Grow the game







World Rugby

On behalf of World Rugby I would like to express my gratitude for everyone involved in the IMPACT Beyond 2019 programme. Launched in 2013, IMPACT Beyond is a major strategy in World Rugby's mission to grow the game globally, providing the platform for boys and girls to try, play and stay in the game. Truly sustainable legacy should be a central thought, not an afterthought when it comes to major event planning and we are proud of the success of the IMPACT Beyond programme in playing a leading role in the rugby growth story. The programme was at the heart of a very special and record-breaking Rugby World Cup 2015 which saw 17 Rugby Europe member unions strategically partner with RFU Counties to share knowledge and create stronger foundations for community level participation. More than one million new players were attracted, while 340,000 participants played the sport for the first time in England. Our Rio 2016 IMPACT Beyond programme showed what can be achieved in developing rugby nations, engaging more than 175,000 players, coaches and match officials in Brazil alone, while also playing its part in a recordbreaking 2016 for our Get Into Rugby mass participation programme, which inspired 1.99 million players.

We are delighted to be partnering with the Japan Rugby Football Union, Asia Rugby and 24 unions to deliver IMPACT Beyond 2019, an ambitious strategy to convert the rugby potential within Asia, the world's most populous region and home to 60 per cent of the world's youth. The ambition to build upon the incredible success of the 2015 programme and attract and retain one million new rugby participants across Asia by the time Japan hosts Rugby World Cup is supported by the objectives and actions set out within this document. Great people achieve great results and I would like to acknowledge the role of Asia Rugby, its unions and the masses of volunteers who will bring this programme to life. Without your vision, commitment and passion, none of these ambitions would become a reality. Finally, I would like to wish you all the very best as you play your role in ensuring that IMPACT Beyond 2019 will be a project that Asia and global rugby community will be proud of.

Bill Beaumont

Chairman World Rugby



JAPAN RUGBY

BIG TRY

Japan Rugby' mission is to contribute to a better society by playing an active part in the world. In 2019, Japan will become the first Asian nation to host the Rugby World Cup (RWC). The success of the Rugby World Cup 2019 is the biggest challenge in the history of Japan rugby.

The remarkable success of our Brave Blossoms at the 2015 Rugby World Cup has proven that Japan is capable of competing at the international level. The aftermath of the World Cup greatly affected the Rio Olympics in 2016. Both men and women participated as representatives of Asia and the men's team finished in 4th spot after beating New Zealand. This experience has allowed us to set new goals for 2020.

In order to make the best use of these impacts and to leave legacy to Japan and Asia, we work closely with World Rugby and Asian Rugby to secure players' welfare, prepare a high level game environment and to develop the pathway for the players, coaches, referees and volunteers. In addition, we will collaborate with regional rugby unions, schools, hosting

cities and base camp locations for RWC 2019 to build the capacity of our game. Furthermore, we will also work with national projects such as Sports for Tomorrow, Japan International Cooperation Agency (JICA)'s Volunteers and contribute to the development of Asian Rugby with Asian Countries Unions. Japan rugby will continue to strive to become stronger and to play a vital role for all people and society, and leave an impact beyond rugby, beyond Japan and beyond 2019. This is our "Big Try".

Tadashi Okamura

President, Japan Rugby Football Union

ASIA RUGBY

As Asia Rugby President, it is with immense excitement and pride that I today jointly launch this strategy for Impact Beyond RWC 2019 incorporating a vast number of projects to grow the Game in our continent over the next 4 years.

Asia Rugby has grown from our 8 founding members in 1968 to today's 30 member unions across our 5 Olympic sub-regions. I would like to speak for all who have made great efforts to bring RWC2019 to our region and this Impact Beyond RWC2019 strategy reflects everyone's collective efforts over so many years to put Asia on the global Rugby map and grow the Game to our current levels and beyond, using innovative ideas such as our Asia 1 Million Project.

On behalf of Asia Rugby, I would express my appreciation to World Rugby and Japan Rugby Football Union for their vision and leadership to accelerate the development of rugby in Asia.

I look forward to working with our member unions and partners to conclude all our 18 projects as we move towards RWC 2019 and the 2020 Olympics Rugby Sevens. Please monitor our website, www.asiarugby.com, download our Asia Rugby App and subscribe to our monthly newsletter to join us on this once in a lifetime journey.

Koji Tokumasu

GET INTO

President, Asia Rugby



Impact Beyond 2019

The Rugby World Cup in Japan in 2019 is the most exciting opportunity to develop rugby in Japan and Asia and Impact Beyond 2019 is a central part of this strategy to grow the game in the region. It will also link with the Tokyo 2020 Olympic Games to further strengthen the profile of rugby.

World Rugby is working closely with the Japan Rugby Football Union, Japan Rugby 2019 and Asia Rugby to deliver Impact Beyond 2019. This plan sets out to establish:

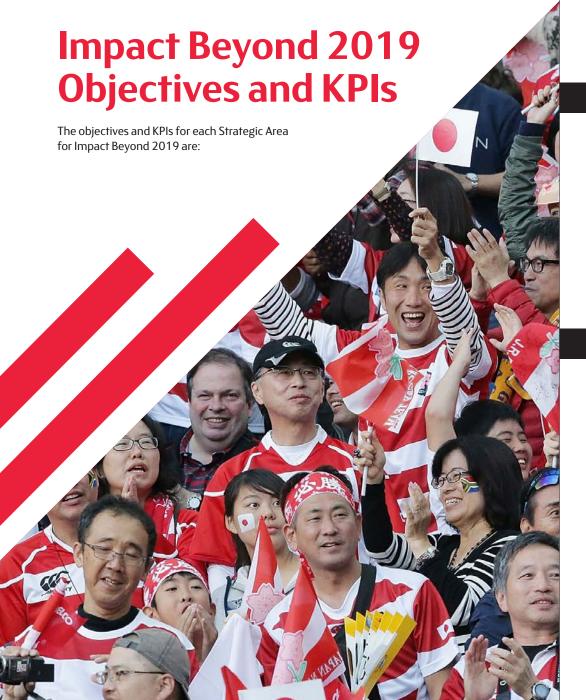
- A coordinated project management structure
- Clear growth outcomes in Japan and the region
- Fit-for purpose Asia Rugby Member Unions capable of managing targeted growth
- Targeted Asia Rugby development and mass participation strategies into new markets
- A holistic broadcast strategy for Asia

IMPACT BEYOND 2019 OVERVIEW

There are four key strategic areas for Impact Beyond 2019:

- 1 / GROWING THE GAME IN JAPAN
 Target: More than 200,000 active participants at all levels in Japan
- **2** / **GROWING THE GAME IN ASIA**Target: Over 1m new players in Asia with a total of 2m players by 2020
- **GROWING BROADCASTING IN ASIA**Target: More rugby widely available on all platforms
- GROWING THE GAME GLOBALLY
 Target: Maximise the impact of the RWC 2019
 to grow the game globally to over 11m players





1/ GROWING THE GAME JAPAN

More than 200,000 Active Participants

Objective	RUGBY FOR ALL / GET IN	ITO RUGBY
Project/ Programme	Schools Rugby Regional Rugby	
Key Performance Indicators	schools have access to over 3m students Organise rugby progra Appoint development	o% of the 20,000 primary rugby programmes reaching mmes in 47 prefectures officers to manageprogrammes ity of regional rugby development f participants in Japan
Objective	INVESTING IN PEOPLE	
Project/ Programme	JRFU training and educat	ion
Key Performance Indicators	coaches, referees and vo	and registered system for players, solunteers. 92,643 \rightarrow 120,000 13,000 \rightarrow 25,000 10,918 \rightarrow 20,000 8,600 \rightarrow 12,000 4,156 \rightarrow 20,000 4,152 \rightarrow 7,000

Registered Volunteers:

13,050 → 16,000

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Objective	ENHANCING RWC PARTNERSHIPS	
Project/ Programme	Host and team base cities	
Key Performance Indicators	Ensure vibrant rugby communities in the 12 RWC host cities and team base cities.	
Objective	STRENGTHENING RUGBY LINKS IN JAPAN	
Project/ Programme	Rugby link	
Key Performance Indicators	Develop new lifelong rugby and partnerships connecting with all forms of the game and various stakeholders in Japan.	
	Project/ Programme Key Performance Indicators Objective Project/ Programme Key Performance	

2/ GROWING THE GAME ASIA

Over 2 Million Players In Asia

Objective	STRONGER UNIONS IN ASIA
Project/ Programme	Leading Rugby Asia JRFU Asian Scrum Project
Key Performance Indicators	Strengthen the capacity of Unions to grow the game in Asia through each Union attending 1 World Rugby Leading Rugby course once every4 years. Secure investment from agencies in Japan to support the development of the game in Asia. Deliver a minimum of 40 development projects by member Unions to develop the game in Asia

Objective	GROW PARTICIPATION IN ASIA
Project/ Programme	Asia 1 Million Get Into Rugby 15s Rugby Asia Rugby Summary Players
Key Performance Indicators	Implement A1M project attracting 1 million new players across Asia. Deliver Get In Rugby Asia – to boost participation in the game • to 0.5m players by end 2020 • Retain 20% of players after 2020 Strengthen 15s Rugby in Asia by: • increasing the number of domestic 15s teams and matches in top 10 unions • securing a second Asian team in RWC by 2023 2m players in Asia by end 2020,
Objective	GROW SCHOOL'S RUGBY IN ASIA
Project/ Programme	Asia Rugby Schools Programme
Key Performance Indicators	Work with Unions to ensure Rugby is played in 30,000 schools in Asia Rugby is part of the schools' sports / education programme in 10 Asian Countries

Objective	STRONGER ASIAN COMMUNITIES
Project/ Programme	Pass It Back
Key Performance Indicators	Implement the Pass It Back programme in 3 countries in Asia aiming for 7,500 players and 300 new coaches
Objective	GROWING ASIAN RUGBY WORKFORCE
Project/ Programme	Asia Rugby workforce
Key Performance Indicators	Asia Rugby Development Officers appointed in five sub-regions to grow the game) Train coaches; match officials; Strength & Conditioning coaches; and medical personnel across Asia •23,500 Coaches •10,300 MOs •2,350 S&C coaches •1,500 Medical personnel

3/ GROWING BROADCASTING IN ASIA

More Rugby Available On All Platforms

Objective	RAISE THE PRO	FILE OF RUGBY IN	NASIA
Project/ Programme	Broadcast		
Key Performance Indicato	Work with key s broadcast acro Rugby is broad potential audie	ss all platforms ir cast across all pla ence of 400M, wit	nsure there is more rugby

4/ GROWING THE GLOBAL GAME

Over 11M Players Globally

Objective	MAXIMISE THE IMPACT OF THE RWC TO GROW THE GAME GLOBALLY
Project/ Programme	Global Impact RWC 2019 Programme Trophy tour RWC Ambassadors Spirit of Rugby
Key Performance Indicators	Implement programmes with Unions globally to develop the game around the RWC 2019 – promote 15s Rugby, inspire campaign, Get Into Rugby, festivals and events to grow the game to 11m players by 2020 Implement RWC Trophy Tour in Asia and Globally Appoint Ambassadors to promote the development of the game Activate key partnerships to showcase values of and Spirit of Rugby.



Management and Implementation

Impact Beyond 2019 will be a partnership managed by World Rugby, JR 2019, the JRFU and Asia Rugby. Each Strategic Area will have a designated Team Leader reporting to the Project Management Group. World Rugby Regional staff will coordinate the project and provide administrative support to the Project Leaders. Terms of reference for all areas are in place. The key stakeholder groups are as follows:

- The Steering Committee oversees the project and makes strategic decisions to progress the project. It comprises senior leaders from each organisation.
- The Project Management Group manages the day to day running of the project.
- Detailed master plan, annual operating plans and reports will guide the implementation of projects Impact Beyond 2019





The Steering Committee and Project Management Group is comprised of the following:

Steering Committee	Project Management Group
Brett Gosper, World Rugby	Morgan Buckley, World Rugby
Alan Gilpin, World Rugby	Ridzal Saat, World Rugby
David Carrigy, World Rugby	Linda Hoey, World Rugby
Noriyuki Sakamoto, JRFU	Aurélie Lemouzy, World Rugby
Takumi Yamamoto, JRFU	Yasutaka Nagai, JRFU
Akira Shimazu, JR 2019	Naofumi Yasui, JRFU
Ichiro Kono, JR 2019	Makoto Nishiki, JRFU/JR2019
Koji Tokumasu, Asia Rugby	Yuji Honda, JR2019
Qais Al Dhalai, Asia Rugby	Ross Mitchell, Asia Rugby
Aga Hussein, Asia Rugby	Matt Oakley, Asia Rugby
	Ben Van Rooyen, Asia Rugby
	Steve Grainger, RFU

Investment

The following investment has been secured to develop the game in Asia

World Rugby

- World Rugby allocates annual development investment programme amounting to £2.088m to the JRFU, Asia Rugby and the 17 member Asian Unions and £0.5m for competitions.
- World Rugby's total planned investment to Asia Rugby and member Unions is at least £8.5m up to 2020.

Asia 1 Million (A1M) project

 World Rugby and Asia Rugby will invest a further £534,000 in the A1M project up to 2020

Asia Rugby and Member Unions

 The combined expenditure of the 17 World Rugby full member unions in 2016 was £53.51m. Asia Rugby's expenditure was £1.378m

Japan

Japan Rugby and its partnership with various Japanese Government Agencies have led to a substantial investment in various international rugby development projects. JRFU is organizing these projects both domestically and abroad, collaborating with agencies such as JICA (volunteer programme), JENESYS (youth exchange programme) and Sport for Tomorrow (sports exchange programme) as part of the Asian Scrum Project.

Pass It Back

 US\$1.2m has been invested into the Pass it Back programme since July 2015 in curriculum development, implementation and safeguarding support. Pass It Back has planned a further total investment of US\$2m.



SCHEDULE 1: PROFILE OF THE GAME IN JAPAN AND ASIA

Japan Rugby

Japan Rugby Football Union (JRFU) was established in 1926. The JRFU resulted from a merger between the Kanto Rugby Football Union (launched in 1924) and the Seibu Rugby Football Union (established in 1925), the two entities running the game in eastern and western Japan.

Rugby has been thriving in Japan for over a century and the Japan Rugby Football Union (JRFU) has been leading this Game in supporting the core values of Rugby.

Two of the world's major sporting events will be taking place in Japan over the next 4 years: The Rugby World Cup (RWC) which shall be held in 2019, and the Summer Olympics, which will again feature Rugby 7s, in Tokyo in 2020.

The JRFU have published a new strategic plan, structures and programmes to sustain this growth beyond 2019.

New strategies to grow the game in Japan

The JRFU has finalised a new Strategic Plan and Development Plans which are major steps forward for the JRFU. Three documents/plans have been completed by the JRFU.

1/ IRFU Mission Statement

2/ JRFU Strategic Plan

3/ JRFU Development Strategy

JRFU Mission Statement

Vision – BIG TRY

Philosophy - Rugby: for All (Be open – Play Globally – Keep Integrity)

Mission – Strive to become stronger and contribute to a better society for all people

through strengthening and developing Japan Rugby

Core Spirit - One for All, All for One/Spirit of 'No Side' / Innovation and Hard Work/

Diversity and Teamwork

JRFU Strategic Plan

Six pillars in the JRFU Strategic Plan (2016-20) JRFU Strategic Plan

The JRFU strategic plan focuses on:

- 1/ National Teams (High Performance)
- 2/ Development
- 3/ Competitions, Marketing, Commercial
- 4/ International Relations + Cooperation
- 5/ Organization, Governance
- 6/ Finance

JRFU Development Strategy

The development strategy supporting the strategic plan sets out four key priorities:

- 1/ Providing access to as many segments of society to play, watch and participate
- 2/ Develop new pathways and training programmes for players, coaches, referees and volunteers.
- 3/ Cooperate and collaborate with JR 2019 OC, Host Cities and Training Base camps.
- 4/ Partnerships with different forms of the game and various stakeholders.

Profile of the Game in Japan

Year	Men	Women	Total
2012	114,642	4,250	118,892
2013	114,231	5,367	119,598
2014	109,896	5,327	115,223
2015	109,107	6,098	115,205
2016	112,656	10,216	122,872



Agencies

JICA

The Japan International Cooperation Agency (JICA) aims to contribute to the promotion of international cooperation as well as the sound development of Japanese and global economy by supporting the socioeconomic development, recovery or economic stability of developing regions.

JICA's volunteer programme was inaugurated in 1965. JRFU is working with JICA since 2013 to identify short and long term volunteers to develop the sport of rugby in identified countries in Asia and Globally as part of the Asian Scrum Project..

JENESYS

The Japan - East Asia Network of Exchange for Students and Youths (JENESYS) is an International Exchange Programme between Japan and other Asia-Pacific regions. This programme is promoted by the Japanese Government as well as the Ministry of Foreign Affairs.

In March 2017, JRFU organized the inaugural programme which saw over 250 participants from 10 South East Asian Countries and East Timor participating in a cultural exchange programme which included the introduction of rugby to 200 children. The event was held by the Japan International Cooperation Centre (JICE) and was supported by JRFU, local rugby union and government in Shizuoka, Japan from March 14th to 22nd, 2017.

The Sport for Tomorrow programme is an initiative of the Japanese government to promote sports for seven years to more than 10 million people in 100 nations from 2014 until the 2020 Olympics. Sport For Tomorrow has three key pillars:

- International co-operation and exchange through sport
- · Academy for tomorrow's leaders in sport
- Play True 2020

Sport For Tomorrow

The focus is on cooperating with developing countries through sport. Japan will continue to contribute to the global sport movement with initiatives such as sending coaches, providing equipment and assisting to enrich the sporting environment.

This pillar aims to further implement international cooperation and exchange programmes through the strategic and best use of existing resources.

JRFU is sending short term volunteers to support and/or run rugby programmes in Asia and globally with Japan Sport Council (JSC) and Ministry of Foreign Affairs through this Sports for Tomorrow initiative.

Childfund Japan / Pass It Back World Rugby is a partner in the Pass It Back Programme that was initiated by Childfund Australia, Women Win and Asia Rugby.

Pass It Back, powered by Get Into Rugby uses rugby as its choice of sport as part of this sports for development programme.

As Pass It Back looks to expand its programme beyond will be delivered in Cambodia, Laos, Vietnam and the Philippines, the Childfund Japan office will be looking to seek funding from JICA to support this expansion.

This is another programme where resources from Japan are used to develop the game and communities in Asia.

ASIA RUGBY

Asia Rugby is the Regional Association of World Rugby, the governing body for the global game. Asia Rugby members comprise National Governing Bodies (Unions) for rugby. Asia Rugby's main roles are to:

- Ensure strong governance and domestic Rugby structures across the region;
- Provide appropriate international competitions for member unions enabling national teams to develop their pathways to elite world competitions; and
- Inspire and assist our unions to grow the game, with a focus on youth; health; welfare; and life success;

The originally named Asian Rugby Football Union (ARFU) was founded in 1968 and now has 30 member unions across the length and breadth of the continent. Participation, together with the number of competitions over the past decade, has increased significantly, with now over 30 rugby events taking place each year.

We have just announced our new Strategic Plan between 2017 toward 2020 under the new vision of "Bring Asia together through sprit of Rugby." In the new Strategic Plan we have determined to focus on the development of rugby among youth and female members.

The men's 15's Asia Rugby Championship (ARC) began in 1969 as the Asian Rugby Football Tournament (ARFT) and was, at that time, one of the oldest international rugby tournaments in the World. The highly respected, ground-breaking, Asia Rugby Sevens Series (ARSS) is held over three legs and features the best eight men's and women's teams in the region. The ARSS is supported by the Asia Rugby Sevens Trophy series which incorporates promotion and relegation. In addition, Asia Rugby stages age grade competitions for male and female players.

Asia comprises 60% of the world's youth population. In 2016, our member unions contributed 6% of the World Rugby playing population (562,235 of 8.5 million). Two of the world's major sporting events will be taking place in Asia over the next 4 years: The Rugby World Cup (RWC), which shall be held in Japan in 2019, and the Summer Olympics, which will feature Rugby 7s, returning to Tokyo in 2020.

In support of the RWC coming to Asia for the first time, Asia Rugby has embarked on an ambitious plan to increase its rugby population by an additional 1 million new players, working together with World Rugby as part of the RWC 2019 Impact Beyond programme.



SCHEDULE 2: ASIA RUGBY DEVELOPMENT PROJECTS

Asia Rugby in conjunction with member Unions and world Rugby have identified the following projects $\frac{1}{2} \left(\frac{1}{2} \right) = \frac{1}{2} \left(\frac{1}{2} \right) \left(\frac{1}$

Union	Number of Projects	Summary details
China	3	Organize Rugby Promotion Weeks in different cities / provinces Develop Rugby Training Camps in different cities / provinces Organize Rugby Summer Camps in different cities/provinces
Guam	3	Develop and Promote Age Grade Festivals and Competitions Develop Union's Social and Digital Media Communication Tool Strengthen the Union's Administration and Governance
Hong Kong	3	Sevens in the biennial Hong Kong Games Clear Pathway from Mini Rugby to HK National Teams: Increase Media Coverage of Community Rugby:
India	3	Start an Inter School Tournament in Metro cities: Getting the sport of Rugby upgraded from the 'Other Sports' category to 'General Sports' category and for on-going liaison with the Government: Make a Series of Promotional Films:
Korea	3	Increasing and Sustainable Participation at all levels Develop partnerships with other Unions to grow the game in Asia Developing stronger Union in terms of Admin and Broadcast strategies
Malaysia	3	Introduce Rugby to Non Rugby Playing Schools and Increase number of trained coaches and develop them (National Rugby Development Project) Existing Rugby Schools - Develop and Mentor existing Rugby Schools and Increase number of train coaches and teachers (NDRP) Introduce, Develop and Mentor New Tertiary Institutions. Develop Existing Tertiary Institutions

Pakistan	3	Develop pathways for Sustainable Participation: Increase Awareness through Social and Digital Media Platforms Gender Inclusiveness: "Breaking the Mould":
Philippines	1	Develop 10 PRFU Full Member Clubs
Singapore	2	Develop Pathways for Sustainable Participation Growing the Women's Game
Sri Lanka	3	Introduce Rugby to new schools to participate in National Schools Sports Festival. Use the Armed Services, ex Rugby players and Sports Officers from the Sports Ministry to promote Rugby teams under District and Provincial Unions to participate in the National Sports Festival. Infrastructure development to provide additional grounds to play Rugby.
Thailand	3	Develop Regional Unions to better organize Development Programmes to increase participation Develop a Home for Thai Rugby Union (Offices and Stadium) Officially include Rugby as part of the Schools' Curriculum
United Arab Emirates	3	Increase/Recruit Emirati Male & Female Arab PE Teachers & referees: Increase Female Participation Impact Beyond branding to be widely used
Sub Total	33 Projects	

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	Union	Number of Projects	Summary details
	Asia Rugby	5	Appoint a Development Officer for Central Asia Region Appoint a Development Officer each for South & South East Asia Region Appoint a Referee Development Officer Conduct an Asia-wide Injury Audit to ascertain if players in Asia are more susceptible to Concussion / Spinal injuries Conduct an Asia-wide regional concussion understanding survey
	Chinese Taipei	2	Grow the Game through clubs and include on University curriculum: Increase Participation to More Get Into Rugby Festivals and Tournaments
	Philippines	2	Target rugby to be included as an Official Sport in the Department of Education Palarong Pambansa (National Schools Tournament) Secure a Broadcast Network Partner to create awareness and promote rugby in the country
	Uzbekistan	2	Open Regional Rugby Federations' Offices across Uzbekistan Host more International Rugby Tournaments
	Laos	1	Implement Pass It Back Programme
Subtotal		12 Projects	

Union	of Projects	Summary details	
Indonesia	3	Increase number of Youth Festivals: Increase Awareness: Increase number of Volunteers in Rugby at the National Level	
Brunei	3	Increase Rugby in Schools: Increase Awareness: Develop pathways to sustain rugby	
Kyrgyzstan	2	Organise GIR festivals: Improve Management structures in the union:	
Macau	3	Increase Participation: Increase Awareness: Increase inclusiveness of local players:	
Mongolia	3	Infrastructure development: Increase the number of players: Get rugby back into the secondary school PE Curriculum:	
Nepal	1	Inclusion of Rugby Participation with females & minority groups: Increase the number of Rugby Players and the viewers: Increase Awareness through increased Broadcasting:	
Syria	1	Rugby development programme	
Subtotal	18 Projects		
Grand Total	63 Projects		

Number

SCHEDULE 3: ASIA MAP - DIVIDED INTO 5 SUB-REGIONS





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