



A Regional Association of WORLD RUGBY™

# STRATEGIC PLAN 2021-2024



## OUR VISION

Asia together through  
the values of rugby



## OUR MISSION

Collectively provide and  
create an environment  
for sustainable success

Governance and administration

Growth and retention

Competitions, training  
and education



## OUR VALUES

An aspirational set of values  
for our stakeholders to  
uphold and demonstrate:

Friendship

Transparency

Inclusiveness

Discipline

Respect

Integrity

## BROADCASTING

Asia Rugby strives to make elite rugby competitions viewable to the general population across the region.

## GOVERNANCE AND ADMINISTRATION

Asia Rugby demonstrates excellent governance and administration focused on fair, accountable, and transparent practices.

## DEVELOPMENT AND TRAINING

Asia Rugby provides development and training opportunities at an appropriate level for all our members.

## COMPETITIONS AND PERFORMANCE

Asia Rugby provides first class competitions for its member unions for men, women; and youth, at 7s and 15s.

## COMMERCIAL AND MARKETING

Asia Rugby seeks strong commercial partners to assist in delivering all planned activities to meet members needs.



## STRATEGIC AREA 1:

### PLAYER WELFARE AND INCLUSION

### HOW WILL WE ACHIEVE THIS?

### WHAT DOES SUCCESS LOOK LIKE?

1.1 **PLAYER WELFARE AND SAFETY IS THE TOP PRIORITY IN EVERYTHING WE DO**

Asia Rugby complies with World Rugby standards and recommendations on Player Welfare and safety.

Unions have needs driven training in place to upskill all team & match personnel.

Unions have needs driven training in place to upskill Safeguarding personnel.

World Rugby Player Welfare standards are implemented in all Asia Rugby competitions.

Unions respond to all requests for training plans and activities.

All unions have a trained individual responsible for overseeing and implementing the union's approved safeguarding policy.

1.2 **INCLUSION IS INCORPORATED INTO EVERYTHING THAT WE DO**

Support the World Rugby '2017-25 Women in Rugby' plan, ensuring the growth of participation amongst women and girls and encourage female representatives at all levels.

Unions have a plan in place to upskill Inclusion personnel.

Support World Rugby relationships with organizations such as International Wheelchair Rugby Federation and International Paralympic Committee to demonstrate Rugby as a sport of inclusivity.

Encourage member unions to enter more women's competitions.

4 x Gender Inclusion Committee meetings per year.

Number of registered female players doubles by 2024.

Females are involved at all significant levels within each union & Asia Rugby.

All unions have a trained individual responsible for overseeing and implementing their approved Inclusion policy.

A least one World Rugby "Women in Rugby" scholarship secured per year.

Unions have equitable competition opportunities.

## STRATEGIC AREA 2: GOVERNANCE AND ADMINISTRATION

### HOW WILL WE ACHIEVE THIS?

### WHAT DOES SUCCESS LOOK LIKE?

#### 2.1 MEMBER UNIONS COMPLY WITH CONSTITUTION AND REGULATORY REQUIREMENTS

Provide education and support to unions to upskill them in developing administrative capability and rugby knowledge base.

Unions submit returns to World Rugby & Asia Rugby giving detail on organisation and activities.

Asia Rugby Articles & Regulations are regularly reviewed and fit for purpose.

Encourage unions to progress to Associate/ Full World Rugby membership status.

Conduct Annual Leading Rugby Program for Unions.

Annual Union Analysis Form (UAF)/reports submitted each year upon request.

Non compliance results in appropriate action being taken.

Net increase in Associate/Full World Rugby membership of at least one Union.

#### 2.2 MEMBER UNIONS HAVE A CLEAR VOICE IN HOW ASIA RUGBY IS RUN

Asia Rugby is an evolving, dynamic and agile decision making governance model with opportunity for input from stakeholders.

Trial devolution to Sub Regions.

4 x Exco; 2 x Council & various Committee meetings held.

Central & West Asia Sub Regional RDO trial concluded with outcomes agreed with stakeholders.

#### 2.3 MEMBER UNIONS ARE FULLY INFORMED OF MATTERS AND RESPOND ON TIME TO REQUESTS MADE

Communications should be designed with translations in mind to aid non-English speaking unions.

Translation support provided at key meetings. Asia Rugby correspondence, meeting agendas, briefing papers and minutes are processed in a timely manner.

All correspondence replied to by deadlines.

#### 2.4 ASIA RUGBY & MEMBER UNIONS HAVE SALARIED PERSONNEL TO DRIVE KEY AREAS

Ensure that Asia Rugby personnel are well motivated and trained; performance orientated and focused to deliver their best service to member unions and World Rugby.

Every Member union has a salaried CEO, General Manager or equivalent. Unions have multiple income streams to recruit and retain key personnel.

Asia Rugby and its personnel are aligned and are seen to be operating at their highest performance capability as considered by EXCO.

Every member union has salaried development personnel in place with clear accountabilities to drive:

- Male and Female participation;
- Training & Education (T&E) programs; and
- Domestic competitions.

Unions have annual documented performance review of all paid personnel against Key Performance Indicators.

## STRATEGIC AREA 3:

### COMPETITIONS & PERFORMANCE

### HOW WILL WE ACHIEVE THIS?

### WHAT DOES SUCCESS LOOK LIKE?

**3.1 ASIA RUGBY HAS A ROBUST COMPETITIONS STRUCTURE WHICH MATCHES MEMBER UNIONS' NEEDS**

Provide appropriate, well organised competitions & thereby effective player pathways.

Asia Rugby personnel attend and provide constructive input to quarterly RCIP calls with World Rugby.

4 x Competitions Committee meetings per year.

15's competitions agreed by 30th Sept for the following year & 7's competitions by year end.

Competitions are well attended by member unions. Member unions play in at least one event each year as per the membership criteria.

World Rugby funds are spent according to pre-agreed budgets and criteria.

**3.2 TWO MEMBER UNIONS REPRESENTING THE REGION AT ALL MAJOR WORLD RUGBY AND OLYMPIC EVENTS**

Asia Rugby to support HP unions requests for cross regional / elite level competitions to help increase competitive levels of our unions.

Encourage union governance models to be fit for purpose to support a HP environment.

Appropriate HP programmes in unions that play in elite competitions (ARMC; ARWC; ARSS & ARU19C).

Engage with professional rugby organisations as appropriate to deliver mutually beneficial outcomes.

4 x HP Committee meetings per year.

Unions playing in elite competitions have a demonstrable HP environment.

Asia Rugby's and vested unions' interests with other rugby organisations are promoted and protected.

## STRATEGIC AREA 4:

### DEVELOPMENT & TRAINING

### HOW WILL WE ACHIEVE THIS?

### WHAT DOES SUCCESS LOOK LIKE?

#### 4.1 PARTICIPANTS ARE RETAINED IN THE GAME

Support member unions in developing 15's and 7's player retention/development strategies.

Unions grow infrastructure and technical programmes around coaches, match officials, judicial, & medical personnel so that participation in the Game is fostered.

Encourage all member unions to provide modified variations of the Game (including non-contact) so that a variety of pathways exist for everyone to stay in the Game.

Unions have a participation registration system.

Player retention/development strategies are evident in unions' plans and implemented.

Maintenance/Growth in number of:

- Clubs;
- 15's teams in Clubs;
- Schools playing rugby;
- 15's & 7's teams in schools; and
- Registered players (Male & Female).

Maintenance/Growth in number of:

- Facilities available with Rugby as the priority sport;
- World Rugby Trainers & Educators;
- ICIR/IPSC medical personnel;
- L2 accredited Coaches;
- S&C Coaches;
- L2 accredited MOs;
- Match Commissioners; and
- Citing & Judicial personnel.

Maintenance/Growth in numbers in mass participation forms of the Game.

#### 4.2 TRAINING & EDUCATION IS AVAILABLE TO ALL MEMBER UNIONS

Unions to provide annual T&E plans to Regional Training Manager for the year ahead.

Assist unions with translation of World Rugby T&E material where appropriate.

Unions have online system with ability to capture all participants.

Union T&E Plans submitted to Regional Training Manager by 31st July each year.

Each union to host at least 1 x T&E activity per year.

Unions to have key T&E publications translated into own language.

## STRATEGIC AREA 5:

### COMMERCIAL & MARKETING

### HOW WILL WE ACHIEVE THIS?

### WHAT DOES SUCCESS LOOK LIKE?

**5.1 ASIA RUGBY HAS COMMERCIAL PARTNERS IN KEY AREAS**

Establish a Commercial team to maximise potential revenue streams.

Create valuable properties that are of commercial interests to sponsors & broadcasters.

Sponsorship, Commercial (and Broadcast) Consultant engaged.

Revenues of USD\$500,000 per annum for Asia Rugby competitions.

**5.2 FUNDING TO SECURE ASIA RUGBY ACTIVITIES**

Engage with FFR on mutual collaboration opportunities offered in their RWC 2023 bid.

Research different sources of new potential funding.

Resources from FFR acquired.

New source(s) of funding acquired e.g. medical research projects/schools scholarships.

Unions maximise revenue including from Olympic Solidarity and other sources.

Asia Rugby data base is monetised.

**5.3 ASIA RUGBY HAS A ROBUST SOCIAL MEDIA PRESENCE**

Promote rugby's values and engage with current and prospective stakeholders by:

- Social networking interactions using digital, social & new media platforms, and online videos and blogs;
- Content driven articles and press releases. PR and Media initiatives to publicize existing events / activities;

Grow Asia Rugby data base.

Asia Rugby has a presence on all major and trending Social Media platforms translated into major languages where feasible.

New Asia Rugby fans and followers by end 2024:

- Reach = 25 million
- Follower base = 1 million
- Annual video views = 25 million

## STRATEGIC AREA 6: BROADCASTING

### HOW WILL WE ACHIEVE THIS?

### WHAT DOES SUCCESS LOOK LIKE?

6.1 **RUGBY IS BROADCAST ON  
MULTIPLE PLATFORMS  
ACROSS THE REGION,  
READILY AVAILABLE  
TO BE VIEWED**

Asia Rugby to secure T1 rugby content for FOC broadcast around the Region.

Member unions engage Asia Rugby web master for live streaming.

Content is secured and widely viewed.

All Asia Rugby competitions are live streamed at a minimum and broadcasted where cost effective.



**We can do better,  
but TOGETHER**