



DEVELOPING THE GAME GLOBALLY

World Rugby Vision, Mission, Values and Development Priorities

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The World Rugby Vision

“Rugby – a sport for all, true to its values”

The World Rugby Mission

“Growing the global Rugby Family”

World Rugby Values

**“Integrity, Respect, Solidarity,
Passion, Discipline”**

World Rugby Key Priorities

- 1. The Game is strengthened through proactive development activities, including leadership in player welfare management**
- 2. Rugby World Cup activities are delivered successfully**
- 3. Strengthen the business outcomes and activities of the organisation**
- 4. Improved governance models implemented**

Introduction to Development

Rugby is growing. From 2.6 million players in 2007 to 7.23m million in 2014. As we expand we need to ensure the values of rugby are promoted and the focus is on raising the quality of rugby globally. We are working to develop and implement campaigns to promote the values of the game, adherence to the Rugby Charter and work with Unions to establish quality development programmes and pathways.

The key development headlines are:

- 7.23m players globally
- Get Into Rugby (GIR) in over 100 countries – over 450,000 participants
- More than 70 competitions delivered in regions
- Investment of £8.23m in 2014
- Strong progress in Women’s Rugby with over 1.76m players
- Impact Beyond Programme gaining strength for RWC 2015
- \$1.5m from IOC investment in rugby unions from Olympic Solidarity

Regional Development

World Rugby work in close partnership with the six Regional Associations and the World Rugby Regional Advisory Committee, which is comprised of the President of each Regional Association.

The six Regional Associations are:

- Asia Rugby; www.arfu.com
- Rugby Africa/Afrique; www.rugbyafrique.com
- North America Caribbean Rugby Association (NACRA); www.nacrugby.com
- Rugby Europe; www.rugbyeurope.eu
- Federation of Oceania Rugby Unions (FORU); www.oceaniarugby.com
- Confederación Sudamericana de Rugby (CONSUR); www.consurg.org

Growing and Developing the Game

Our key aims in development are:

- **Rugby growing globally – 8m players**
- Focus on players and values of World Rugby
- Recruit through quality participation programmes
- Retain with appropriate player, development and competition pathways, coaches and match officials
- **Rugby - High profile, high visibility, great support**
- **Strong Rugby Regions and Unions**
- Good governance and organisation
- Financially sound
- Quality development programmes, competitions and services

Development Priorities

1. Lead, manage and promote DIR, development, regional activities and programmes

- Successful delivery of World Rugby development investment programme of £9.8m and generation of clear return on investment
- Promote and increase the profile of development activities and programmes globally and implement new World Rugby development strategy and Regional Partnership Agreements (SLAs)
- Ensure effective delivery of World Rugby governance, administration and office functions

2. Increase participation in Rugby

- Implement GIR programme in 125 countries with over 500,000 participants involved in the programme
- Increase overall participation globally to 8m players and increase the number of female players globally to 2m (Focus on increasing registered player numbers)
- Implement the Impact Beyond Programme to grow the game around major events – implementation of RWC 2015 Impact programme, Women’s RWC Impact programme and other major events.

3. Provide strategic support to Regional Associations and Unions

- Deliver the World Rugby Leading Rugby Programme to 40 Unions (T2 to D1).
- Attend Regional Association General Assemblies and Executive meetings ensuring they implement plans and programmes and to consolidate the partnership working relationship with Regional Associations
- Implement the World Rugby membership pathway policy and ensure compliance with key criteria

4. Ensure World Rugby and member Regions and Unions comply with best practice governance principles

- Presentation to Council of the World Rugby Governance Working Group (GWG) recommendations
- All World Rugby Council, Standing Committee and Working Groups conducted in accordance with World Rugby Bye-Laws
- Complete approximately 70 visits to Unions globally to assess progress and compliance with World Rugby investment and to build strong working relations with the member Unions

5. Ensure World Rugby International Relations are effective and deliver desired outcomes

- Develop stronger relationships with the Olympic family
- Continue the ongoing development of the World Rugby relationship with IRPA and develop the Rugby Athletes' Commission
- Roll out and implementation of the Spirit of Rugby programme to identify how World Rugby will work with selected external agencies and organisations

Development Programmes

Our key services and programmes to develop rugby globally are:

- World Rugby Development Investment
- Get Into Rugby
- Leading Rugby
- Impact Beyond
- Women's Rugby
- Olympics
- New Union Development
- Coach and Official Education
- Competitions
- Commercial and Sponsorship

PROGRAMME	BRIEF DESCRIPTION
Development Investment	<p>Rugby is growing at an unprecedented rate around the world and the financial success of Rugby World Cup enables World Rugby to fund the development and growth of the Game worldwide. However, as the Game grows so does the demand for financial resources. 95% of World Rugby's revenue, is reinvested directly back into the Game via the Member Unions and World Rugby's targeted funding.</p> <p>An integral part of this is a targeted union audit process and online reporting system implemented by World Rugby. This now gives us the ability to track and manage investment, global player and game data, revenue, expenditure and improve our risk analysis of our Member Unions and compare them across standard criteria. The Regional Associations are briefed on the findings of these reviews and consulted on the proposed findings and recommendations</p>
Get into Rugby	<p>Working with Regions and Unions, Get Into Rugby is a central part of World Rugby's strategy to grow the Game as we rejoin the Olympic Games in Rio 2016. The aim of the programme is to increase the number of new players, coaches and referees over the next four years. World Rugby Get Into Rugby will promote the values of the Game and ensure boys and girls are encouraged to TRY, PLAY and STAY in Rugby in a safe, enjoyable and progressive environment in line with the principles of World Rugby Charter for Rugby</p>
Leading Rugby	<p>The Leading Rugby Programme is part of World Rugby's Development strategy to support member Unions with training to develop the game globally. The programme is run in partnership with the Regional Associations through workshops and support services bringing Unions together to share information and ideas on best practice models. It delivers training on the management of the Game, strategic planning and the business of Rugby in their Union. The programme will be implemented in conjunction with the World Rugby Sports Management Course</p>

PROGRAMME	BRIEF DESCRIPTION
Impact Beyond	<p>World Rugby's Impact Beyond Programme aims to use World Rugby tournaments as a catalyst for the growth of the game. Impact Beyond Programmes will be run alongside all major World Rugby events focusing on development, participation, coaching, volunteering and business programmes to further support the growth of the game.</p> <p>The Impact Beyond Programme focuses on key sports and business pillars in order that Unions are able to attract and support participation growth while growing sustainable business models for the sport</p>
Women's Rugby	<p>Women's Rugby is an integral part of World Rugby Development and is included in all key initiatives to grow and develop the Game. Our mission is to increase female participation and the standard of women's rugby globally. There are close to 1.76 million registered and unregistered female players globally and we are working to ensure this continues to increase across all six World Rugby Regions. This work is supported with specific initiatives including planning and development workshops, competitions and the accelerated high performance programme specifically developed for the women's game</p>
Olympics	<p>We have a major opportunity now that Rugby rejoins the Olympic Family in Rio 2016. Our member Unions and Regions have started to apply for Olympic Solidarity funding and we are working with them to develop their relationship with National Olympic Committees (NOCs) to increase their profile and impact within the Olympic movement. Our priority is to provide advice and support to members and to assist in the administration of the Olympic Solidarity investment</p>
New Union Development	<p>We provide support to new members Union through advice, training and access to a range of World Rugby game development services. We work with National Olympic Committees (NOCs) and Sport Agencies to start up and secure recognition for new Unions. The World Rugby membership criteria provides guidelines and information working with the Regional Associations on the pathway to membership of these Regions and World Rugby</p>
Coach and Official Education	<p>Work with our Technical Services Department with support and instruction for developing Educators, coaches and officials</p>
Competitions	<p>Support the implementation of regional and global competitions in partnership with the World Rugby Competitions and Performance Department and Regional Associations</p>
Commercial and sponsorship	<p>Workshops to encourage commercial development</p>

Summary of Player Numbers

Player Numbers 2014

<p>■ Asia 442,103 (Registered: 276,713 Non registered: 165,390)</p>	<p>■ Europe 3,281,987 (Registered: 1,088,654 Non registered: 2,193,333)</p>
<p>■ Africa 632,533 (Registered: 500,246 Non registered: 132,287)</p>	<p>■ Oceania 1,026,462 (Registered: 510,590 Non registered: 515,872)</p>
<p>■ North America & Caribbean 1,605,383 (Registered: 147,378 Non registered: 1,458,005)</p>	<p>■ South America 247,426 (Registered: 78,110 Non registered: 169,316)</p>



Player Summary 2012-2014

	2012	2013	2014
Pre-Teen	2.33m	3.51m	3.90m
Teen	1.84m	1.95m	2.08m
Adult	1.30m	1.27m	1.25m
Total	5.47m	6.73m	7.23m
Women	0.92m	1.50m	1.76m

Comparison between 2007 and 2014

	2007	2014
Pre-Teen	0.8m	3.90m
Teen	0.82m	2.08m
Adult	0.59m	1.25m
Total	1.99m	7.23m

World Rugby Development Investment Programmes

The investment programmes available from World Rugby are to support development in the following areas:

Development Investment	Details
1. Core Funding	Investment to support effective operation of the Union in the following areas.
1.1 Governance	<ul style="list-style-type: none"> Governance, leadership and strategy
1.2 Administration	<ul style="list-style-type: none"> Salaries for key technical staff and specific union outlay
2. Programme Funding	Investment to develop the game in the following key strategic areas
2.1 Participation	<ul style="list-style-type: none"> Implementing programmes to grow the game
2.2 Training and Education	<ul style="list-style-type: none"> Training coaches, match officials and key personnel
2.3 Women's Rugby	<ul style="list-style-type: none"> Initiatives to develop women's rugby
3. Regional Investment	Provision of core and programme funding to the six Regional Associations of World Rugby

Development Grant Investment to Member Unions and Regional Associations in 2015 – £7.88million

The summary details of the investments in 2015 is:

Regional Associations	£1,950,000
Member Unions	£5,939,000

Allocated as follows:

1.1 Governance	4.9%
1.2 Administration	39.6%
1.3 Participation	30%
2.2 Training and Education	18.3%
2.3 Women's Rugby	7%



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