



LEADING WOMEN'S RUGBY DEVELOPMENT

RUGBY AFRICA REPORT

February, 2015



LEADING WOMEN'S RUGBY DEVELOPMENT IN RUGBY AFRICA

Attended By:

UNION	CEO:	NTD	WOMEN'S RUGBY DOs
Madagascar	Victor Andriavelomanana	Antso Randrianorosa	Aina Razofimamonjy
Senegal	Mamadou Diouf	Djiba Konde	Seynabou Diouf
Tunisia	Nejib Boukottaya	Samir Ben Magtouf	Maha Zaoui
Namibia	Sybrand de Beer	John Williams	Christopher Alexander
Zimbabwe	Colleen De Jong	Bright Chivandire	Ruben Kumpasa
Uganda	Ramsey Olinga	Yayiro Kasasa	Abel Chabiro
Kenya		Michael Otieno	Nick Aballa

PROGRAMME SUMMARY

Chief Executive Officers, National Technical Directors and newly appointed Women's Development Officers from seven African Unions i.e. Kenya, Uganda, Tunisia, Madagascar, Senegal, Namibia and Zimbabwe came together for the Leading Women's Rugby Development Programme delivered by Rugby Africa and World Rugby and supported by the South African Rugby Union.

Part 1 of the programme focused on CEOs and NTDs looking at the core business of the Union, giving them the opportunity to review key areas of their business, look at best practice and share ideas on how to address the challenges and gaps they face in developing the game to new levels in their respective countries.

SARU representatives were on hand to present lessons they have learned in the areas like administration and participation, giving delegates clear ideas of how to put best practice into action.

Part 2 of the programme centred around women's rugby with the delivery of the Leading Women's Rugby Development Programme which commenced with a joint session with CEOs, NTDs and WDOs coming together reviewing the current position of the women's game in their countries and mapping out key priorities for the future. The WDOs went on to complete the programme working on effective planning, strategies to grow the game for girls, progressing participation pathways as well as gaining insights into effectively promoting the game for women and girls.

JOINT SESSION WITH CEOs, TDs and WDOs

This session started with an update on the state of the women's game globally, highlighting the participation of women and girls in the game has now surpassed 1.7 million, almost 25 per cent of the global playing population across all 120 member unions. Inspiring women and girls through successful global events like the record-breaking Women's Rugby World Cup 2014 in Paris and then creating opportunities to engage them to participate in the sport through participation and

development initiatives is at the core of this work. The success of the Get Into Rugby programme was shared with females accounting for 36 per cent of participants introduced to the game to date, and this continues to grow.

This joint session was a unique opportunity to bring these key people together from each Union focusing on the women's game and was used to get the CEO, NTD and WDO from each Union to consider their current position, what is working well, the key issues or challenges and what the priorities in the Union are.

Each Union was asked to reflect on the governance and administration structure in the Union, and consider where women's rugby sits within this. How women's rugby is represented on the Board, is a women's rugby committee in place and whether women's rugby is run within or separate to the Union.

Delegates indicated that in some cases the women's game is affiliated to the Union and is functioning separately to it. Interestingly in some cases, delegates recognised that while women's rugby may come under the governance of the Union, in practice it functions quite separately.

Delegates also identified where gaps exist in their plans and strategies for women's rugby in their Unions, varying from a lack of plans in place to challenges with implementing existing plans.

Delegates then took the opportunity to discuss the role of the WDO in their Union, ensuring there is clarity within the Union on what they are responsible for delivering and who they report to.

The session finished with a look ahead at the agenda for the rest of the programme with the WDOs, ensuring the CEOs and NTDs were clear on the outcomes and objectives, capturing any queries they may have on the follow up process.

WOMEN'S DEVELOPMENT OFFICERS PROGRAMME

The next part of the programme progressed to working specifically with the WDOs on the development of the women's game, with a focus on effective planning and implementing women's rugby programmes, updating delegates on best practice initiatives and identifying how World Rugby and Rugby Africa can assist and support.

This part of the programme commenced in advance of delegates arriving as they completed a self-assessment review of the state of women's rugby in their union.

GROWING THE GAME FOR GIRLS

Following a more in-depth discussion on the current position of women's rugby in the Unions to ensure WDOs were very clear on the current level of development before planning forward, attention turned to growing the game for girls with GIR a key strategy to achieving progress in this area. All participating unions have successfully introduced GIR in their countries with girls' participation increasing as a result. While mixed mainstream activities for girls and boys are being run across all unions, Senegal shared how they have introduced specific GIR activities for girls and how this is proving very effective for girls who may not wish to play alongside boys and ensures we reach out to a maximum number of girls. This has proven particularly effective in the teenage years.

WDOs also recognised the need to work alongside the GIR Coordinators in their Unions to ensure we maximise the potential of the GIR Programme to grow the game for girls and also acknowledged the importance of having clarity in their role as WDOs.

DEVELOPMENT FRAMEWORK

Progressing effective participation pathways for girls was identified as essential to the work of the WDO in developing the women's game. It was encouraging to see that all unions have taken some steps toward establishing participation pathways for girls, recognising that the growth of the game is only sustainable if girls can easily progress to the next level or age grade.

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Elements of where existing pathways are effective were shared while also addressing challenges and gaps to progressing the pathway. Best practice examples for other Unions were shared and WDOs identified the next steps they can take to progress the pathway.

The importance of ensuring Union Policy and the Age Grade levels are aligned was emphasised and relevant World Rugby Guidelines were shared.

TRAINING AND EDUCATION

World Rugby Training and Education resources update was provided and a review of female participation in T&E across the Unions present was presented. Delegates then explored strategies they can introduce to increase female participation in this area of the game and also maximise the engagement of women in growing the game for girls. The small percentage of female participation in T&E across unions in attendance was accepted by delegates as an area that needs to be addressed as part of their work. The importance of addressing this in the plan and linking it with establishing and progressing the participation pathway was highlighted. The possibility of providing easy access to training for women was discussed including identifying providing training specifically for women, particularly at introductory and level 1 stages.

Other actions delegates agreed to take on in their unions included:

- Review of union policies
- Explore incentives to clubs for increasing female participation in courses
- Target PE Teacher Training
- Include girls in the '1 Play Referee' initiative
- Reach out to retired and injured players and invite them to participate in T&E courses
- Engage fans including parents.

WOMEN'S RUGBY DEVELOPMENT PLANS

Delegates worked through the planning process for their Union with the World Rugby approach to developing the current Women's Rugby Plan shared with delegates. They identified approaches appropriate to their Unions, identified key stakeholders that should be involved and began to map out strategic goals, KPIs and strategies to deliver on the plan. The importance of being SMART was presented with consideration on how this can be achieved. This section finished with delegates working through how plans can be effectively implemented.

Delegates were also treated to a personal story from the Women's Springbok captain Zeenay Jordaan, who shared her insights and experiences with them. She started playing rugby about 10 years ago at a time when very few people in South Africa knew women played rugby. She asked delegates to consider that the level of development at that time in South Africa is similar to where their unions are at present. Now Jordaan is contracted to play with the national team, based in the world-class high performance centre in Stellenbosch, working alongside the men's team, and taking significant steps toward making her Olympic dream a reality. Her message really resonated with the delegates as they realised that they are now key to making the Olympic Games a dream that is possible for girls in their countries to achieve.

MARKETING AND COMMUNICATIONS

Promoting women's game was then explored with delegates understanding that to effectively promote the game for women and girls, development structures must first be established. A case study from South Africa was presented by Zeena Isaacs, SARU Media Manager women's, junior and community rugby. As a former player and journalist, she shared the SARU approach while also sharing words of advice with a key message to delegates that anything is possible.

SUMMARY OF ACTIONS FOR THE WDO

(See details in Appendix 1 for each union)

1. Meet with CEO and National Technical Director
 - Present outcomes and proposed actions from Leading Women's Rugby Development Programme
 - Agree actions
 - Key Areas: Participation, Pathway and Plan

2. Meet with National Technical Director and GIR Coordinator
 - Update on girls in GIR
 - Agree activities to increase girls participation

3. Women's Rugby Plan
 - Agree process for women's rugby plan
 - Submit with timelines
 - Engage key stakeholders
 - Complete review of current position of women's rugby in the Union
 - Draft plan and submit

CLOSING

Colleen de Jong, Women's Rugby Representative on Rugby Africa Executive, brought proceedings to a close. She thanked delegates and their respective Unions for their work on women's rugby development and highlighted the potential for women and girls in game, expressing the commitment of Rugby Africa to realise this potential.

APPENDIX 1 SUMMARY OF CURRENT PICTURE IN UNIONS INCLUDING AGREED ACTIONS

Note the conversation was based on level of development of the Union and not a comparison to other Unions

Zimbabwe

AREA	COMMENT
1. Overall Rating (RAG)	Amber
2. Working Well	<ul style="list-style-type: none"> ○ Established governance structure in place with Women's Rugby Committee and Chairperson on Board ○ Women's rugby is on meeting agendas and plan covering both development and HP is in place ○ Participation of women and girls increasing through GIR and Tag, including growth outside major towns ○ Participation pathway established but at an early stage ○ Progress is being made in engaging women in administration
3. Issues/Challenges	<ul style="list-style-type: none"> ○ Resources and finance is limited ○ Stigma and culture issues exist around expected role of women in society and perceptions of women in sport ○ While participation is increasing, progression to stay phase is challenging
4. Priorities	<ul style="list-style-type: none"> ○ Review and update plan ○ Increase participation and build capacity, work on the participation pathway key to this ○ Roll out GIR and Tag programmes across all Regions including girls specific activities ○ Engage females into technical roles ○ Engage and lobby government departments and agencies
5. Actions	<ul style="list-style-type: none"> ○ Clarify role and key deliverables of the WDO with NTD and CEO, clarifying if previous DO responsibilities are still part of his work ○ Review and update plan with key stakeholders ○ Implement GIR for girls project

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Tunisia

AREA	COMMENT
1. Overall Rating (RAG)	Green
2. Working Well	<ul style="list-style-type: none"> ○ Women's rugby is well represented and supported within the Union with rep on Executive Committee and women's rugby on Union Board meeting agendas ○ Women's Rugby Committee in place, fully part of the union ○ Plan in place covering both development and HP ○ Rugby sevens programme is progressing both at participation and national level ○ GIR very well implemented ○ Good performance of national sevens team, benefiting profile and enthusiasm of women's rugby in the Union
3. Issues/Challenges	<ul style="list-style-type: none"> ○ Progressing to fifteens championship is challenging but start made ○ Engaging sponsors is difficult ○ Establishing U18s competition required to progress development to next stage but challenging
4. Priorities	<ul style="list-style-type: none"> ○ Increase participation base through GIR ○ Reinforce existing structures progressing work started on the participation pathway ○ Targeting U18s age group ○ Training female coaches and match officials ○ Maximise established women in sport structure already established across the Regions in Tunisia ○ Engaging investors and sponsors, highlighting how partnerships can benefit them
5. Actions	<ul style="list-style-type: none"> ○ Review and update plan ○ Engage each Region in the country and establish plan in each ○ Deliver GIR for girls activities ○ Deliver project to train Teachers to coach using GIR ○ Draft communications and promotion plan

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Senegal

AREA	COMMENT
1. Overall Rating (RAG)	Green
2. Working Well	<ul style="list-style-type: none"> ○ WDO with effective support network in place ○ While there is no rep on the Board, the union are demonstrating their support for women's rugby and it is on Board meeting agendas ○ Plan in place ○ U18s established as part of work to commence participation pathway ○ Increase in number of senior women's club teams ○ Access to schools established with GIR, including girls specific schools ○ Girls specific GIR projects proving effective, particularly teenage girls
3. Issues/Challenges	<ul style="list-style-type: none"> ○ No representative on the Board and no Women's Rugby Committee in place ○ Lack of finance to resource all activities WDO would like to implement ○ Plan in place but challenges around implementation exist ○ Recruitment of women into administration, coaching and refereeing roles ○ Progressing to HP and performance of national team
4. Priorities	<ul style="list-style-type: none"> ○ Progress development structures, building on participation pathway already commenced ○ Strategies to increase finance and engage sponsors to support projects ○ Strategies to progress from development to HP ○ Increase women in T&E running women's specific courses
5. Actions	<ul style="list-style-type: none"> ○ Review and update plan with key stakeholders, identifying specific projects and actions to ensure implementation ○ Arrange meetings to engage key stakeholders ○ Provide Rugby Ready and Laws training for women in the game ○ Provide GIR and T&E training targeting teachers in schools

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Namibia

AREA	COMMENT
1. Overall Rating (RAG)	Red
2. Working Well	<ul style="list-style-type: none"> ○ GIR introduced and is effective in engaging girls in the game ○ The Union are very honest about their current position regarding women's development and committed to developing women's rugby in the country
3. Issues/Challenges	<ul style="list-style-type: none"> ○ Lack of structure in place in Union including no champion for the women's game in the union ○ No plan or policy in place ○ Difficult to increase participation numbers, just 2 adult teams in place ○ Lack of regular competition
4. Priorities	<ul style="list-style-type: none"> ○ Establish structure to develop the women's game within the union, including rep on Board and establishing Women's Committee ○ Draft and approve plan ○ Increase participation targeting schools and Universities using GIR ○ Increase teams and establish appropriate competition ○ Engage the 8 Premier clubs to start women's rugby ○ Target areas initially in the capital
5. Actions	<ul style="list-style-type: none"> ○ Address appointment of WDO issue with the union (JLB)

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Madagascar

AREA	COMMENT
1. Overall Rating (RAG)	Amber
2. Working Well	<ul style="list-style-type: none"> ○ Advisor on Board, 3 women on Exec Committee and 2 women on technical committee ○ Women's Rugby Committee is affiliated to the Union but needs to be a bigger priority for the union ○ Women's rugby is well established with impressive number of adults playing ○ Established national fifteens competition with 14 teams
3. Issues/Challenges	<ul style="list-style-type: none"> ○ Plan in place but not being effectively implemented ○ Increasing the number of players ○ Improving the level and quality of the game and progressing to HP ○ Little sevens and no fifteens competitions at Regional or international level to aim for
4. Priorities	<ul style="list-style-type: none"> ○ Review and update plan, ensuring effective implementation ○ Progress GIR in schools ○ Train people to deliver GIR, targeting women ○ Establish new communications plan for women's rugby
5. Actions	<ul style="list-style-type: none"> ○ Clarify deliverables with NTD and CEO as the WDO position is part time ○ Review and update plan, identifying clear projects and actions from the plan to ensure implementation ○ Workshop with key stakeholders sharing lessons from this programme and form part of review ○ Run GIR specific project for girls

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Uganda

AREA	COMMENT
1. Overall Rating (RAG)	Amber
2. Working Well	<ul style="list-style-type: none"> ○ Committed Women's Committee in place with Chairperson on Executive and Technical Committee ○ Plan in place ○ Participation increasing at age grade level through tag and GIR
3. Issues/Challenges	<ul style="list-style-type: none"> ○ Women's Rugby Committee affiliated to the Union ○ Decrease in participation numbers and performance of national teams ○ Small number of adult teams, just 2 fifteens, limiting domestic competition options ○ Lack of infrastructure and funding to support development work required
4. Priorities	<ul style="list-style-type: none"> ○ Grow the base, increase participation of girls in the game ○ Increase alignment across schools and clubs ○ Ongoing development of personnel across the Regions ○ Increase competitiveness in both 7s and 15s ○ Specific T&E training for women
5. Actions	<ul style="list-style-type: none"> ○ Clarify hours of work expected per week and clarify key deliverables expected of the WDO by the union ○ Meet and engage with Women's Committee ○ Review and update plan with key stakeholders ○ Deliver GIR project specific for girls

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Kenya

AREA	COMMENT
1. Overall Rating (RAG)	Amber
2. Working Well	<ul style="list-style-type: none"> ○ Women's Rugby Director on Union Board, one other female also on Board ○ Employee responsible for women's rugby ○ Strategy to spread women's rugby around the country established with approval of regional WDOs ○ Elite women players are key drivers to develop the game ○ Using sevens and festivals for development is beginning to have an impact
3. Issues/Challenges	<ul style="list-style-type: none"> ○ Women's rugby in Kenya has centred around just one club that also functioned as national 7s and 15s teams ○ Lack of a development structure in place with very limited opportunity for girls to play ○ Lack of support and interest from established men's clubs ○ Lack of funding and resources for development work required
4. Priorities	<ul style="list-style-type: none"> ○ Appoint Women's Rugby Committee chaired by Director on the Board ○ Complete work on and get plan approved ○ Appoint Regional WDOs ○ GIR is the key introduction tool, targeting girls specific institutions and schools ○ Introduce schools competition linking to national competition, engaging school association ○ Introduce domestic league to support establishing women's teams
5. Actions	<ul style="list-style-type: none"> ○ Clarify WDO role and what is expected from the union ○ Agree key deliverables with NTD and CEO including confirmation of responsibilities in other areas in the Union ○ Engage key stakeholders and complete plan ○ Deliver GIR targeting primary schools ○ Plan and deliver appropriate Competitions and Festivals targeting schools

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	<ul style="list-style-type: none">○ Progress work on establishing women's teams in clubs and establish a club competition
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