



AFRICA LEADING RUGBY CAPE TOWN 19 TO 21 FEBRUARY 2015

General:

Participants:

We invited the CEO and NTD of 7 countries (Namibia, Zimbabwe, Madagascar, Kenya, Uganda, Senegal, Tunisia, except the Kenya RU CEO who cancelled his participation a couple of days before the workshop because of the situation within his union, they all attended (13 participants).

Preparation:

Good preparation managed in Cape town by Audrey and Samantha (Mervin G PA), airplane tickets were booked on time, we had a very good rate for the hotel with the support of SARU, two translators and a system with head phone were available, two big meeting rooms with all the required equipment were at our disposal.

Prior to the workshop, we send some document to complete to the unions to push them to think about the areas covered during the sessions.

Airport transfers:

All done by SARU for free.

Accommodation:

Garden Court Nelson Mandela is a good hotel, the manager and his employees has been all the time at our disposal, food was good and in good quantity.

SARU support:

Outside the involvement in the preparation and the transfers from and to the airport, SARU provided 4 speakers for different sessions, Samantha Mervin G spent all the workshop with us, Mervin G have been with us most of the time, the NTD, the CEO and the Women' rugby DOs have been invited to visit the SARU museum and then to a diner where 2 exco members + Jurie Roux where present.

Programme of the week.

The idea for this year was to work more inside the groups and try to find solutions, process coming from the participants. The presentation done by SARU speakers, Erick or myself were best practise models and somewhere for the participants a way to assess what they produced in their groups.

RUGBY AFRICA, WORLD RUGBY ACTIVITIES

We did a presentation of the organization and the activities of Rugby Africa and World Rugby and we had a long talk about the Olympic qualifications.

CURRENT POSITION OF UNIONS



- Progress since workshop in 2014.
- Main challenges the unions had to face. What are the solutions?
- What sort of assistance do you expect from World Rugby, Rugby Africa?

We gave the opportunity to each union a short presentation about where they are, the progress since the last Leading Rugby in 2014, the challenges they have to face.

Situation of the unions, at this stage, what is working, what is not working.

1. What is working in the Union?	
KENYA	Domestic competitions are on going. The league is almost at the semi final and final stages
	Kenya sevens team is competing at the World Series competition and recently qualified for the quarter finals for the first time this season
	Major reforms are underway eg CEO & CFO have been appointed, HR audit is underway by a consultant, Financial manual is being prepared by consultant, Strategic plan has been reviewed
SENEGAL	Le développement de la petite catégorie
	Le développement et la promotion du rugby en régions, le recrutement et les compétitions U18- Le championnat national, la coupe du Sénégal et les tournois de rugby à 7
	La formation des entraîneurs, des arbitres
NAMIBIA	Governance
	International Competition
	Get Into Rugby
TUNISIA	Administrative restructuring and reinforcement through the recruitment of new agents
	Program Get Into Rugby
	Performance of the women's elite
ZIMBABWE	Governance & Compliance
	Alignment of development pathways from schools to national
	Community development
UGANDA	Leadership
	Competitions as per the year activities
	GIR Programs
MADAGASCAR	Training Toutes les actions sur ce volet ont été réalisées
	Mise en place de la procédure administrative et financière
	Les programmes pour le projet GIR sont réalisés (formation des professeurs d'EPS, dotation des matériels, introduction du rugby dans le milieu scolaire)



2. What is not working in the Union?	
KENYA	The political environment is yet to stabilize
	We are still trying to settle outstanding debts
	La recherche de fonds additionnels par le sponsoring- L'indadéquation entre notre développement et les moyens financiers pour le soutenir de façon pérenne.
SENEGAL	Le manque d'infrastructures (terrains – stades- vestiaires-)
	Le faible nombre d'un personnel qualifié à plein temps dans les secteurs stratégiques de la fédération (directeur financier- marketing- SG ou CEO- P resident com technique)
NAMIBIA	Development Programme (womans rugby and 7's)
	LTC
	Commercial plan(Sponsorships)
TUNISIA	Marketing and sponsoring
	Communication and Media
	Financial means
ZIMBABWE	Commercila funding and sponsorship
	Government and local administrative funding
	Financial incentives for players and coaches
UGANDA	Finances for various programmes
	Leadership at region level needs to be improved
	Adult women's competitions
MADAGASCAR	Absence d'un Directeur Marketing et communication pour mener la commission.
	Le site web et le facebook de la fédération ne sont pas mise à jour.
	Adéquation de poste/profil des responsables de la structure décentralisée (Membre de la FMR, Ligues et Sections)
	La ressource financière pour la commission de haut niveau est insuffisant (manqué de sponsor et partenaire)

PROGRESS MADE SINCE 2014 LEADING RUGBY

KENYA

1. Increased revenue from sponsorship for the 15s programs – Kenya 15s & Rugby Super Series
2. Improved brand profile of Women's rugby in the public and to investors – women's rugby has been demystified.
3. Spread of rugby participation in non-traditional rugby playing regions(Makueni, Kitui, Homabay, Oyugis, Vihiga, Embu) characterized by a 32 team playing format (16 Division one and 16 Division two teams) in the national sevens circuit competitions and the Nationwide league competition
4. Establishing the first ever U16 national competition in which all the seven regions participated



1. bonne promotion du GIR au niveau de toutes les couches au Sénégal (écoles, quartiers, villages, clubs, associations), un fort pourcentage de filles et de femmes des écoles de rugby à l'encadrement (sur Dakar 40% de filles et en régions 60% de filles).
2. L'augmentation du nombre de pratiquants de façon générale cela démontre le développement de la pratique du rugby d'année en année (7 régions sur 14) même si on note une régression de l'effectif des filles de plus de 18 ans du au faible recrutement.
3. La création des compétitions filles U18 et pour les hommes à VII avec les pôles régionaux.
4. La formation des techniciens des éducateurs, des arbitres, des entraîneurs, des formateurs centré de plus en plus vers le qualitatif

NAMIBIA

1. Introduced a new Domestic competition
2. Introduced a new 7's league
3. Appointed a GM Rugby
4. Appointed a Development officer
5. RWC Qualification
6. Improved 7's performances

TUNISIA

1. Strengthen the administration of the Federation, appointment of a General Secretary and two agents recruitment.
2. XVs promoted in Africa Cup A.
3. Training of Coaches, educators and referees.
4. Increase of Rugby promotion canthers in schools
5. Participation of the sevens Women's Team in Training Camp and competitions abroad (France, Spain).
6. Activate the Federal Commissions of the Federation.

ZIMBABWE

1. Effective Governance practices and protocols have been implemented and followed.
2. The Get into Rugby Programme for boys and girls continues to be actively implemented and maintained and a partnership with TAG rugby established to maximise logistics & personnel. TAG



Coaches up skilled to WR Certification. More boys and girls are staying to play the game at teenage level. The Community Cup programme in all high density areas effectively implemented, included coaching and training. President's Development XV launched and participated in main stream school and interprovincial competition. Girls inter-provincial tournament completed. Provincial & Interprovincial competition for U16 & U18 successful.

3. All National Coaches now hold a minimum of Level 2. Level 1 FAIR completed and additional Educators certified.

4. Full Anti-doping Education programme introduced at annual Schools Festival (160 teams). National Coaches, Managers, Medical Personnel, Match Officials and Club Officials accredited to the Union following Workshops, Rugby Ready, FAIR, Concussion, IRB Laws, Venue Management and Anti-Doping Education where applicable.

5. Ongoing negotiations with National Broadcaster to ensure an effective partnership – all TV broadcast will be digital mid 2015 with 3 dedicated sports channels.

UGANDA

1. URU has developed a High Performance Department
2. URU has sent S & C coach for high level camp in Stellenbosch who now runs the S & C department.
3. URU has hired a high level coach for the national team
4. URU has employed a sponsorship manager
5. We have intensified training courses at the lower level
6. We have embraced and rolled out the GIR programme

JOB DESCRIPTIONS

It appears to me during the union reviews that the CEO and NTD positions were not always clear for the union and the people appointed. After some groups work, the CEO and NTD produce rather complete documents and the assessment we had is, for the NTD they are closed to the job description, for the CEO it's totally different and we have the following:

- **Zimbabwe**, very clear, she knows what she has to do, her job description is clear.
- **Uganda** until the last weeks, Ramsey was CEO, training manager and referees manager and he was unable to do properly the CEO job.
- **Senegal**, El Hadj is not in his union a CEO, he is more a secretary with very limited responsibilities. He is able to do more? Not sure.
- **Namibia**, The appointment of John Williams as NTD simplify Sybrand task but he is still involved in too many things. His main issue is that he is charge of finances with very limited competencies in this area.
- **Madagascar**, Same profile than Senegal, the difference is that Victor could be a CEO.



- **Tunisia**, Very strong experience with Nejib, he must take the leadership in the union and might cover the different areas of competencies that might cover a CEO. Today he is more a Secretary General.

Concerning the NTD, we have three groups, the top one with Namibia, Senegal (young guy, very clever with a lot of potentialities), Madagascar (he was not my first choice when the union appointed but he proved me I was wrong), Kenya. Second group with Zimbabwe (Bright is new in the job but will improve). Uganda. Third group, Tunisia (no improvement with Samir, on my opinion it's too late.

Jury was supposed to come to present his job but a change in his agenda didn't allow him to be with us. Mervin did a presentation of the two positions in SARU.

GOVERNANCE AND DEVELOPMENT PROJECTS

The group worked on:

- What is a good governance model?
- What is a good development plan?

It was not very clear or the CEOs and some of them find the question difficult and we had two groups, Colleen and Sybrand on one side, very comfortable and the others on the other side.

Seemed to be easier for the NTD with a strong leadership coming from Namibia, Kenya, and Madagascar.

What are for 2015 your 3 priorities to improve governance?

KENYA

1. Board members to attend governance workshops every year
2. Establish a governance manual to be used by the Board members
3. Work through Board committees to implement policy

SENEGAL

1. Un besoin d'un manager général de la fédération ou directeur des projets
2. Une meilleure restructuration dans l'organigramme de la fédération
3. Une plus forte implication et redynamiser le comité directeur dans les différentes activités de la fédération, au-delà des actions événementielles.

NAMIBIA

1. Review our policies
2. Rewrite certain policies and write new policies
3. Implement and execute those policies.



1. Creation of two regional leagues
2. Creation of the Referee direction
3. Training of the club managers

ZIMBABWE

1. Revisit strategic plan to run until 2019
2. Revise and redress administration and accounting
3. Review plans and policies quarterly

UGANDA

1. Empowering leaders through workshops, trainings etc
2. Having leaders forums, meeting etc to share ideas and information
3. Education on best practise models

What are for 2015 your 3 priorities to improve development?

KENYA

1. Roll out the GIR program in all the centres to increase participation
2. Ensure that the regional under 16 festivals take place in all the regions so as to initiate the first level of Talent identification for elite teams
1. To establish the women's regional school, national and club competitions

SENEGAL

1. Une formation qualitative des éducateurs, des entraîneurs, des arbitres
2. Un perfectionnement des formateurs et multiplier leur nombre. Avoir plus de ressources financières et d'infrastructures pour accompagner notre développement- gagner la bataille audiovisuelle pour retenir l'attention des sponsors
3. Une harmonisation des contenus de formation pour le jeune joueur, la production et la diffusion des documents de formation aux écoles de rugby, aux éducateurs, aux formateurs .

NAMIBIA

1. Club Administration
2. Coaches training



**WORLD
RUGBY™**

3. Match official recruitment



TUNISIA

1. Strengthen the Get into Rugby Program
2. Reinforce the sevens women's Rugby and create 15 competition and women's selection
3. Increase the number of promotion centre and improve school level of competition (school regional selection)

ZIMBABWE

1. Capacity building for officials, coaches, referees.
2. Full provincial roll out of development programme.
3. Roll out rural development programme.

UGANDA

1. Strengthening Administration at the regional levels
2. Introducing Get Into Rugby to new centres
3. Education - especially strength and conditioning

We were supposed to have a speaker from SARU but he didn't come and Mervin covered the area at the last minute.

GET INTO RUGBY

Only the NTD were involved in this session, it appears the programme was very well none by the participants, it also appear it's one of the main priority for the 7 unions. They are clear on the Try and play phases but didn't already thought about the say phase that will be one of our priority for the GIR conferences. Great interest for the "I also play referee" programme.

What are the top 3 priorities you need to do to improve your participation programme?

KENYA

1. Ensure that GIR festivals are held in all the regions
2. Partner with the Ministry of Education and the Teacher Training Colleges to introduce a structured participation in primary schools
3. Introduce women's competitions in the secondary schools



1. Multiplier les activités GIR dans les milieux scolaires et maintenir ou élever le bon pourcentage des pratiquants (phase RESTE) _ Avoir le budget pour gérer l'augmentation des pratiquants, clubs et écoles
2. Harmoniser les contenus de formations du jeune joueur ou joueuse au Sénégal
3. Avoir un budget pour la confection des documents, des supports de formations pour tous les éducateurs, toutes les écoles de rugby, tous les clubs.

NAMIBIA

1. Funding
2. Participating/arranging more tournaments
3. Appoint more Regional Development officers

TUNISIA

1. To increase the number of players
2. Creation of new school and university clubs
3. Training of new educators to supervise get Into rugby Sites

ZIMBABWE

1. School fixtures to be relative to the development programme.
2. Every school needs to have the opportunity to play.
3. Control and supervision of all provincial leagues and competitions

UGANDA

1. Increase players through Get Into Rugby
2. Develop player pathways
3. General Communication

Steph Neel did a very good presentation about the GIR programme in South Africa.

FINANCES

Rather limited session, the SARU head of department come just to answer to the CEOs questions. Most of them were about how to insure a follow up on the budget during the year.

Moreover, it appears that is all the unions there is a need for people employed or in charge of the finances, the CEOs don't have the competencies to manage it properly.

What are the top 3 priorities you need to do to improve your finances management?

KENYA

1. Ensure long term budgeting and compliance



2. Improve on Cash flow management

3. Strengthen our internal audit capacity

SENEGAL

1. Une meilleure planification et une budgétisation des activités prioritaires et en général de la fédération

2. Nécessite d'un directeur financier, pour coordonner et améliorer la gestion des finances de la fédération

3. Stratégie et fidélisation des sponsors, des partenaires, des médias, politique de recherche permanent de recherche de ressources additionnels en plus d'une plus forte subvention de World Rugby pour supporter le développement du rugby au Sénégal.

NAMIBIA

1. Better controls in expenditure

2. In house accountant

3. Improved reporting system to board

TUNISIA

1. Coordinate with the sports ministry and the NOC to increase the grant allocated to the Federation

2. Help clubs to find the financial resources in their regions

3. Elaborate a project finance plan of the Federation

ZIMBABWE

1. Implement and maintain a revenue stream outside development grant and sponsorship.

2. Manage budgetary requirements according to strict principles and guideline.

3. Allocate funds from sponsorship/commercial partnership to best serve their purpose/commercial partnership to best serve their purpose and keep within strict controls.

UGANDA

1. Design marketable properties

2. Employ a Sponsorship director

3. Adherence to budgets and funding obligations

MARKETING AND COMMERCIAL

For the SARU speaker, same issue than with the financial, no real preparation and no time to spend with the CEOS. Commercial and marketing is a priority for all the unions to raise more money, most of them have already or plane to appoint a Commercial and marketing manager.

What are the top 3 priorities you need to do to improve your marketing and commercial policy?





1. Register KRU trademarks to protect brand image.
2. Make ALL existing KRU brands commercially sustainable.
3. Exploit other avenues for revenue generation i.e. merchandizing, royalty, gate collection

SENEGAL

1. Trouver un responsable du Marketing à mi-temps ou payer sur commission
2. Promotion du rugby dans les médias particulièrement la télé
3. Signer des conventions de 4 ans avec nos partenaires pour éviter de revenir tous les ans

NAMIBIA

1. Build more relationships with potential sponsors
2. Acquire more sponsors with fix term contracts (at least 3 years)
3. Effectively utilise all income generating possibilities (advertising space at union)

TUNISIA

1. Coordinate with companies to sponsor the activities of the Federation
2. Broaden the base of advertising over the internet and other Spaces
3. Develop a communication plan and organize international tournaments

ZIMBABWE

1. Maintain strong and regular lines of communication with stakeholders.
2. Consider alternative sources of incomes/sponsorship through the provision of goods and services not just financial donations.
3. Keep stakeholders informed (not just sponsors or potential sponsors). Encourage and engage a wider following.

UGANDA

1. Employ a marketing and commercial Manager
2. Run up to date website and bi-weekly newsletter
3. Engage the press regularly to send information to the public

ONE O ONE SESSIONS

During the individual talks, we talked about the actual union positions, the challenge and solutions and what they need to do the next step.

My opinion is that Zimbabwe is in a much better position than last year on the governance, they solved their issue with brands and because of Colleens appointment. They are struggling with



finances because of the government non-support and the economic situation that make difficult the research of sponsors. The union is looking for a national team coach, we are a going to assist them though the FFR partnership.

Namibia, I am convinced the union improved on the governance and “rugby” project and the actual problem are linked with individual mistakes. The appointment of John Williams as Rugby Director is a very good thing.

Senegal, still a good union but they will have to improve they organisation (more people) and governance (process, planning) if they want to reach the next step. Could be a little bit difficult.

Kenya, if they are able to solve their actual difficulties, I am sure there is a strong possibility to work closely to the union and make it much better. The way they managed the appointment of their CEO, CFO and the review of their SPD make me rather optimistic.

Madagascar, the fact we changed the management of our grant changed totally the position of the development of rugby within the union. Still governance issues, they know what they want to do but don't want to change. The president is scared to loos part of his power.

Uganda, since my last review in august, some improvement on the governance, Ramsey is now only CEO, Khasasa has been confirmed as NTD and they have part time training manager and WR DO. GIR might be much better but it seems we have to compete with TAG.

Tunisia, for me the only good news is the fact that Nejib is back, for the rest, still the same President and still the NTD. Unfortunately, I think we will need to wait for the next elections to see progress.

Main challenges your unions have to face. What are your solutions?

KENYA

1. Poor relations with investors and stakeholders

-Solution: Engage and involve stakeholders & investors in Union dealings through submitting timely reports or hosting them for conferences.

2. Lack of clearly defined roles in fundraising and engagement with investors

-Solution: Identify proper communication protocols to be used when dealing with investors

3. Lack of a KRU patent events manual for KRU endorsed events

-Solution: Define, make public and implement an events manual for KRU &/ KRU endorsed rugby events.

4. Inability to exhaustively benefit from merchandize sales.

-Solution: Register KRU trademarks to claim royalty from merchandize sales.

5. Operating in a very challenging political environment

-Solution: Create permanent governance policies and structures that will ensure the faster and efficient implementation of Board policies



-Le développement exponentiel que connaît la fédération, le manque d'un personnel à temps plein sur les secteurs stratégiques de la fédération associé à cela la faible subvention font que le déséquilibre entre le développement de la pratique et le financement s'accroît de plus en plus et cela entraîne de longues périodes d'inactivité de certaines commissions.

-Cette situation pourrait être résolue si World Rugby décide par une subvention plus conséquente de sortir le Sénégal du statut de développement vers la performance. Sinon la fédération restera sur une position de dépendance de la subvention faute d'un plan stratégique efficace pour l'heure auprès des sponsors et des médias.

NAMIBIA

-Win a game at the RWC

-Appointed a qualified S&C coach and Technical advisor

-Acquired a tech analysis programme

-Acquired an athlete monitoring system

Income

-Appointed a GM Rugby to enable the CEO to concentrate on the commercial aspects of the Union

TUNISIA

-Provide the financial resources: Coordinate with the ministry of sports, NOC and sponsors to increase the resources of the Federation.

-Access to group A for U19 National Rugby Team: concretize the program of preparation.

-Qualifier the sevens women's Team to the Olympic Games RIO 2016: Good preparation for this event by training camp and participation in international tournaments

ZIMBABWE

- Commercial funding..... funding & funding.... for High Performance and local Competition.

An extremely difficult environment, with no simple solutions. The Game needs to be marketed to a wider audience; need to encourage and keep a wider following; the wider the following the more support there will be from potential sponsors. With a very effective development programme up to U18 level we will need to lobby government for tertiary education support (Scholarships) at local Universities. Retention of local players is a challenge.

- Following the failure to qualify for RWC2015 we need to rebuild confidence and pride in the National Team.

- High performance training for National VII's is key to successfully competing at the highest level.

- We need to build a quality workforce of coaches and officials.



- Administration – Strengthening the existing structures and creating new ones in line with strategic focus of the union and World Rugby.

-Funding - We need to seek for sponsorship outside what we get from WR to run our activities. This we are addressing through re-branding our products.

In summary, we had a very good workshop, the participant were fully committed in a very nice atmosphere.

Again a very strong support in the organisation, less quality of support than last year, some didn't come, some came without real preparation, just to chat with the participants.

For me we are at the end of a cycle and even I think it's important to keep this appointment to keep the pressure on the union, we need to think about a different format. We have people at different levels and we need to individualise the training to be sure they will get what they expect from us.

JL Barthès

RSM Africa

February 27th 2015