share rugby and its values in Africa by increasing participation and delivering excellent competitions both supported by high quality training and education programs.

OUR VALUES

RESPECT – DISCIPLINE – INTEGRITY
PASSION – SOLIDARITY - FAMILY

OUR STRATEGIC GOALS



Strategic Area	Strategic goal
1 – Leadership and governance	1 – To set Rugby Africa’s leadership and governance as the best practice model for our member unions.
2 – Participation	2- To increase the number of African participants and players without discrimination.
3 - Training and education	3- To increase and enhance quality and quantity of coaches, referees, administrators, medical personnel and workforce.
4 – Player welfare	4- To educate and deliver best practices around player welfare management
5 – Competitions	5- To deliver world class, stable and commercially attractive competitions inclusive of the largest number of member unions.
6 – Commercial value	6 – To increase our revenue through broadcasting and sponsorship.

1- LEADERSHIP & GOUVERNANCE - To set Rugby Africa's leadership and governance as the best practice model for our member unions.



KPI	Objectifs pour 2021
<p>1.1 – Sound governance 1.1.1 – Exco</p>	<p>1.1 – Sound governance 1.1.1 – Executive committee and sub committees governed by signed Memorandum Of Understanding (disciplinary, competitions, financial...).</p>
<p>1.2 – Independent trading entity</p>	<p>1.2 – Independent trading entity 1.2.1 – Run our accounts separately from World Rugby 1.2.2 – Appoint a full time financial manager 1.2.3 – Employ Rugby Africa's consultants (payroll) 1.2.4. – Provide good travel insurance to all RA's employees and contributors</p>
<p>1.3 – Regional leadership 1.3.1 – Regional support <i>Rugby Africa offers all African unions administrative support and training</i> 1.3.2 – On demand support</p>	<p>1.3 – Regional leadership 1.3.1 – Regional support : <ul style="list-style-type: none"> - Administrative training (3 days) : 2/year (zone north and south). - Financial audit sponsored by Rugby Africa (PWC). - Admin grant : 500 US\$ / term if a CEO is appointed. 1.3.2 – On demand support : <ul style="list-style-type: none"> - Personalised admin support for unions requesting it and matching pre requisites → Admin & Finance procedure manual in the union → Financial / accounting systems </p>
<p>1.4 – Protect and promote the values and the ethos of the Game</p>	<p>1.4 — Protect and promote the values and the ethos of the Game 1.4.4 – Identify 5 key events / year to communicate around the values internally and externally. 1.4.5 – Develop an integrated Information System for RA and its unions</p>
<p>1.4 – World Rugby member union</p>	<p>1.4 – World Rugby member union 1.4.1.- 5 successful applications from Rugby Africa member unions to become World Rugby full members by 2021 1.4.2 – 4 successful applications from Rugby Africa member unions to become World Rugby Affiliates.</p>

2- PARTICIPATION : To increase the number of African participants & players without discrimination

KPI	Objectives by 2021
<p>2.1 – Get Into Rugby from a mass participation program to a source of new registered players.</p> <ul style="list-style-type: none"> 2.1.1 – Number of active African unions 2.1.2 – Increase N° of participants 2.1.3 – Transformation rate between play and stay 2.1.4 – Girls’ participation 2.1.5 – Impact beyond 	<p>2.1 – GIR from a mass participation program to a source of new registered players.</p> <ul style="list-style-type: none"> 2.1.1 – All African unions active in 2021. 2.1.2 – 500 000 participants in Africa / Year. 2.1.3 – 30% of play participants join the stay phase / Y 2.1.4 – Reach and go beyond World Rugby’s yearly objective. 2.1.5 – Min. 1 impact beyond event / year per union
<p>2.2 – Number of players</p> <ul style="list-style-type: none"> 2.2.1 – Unions have a reliable registration system 2.2.2 – Increase N° of registered players 2.2.3 – Number of clubs 2.2.4 – Number of Women’s teams 	<p>2.2 – Number of players</p> <ul style="list-style-type: none"> 2.2.1 – All World Rugby unions and 50% of RA unions 2.2.2 – +20% of registered players / Year 2.2.3 – +10% / year 2.2.4 – +10%/year
<p>2.3 – Elite development program</p> <ul style="list-style-type: none"> 2.3.1 – Number of unions with a proper nationwide talent Identification program 2.3.2 – Number of unions with a U20 Elite development program 	<p>2.3 – Elite development program</p> <ul style="list-style-type: none"> 2.3.1 – All World Rugby unions 2.3.2 – All World Rugby member Unions have a U20 team capable to take part in RA’s competition 2.3.3 – All World Rugby unions have links with major universities to promote rugby with young adults

3- TRAINING & EDUCATION - To increase and enhance quality and quantity of coaches, referees, judicial personnel administrators, medical personals and workforce.

KPI	Objectives by 2021
<p>3.1 – Team Services T&E</p> <ul style="list-style-type: none"> 3.1.1 – L1 Coach XV – L1 coach VII 3.1.2 – L2 coach XV – L2 coach VII 3.1.3 – L1 Referee 3.1.4 – L2 Referee 3.1.5 – First Aid In Rugby 3.1.6 – Immediate Care In Rugby (L2&L3) 3.1.7 – Strength & Conditioning L1 3.1.8 – Strength & Conditioning L2 3.1.9 - Workforce 	<p>3.1 – Team Services T&E</p> <ul style="list-style-type: none"> 3.1.1 – 1 coach per 15 players per union 3.1.2 – 1 coach per 25 players per union 3.1.3 – 1 referee per team per union 3.1.4 – 1 referee per club per union 3.1.5 – 1 FAIR per team 3.1.6 – 10 L2&3 per union 3.1.7 – 1 coach per team 3.1.8 – 1 coach per club 3.1.9 – Educators and trainers in sufficient numbers in each union to run L1 and L2 in all strands
<p>3.2 – Rugby Services T&E</p> <ul style="list-style-type: none"> 3.2.2 – Citing commissioner (CC) 3.2.3 – Match commissioner (MC) 3.2.4 – Judicial officer (JO) 	<p>3.2 – Rugby Services T&E</p> <ul style="list-style-type: none"> 3.2.2 – 2 active CC per World Rugby union & 1 per RA union 3.2.3 – 2 active MC per World Rugby union & 1 per RA union 3.2.4 – 2 active JO per World Rugby union & 1 per RA union
<p>3.3 – High performance T&E</p> <ul style="list-style-type: none"> 3.3.1 – L3 coach XV – L3 coach VII 3.3.2 – L3 referee 	<p>3.3 – High performance T&E</p> <ul style="list-style-type: none"> 3.3.1 – 5 L3 per World Rugby Union 3.3.2 – 5 L3 per World Rugby Union

4- PLAYER WELFARE- To educate and deliver best practices around player welfare management.

KPI	Objectives by 2021
4.1 – Anti-doping 4.1.1 - Tests 4.1.2 - Education	4.1 – Anti-doping 4.1.1 – Tests conducted on 50% of RA’s competitions by 2021 4.1.2 – Education sessions on all U20 competitions
4.2 – Medical 4.2.2 – World Rugby Minimum Medical Standards 4.2.3 – Medical committee	4.2 – Rugby Services T&E 4.2.2 – Implement World Rugby’s minimum medical standards on all competitions 4.2.3 – Create a functioning medical committee 4.2.3 – Create an injury registry updated by medical committee
4.3 – Player management 4.3.1 – Standardise policies and protocols	4.3 – Player Management 4.3.1 – Educate all countries taking part in African 6 Nations during competitions

5- COMPETITIONS : To deliver world class, stable, commercially attractive competitions inclusive of the largest member unions.



KPI	Objectives by 2021
<p>5.1 – XV competitions</p> <ul style="list-style-type: none"> 5.1.1 – Africa’s 6 nations (First division) 5.1.2 – African cup (Second division) (8 teams) 5.1.3 – African challenge (10 to 12 teams) 5.1.4 – Rugby World Cup 	<p>5.1 – XV competitions</p> <ul style="list-style-type: none"> 5.1.1 – African 6 Nations playing Home and Away 5.1.2 – Transform 1B & 1C into one group ideally playing home or away matches. 5.1.3 – Smaller African unions – To be defined 5.1.4 – Ensure qualified teams for RWC and repechage have a minimum of 18 months of preparation time.
<p>5.2 – VII competitions</p> <ul style="list-style-type: none"> 5.2.1 – Men’s continental circuit 	<p>5.2 – VII competitions</p> <ul style="list-style-type: none"> 5.2.1 – 2 sub regional pre qualifiers tournaments + 3 continental tournaments in a series
<p>5.3 – Women’s rugby</p> <ul style="list-style-type: none"> 5.3.1 – XV competitions 5.3.2 – VII competitions 	<p>5.3 – Women’s rugby</p> <ul style="list-style-type: none"> 5.3.1 – Min. 3 curtain raisers matches before Africa’s 6 nations. 5.3.2 – Min 1 continental tournament / year, start building a circuit
<p>5.4 – Competitions visibility</p> <ul style="list-style-type: none"> 5.4.1 – Partnerships 5.4.2 – Visibility 5.4.3 – Attractive competitions 5.4.4 – Communication 	<p>5.4 – Competitions visibility</p> <ul style="list-style-type: none"> 5.4.1 – 1 title sponsor by competition being broadcast + partnerships 5.4.2 – 75% of our competition on TV 5.4.3 – Min. of 3 000 spectators by match 5.4.4 – Active Social media management+ 1 press release before , during & after match
<p>5.5 – Competitions management</p> <ul style="list-style-type: none"> 5.5.1 – Medical 5.5.2 – Disciplinary 5.5.3 – Referees 5.5.4 – Operations 5.5.5 – Run World Class events 	<p>5.5 – Competitions management</p> <ul style="list-style-type: none"> 5.5.1 – 1 trained ICIR L2 / match. 5.5.2 – 1 trained judicial and citing commissioner / match 5.5.3 – Referee assessors coaching & establishing an African MO ranking and pathway 5.5.4 – 1 trained Match commissioner / match 5.5.5 – Appoint 1 full time competitions / event manager

6 - COMMERCIAL VALUE : To increase our revenue through broadcasting and sponsorship

KPI	Objectives by 2021
<p>6.1 – Diffusion 6.1.1 – Broadcasting 6.1.2 – Commercial value</p>	<p>6.1 – Broadcasting 6.1.1 – 75% of RA’s competitions broadcast 6.1.2 – Licensing fees per year to fund the flagship competition</p>
<p>6.2 – Competitions Sponsorship</p>	<p>6.2 – Competitions Sponsorship 6.2.1 - 1 title sponsor per competition being broadcast 6.2.2 - Specific partners</p>
<p>6.3 – Sponsorship for specific programs</p>	<p>6.3 – Sponsorship for specific programs 6.3.1 - (GIR, IAPR, Medical, referees...) Fund 2 specific programs through sponsorship agreements</p>
<p>6.4 – Int. Institutions sponsorship</p>	<p>6.4 – Int. Institutions sponsorship 6.4.1 – Maximise and maintain agreements with SARU+ FFR+ CO 6.4.2 Build new partnerships with, get funding from ACNOA, Olympic Solidarity, CONFEJES, NJOs.</p>
<p>6.5 – Empower African unions</p>	<p>6.5 – Empower African unions 6.5.1 - Offer our union 20% of commercial space on RA competitions 6.5.2 - All WR unions have received commercial training through the Leading Rugby program or other courses 6.5.3. Signed participation and hosting contracts between Rugby Africa and unions</p>