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The Lao Rugby Federation

Strategic Plan

2007 – 2012

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Executive Summary

The Lao Rugby Federation (LRF) was formed in 2001. Since then, the LRF has gone on to gain full membership of the Asian Rugby Football Union (ARFU), associate member status of the International Rugby Board (IRB) and importantly, registration with the Lao National Sports Committee (NSC).

The LRF is the focal point for rugby union in the Lao PDR and is responsible for a number of activities including developing the sport through school programmes, providing an environment to support the development of domestic rugby union and supporting the development of elite athletes to represent the Lao PDR at the highest levels of the sport. Furthermore, the LRF prides itself on providing equal opportunities for male and female players to excel in the sport and to perform to the best of their abilities.

This strategic plan is based on an original plan that covered the period 2004 – 2009, however, opportunities have arisen and progress has been made in a number of areas that require the strategic plan to be revisited. Consequently, the LRF Board voted to create a new strategic plan to cover the period 2007 – 2012. This document will provide a guiding framework within which the LRF expects to operate, whilst also providing clear targets and benchmarks that will allow the performance of the LRF to be monitored both internally and externally. Whilst it is hoped that this plan will be operational for the entire period outlined, the LRF will review the strategic plan annually to reflect on targets set to ensure that the plan remains practical and useful to the development of rugby in the Lao PDR.

This strategic plan is guided by commitments of the LRF to be transparent, accountable and to ensure that the benefits of rugby union are available as widely as possible in the Lao PDR. The strategic plan also seeks to build upon gains that have been made since 2001, whilst institutionalising key aspects of operations that in the past were undertaken in an ad hoc manner. These steps and more will lead to a more professional and ultimately more effective Federation within the Lao PDR that is well placed to support the sustainable development of rugby union for all across the Lao PDR. .

Terms and Acronyms

<i>7s Rugby</i>	A 7 a-side version of rugby
<i>Age Grade Rugby</i>	Rugby for players under a specified age e.g. under 20 (U20) rugby (an international standard)
<i>ARFU</i>	The Asian Rugby Football Union; the governing body for rugby in Asia
<i>IRB</i>	International Rugby Board; the global governing body for rugby
<i>Lao PDR</i>	Lao People's Democratic Republic
<i>LRF</i>	Lao Rugby Federation; the governing body for rugby within the Lao PDR
<i>MoE</i>	Ministry of Education
<i>NSC</i>	National Sports Committee; the Lao PDR national sports governing body
<i>PE</i>	Physical Education
<i>RDO</i>	Rugby Development Officer
<i>SEA Games</i>	South East Asian Games
<i>XV's Rugby</i>	Fifteen a-side rugby; the standard medium of the game of rugby

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1 Vision and Mission

The LRF will be guided by the following vision and mission during 2007 – 2012.

1.1 Vision

A Lao PDR in which all people have the opportunity to participate in the sport of rugby union.

1.2 Mission

To provide opportunities for men and women, boys and girls, social and elite players and those in urban and rural areas to participate in the sport of rugby union, whilst ensuring that health benefits and personal development opportunities are realised to their fullest extent.

This mission will be achieved by ensuring that the LRF has the necessary capacities to deliver high quality playing and participation opportunities and then, through engaging with the government, communities, businesses, schools and other institutions, to provide sustainable access to participation (playing and non-playing) opportunities. The LRF understands the key role of the strategic plan in guiding this process.

2 Core Values

The LRF has identified a set of core values that will guide all of the operations outlined within this strategic plan. These guiding principles will be central to achieving results by 2012:

Transparency and Accountability are Essential – The LRF is committed to ensuring that all sponsor, donor and project funds are accounted for clearly and that a culture of transparency is prevalent within all financial transactions.

Increased Participation Results in Increased Sustainability – The LRF is committed to ensuring that decision making is based on participatory processes with relevant stakeholders and that this will contribute to the sustainability of the federation. This will also involved a heavy focus on skills transfer through the implementation of this strategic plan to develop Lao nationals in key positions within the LRF.

Local Resource Use Increases Impact – Whilst it is acknowledged that sourcing rugby equipment is challenging within the Lao PDR, efforts will be made to purchase as many resources as possible from within the Lao PDR. This is part of the LRF's commitment to supporting community businesses and entrepreneurship

Equality Equals Success – The LRF will strive to ensure that boys, girls, women and men will all be given equal opportunities to participate in rugby. The LRF realises the importance of providing the intrinsic benefits of rugby to both male and female players and administrators.

3 Rugby in the Lao PDR

This section gives some background on where rugby in the Lao PDR came from, it also summarises the current position of the sport and gives some details about where the strategic plan hopes to guide the sport in the future.

3.1 The Past

Exposure to rugby came via the French in the 1960's; however, it was quickly adopted by Lao institutions such as those at Dong Dok University and Chi Naimo Military Academy. By the early 1970's, the Vientiane Rugby Football club was well established and boasted an all Lao squad; this team was widely considered the Lao National Team at that time. The team became even more popular in 1972 with a victory against the Hong Kong British Club. Games against the Thai and Sri Lankan National Teams then followed. Unfortunately, unrest over the following years meant that rugby was not given the opportunity to flourish and to reach the potential it promised. However, in 1997, the commitment of a group of rugby enthusiasts ensured that rugby once again become available in what is now the Lao PDR.

3.2 The Present

At present, the LRF provides a number of rugby opportunities; these are shown in table 1 below:

Table 1 – Current LRF Rugby Opportunities

PLAYING	NON-PLAYING
Schools training in 6 schools for boys and girls	LRF board members (12 Positions); see attachment 1 for details of positions
Monthly carnivals for schools teams (boys and girls)	LRF Part-Time Rugby Coaches; 6 of these are currently engaged by the LRF to provide training in schools
The Vientiane Buffalos; train twice per week, play regularly and have a squad made up of more than two thirds Lao nationals	LRF Employees; 2 Lao nationals are currently employed full-time and provide administrative and coaching support to the LRF as well as being the focus of capacity building and skills transfer activities
Lao PDR National Team; train once per week and play regularly focusing on the Annual IRB Division Six Tournament between the Lao PDR, Cambodia, Brunei and Indonesia	

Whilst other additional activities are undertaken by the LRF, those highlighted above have resources invested regularly and have to varying degrees been institutionalised within the LRF. They form the base of all LRF activities and will be the platform from which steps are taken to realise the mission of the LRF and the implementation of this strategic plan.

It is also important to highlight the internal changes that have taken place in the recent past. A number of key administrative personnel have become unavailable for a variety of reasons and these changes disrupted the administrative, financial and decision making capacities of the LRF. This strategic plan is seen as a major step in ensuring that the LRF is working within a clear framework that moves the institution toward sustainability and ultimately full IRB membership for the Lao PDR.

3.3 The Future

This strategic plan outlines the envisaged growth of rugby in the Lao PDR. The five key LRF commitments are:

- 1) Increased participation of children and adults in rugby.
- 2) Increased domestic and international competition opportunities and exposure of the general public to rugby throughout the Lao PDR.
- 3) Increased participation in elite rugby¹.
- 4) Increased capacity of the LRF to deliver rugby participation opportunities that meet international sound practice standards.
- 5) Increased institutionalisation of the sport of rugby union in the Lao PDR.

Through the achievement of these results, the LRF plans to increase by at least 50 per cent the number of regular participants in the sport and to at least double the number of districts with rugby participation opportunities by the end of 2012.

4 The LRF Approach

The LRF will strive to be result-oriented throughout the implementation of this strategic plan to ensure goals are met, standards are kept and constant improvement is central to all decisions made by the federation; on-going monitoring and evaluation will be key to this approach.

These five results are outlined in the LRF logical framework (see attachment 2); however, it is important to acknowledge that splitting these results in no way ignores the complexities of the relationships between the different results. It does however allow the LRF to accurately monitor achievement and the effectiveness of certain activities in contributing to results. These results will form the framework for both internal and external monitoring and evaluation of LRF performance.

4.1 Result One

Increased participation of children and adults in rugby

Two key playing strands will be developed to achieve this result; a brief explanation of each is given below:

Men's and Women's Rugby (Schools and Clubs)

The LRF has taken a strategic decision to focus on fifteens rugby, rather than attributing equal limited resources to both fifteens and sevens rugby. Whilst sevens rugby will still be utilised in elite player development (see result 3), it will be gradually removed from mainstream LRF activities in schools. This decision has been taken to not only strengthen the quality of experiences of potential national team players, but to promote a fifteens rugby

¹ Elite rugby is a term used throughout this strategic plan and refers to player development opportunities that improve performance at the international level.

culture, which in turn will facilitate the development of a national fifteen a side league and the growth of fifteens specialist players, rather than only seven specialists such as those who have come through the past LRF system. However, it is acknowledged that sevens will be the focus of initial rugby activities with females as the game is less technical to learn and will provide a sound base for moving towards fifteen a-side rugby.

Rugby in Lao Institutions

The Lao Federation currently has a large range of playing members; a number of them are employed by key Lao institutions such as the police and military. The LRF realises the importance of providing playing opportunities for these institutions and has concluded that there is significant potential to establish competitive teams for men and women.

4.1.1 Commitments

Table 2 – LRF Commitments; Result 1

	2007	2008	2009	2010	2011	2012
Under 18 Schools Male Rugby	50 players in 5 schools	125 players in 5 schools	250 players in 10 schools	250 players in 10 schools	375 players in 15 schools	500 players in 20 schools
Adult Male Club Rugby	30 XV's players in 1 club	50 XV's players in 2 clubs	100 a XV's players in 4 clubs	150 XV's players in 6 clubs	200 XV's players in 8 clubs	250 XV's players in 10 clubs
Under 18 Schools Female Rugby	50 players in 5 schools	50 players in 5 schools	100 players in 10 schools	100 players in 10 schools	150 players in 15 schools	200 players in 20 schools
Adult Female Club Rugby	20 players in 1 club	20 players in 2 clubs	40 players in 2 clubs	60 players in 3 clubs	80 players in 4 clubs	100 players in 5 clubs
National University Rugby		1 male and 1 female club				
Army Rugby			1 male and 1 female club			
Police Rugby				1 male and 1 female club		
Physical Education College Rugby					1 male and 1 female club	

4.2 Result Two

Increased domestic and international competition opportunities and exposure of the general public to rugby across the Lao PDR

The LRF currently supports teams playing at a number of levels; from schools to club to the national team. At these three levels, significant opportunities exist to promote rugby through making it available for people to see, this also has the parallel benefit of ensuring that more people are getting more opportunities to play rugby.

The LRF will ensure that regular opportunities are available in the Lao PDR for both players and spectators. This will also be supported by the development and implementation of a comprehensive marketing and media strategy to ensure that rugby is visible and people are aware of the opportunity to participate through playing or watching the game.

4.2.1 Commitments

Table 3 – LRF Commitments; Result 2

2007	2008	2009	2010	2011	2012
Schools rugby tournament					
Schools XV's tournament					
Hosting an annual international tournament					
National Team game against domestic opposition					
National Team game against non-domestic opposition					
					Domestic men's and women's league
Club rugby games					
Marketing and Media Campaign					

4.3 Result Three

Increased participation in elite rugby

Participation in elite rugby is a key development area for the LRF, particularly in terms of our relations with the international rugby community. Steps will be taken to increase the quality of the existing elite squad, as well as establishing other squads to ensure that ultimately, the Lao PDR is able to be competitive on the international stage. This strategic plan sees the development of:

- The existing adult male XV's National Team.
- An age grade male XV's National Team.
- An adult male 7s National Team.
- An adult female 7s National Team.

A decision has been made by the LRF to limit the number of elite teams to ensure that the limited resources of the LRF can be specifically targeted towards improving quality within the elite teams. Should this be successful, it is likely that the next LRF strategic plan will look at identifying secondary tiers within the structures outlined above to ensure that a firm skill base is being provided to elite players as well as expanding to include elite XV's rugby for women.

4.3.1 Commitments

Table 4 – LRF Commitments; Result 3

2007	2008	2009	2010	2011	2012
National Men's XV's Team					
National Men's XV's Team IRB Sanctioned Games					
National Men's Age Grade XV's Team					
Elite Women's 7s Squad					
National Male and Female 7s Team					
National 7s Teams to SEA Games	National Men's and Women's 7s Annual Competition	National 7s Teams to SEA Games	National Men's and Women's 7s Annual Competition	National 7s Teams to SEA Games	National Men's and Women's 7s Annual Competition

4.4 Result Four

Increased capacity of the LRF to deliver rugby participation opportunities that meet international sound practice standards

Given LRF commitment to increasing the quality and availability of elite rugby in the Lao PDR, it is clear that steps must also be taken to develop the LRF's institutional capacity to deliver these opportunities and to ensure quality throughout activities. This result is dependant on the LRF being able to access suitably skilled personnel committed to sustainable skills transfer. The LRF is committed to developing capacities in all areas of the game including coaching, refereeing and administration; these developments will be based on sound practice experience from countries with well-established rugby federations.

4.4.1 Commitments

Table 5 – LRF Commitments; Result 4

2007	2008	2009	2010	2011	2012
Staff coaching skills transfer plan approved and resources in place to support	Implementation of skills transfer plan				
2 full-time RDOs	4 full-time RDOs	4 full-time RDOs	4 full-time RDOs	4 full-time RDOs	6 full-time RDOs
	1 certified Lao referee		3 certified Lao referees	4 certified Lao referees	6 certified Lao referees
	1 full-time administrator				

4.5 Result Five

Increased key Lao institutional involvement in the sport of rugby union

Key to the establishment of rugby in the Lao PDR as a serious sporting alternative is the involvement of key institutions in the sport. The benefits of participation in the sport are widely accepted and supported by existing relationships with some institutions in the Lao PDR and internationally; however, the LRF realises the importance of engaging with a broader range of national institutions to increase the legitimacy, understanding and availability of the sport. Consequently, a number of key national institutions have been identified and steps will be taken to ensure the LRF engages fully with them. The LRF is also committed to exploring the possibility of engaging with other key institutions, in particular the Lao Women's Union and the Lao Youth Union and a feasibility study will be undertaken to identify further potential partners by the end of 2008.

4.5.1 Commitments

Table 6 – LRF Commitments; Result 5

2007	2008	2009	2010	2011	2012
All Lao national club members and elite players have social security coverage providing accident and pension benefits					
	Completion of partner feasibility study				
		10 Ministry of Education Physical Education teachers with rugby training	20 Ministry of Education Physical Education teachers with rugby training	30 Ministry of Education Physical Education teachers with rugby training	40 Ministry of Education Physical Education teachers with rugby training
				Ministry of Education inclusion of rugby opportunities within the national curriculum	
					Full IRB membership
ARFU membership and ensuring LRF details are available on ARFU website					

4.6 Result Six

An exclusive commitment to rugby union is demonstrated by the LRF

A lack of strategic direction has seen the LRF responsible for both rugby and touch rugby and this has affected the growth opportunities for both sports. Consequently, the LRF is committed to focusing exclusively on rugby and to provide its experience to those focused on touch rugby to set up a parallel institution that is dedicated to touch and provides rugby opportunities for those who do not wish to participate in rugby. This will also increase accountability in that donors, sponsors and supporters can ensure that their financial contributions are focused on either touch rugby or rugby. Unfortunately, this separation cannot take place immediately and to ensure necessary support exists for touch rugby to continue, the LRF will continue to provide institutional support to the sport until a formal structure can be established by the end of 2007.

4.6.1 Commitments

Table 7 – LRF Commitments; Result 6

2007	2008	2009	2010	2011	2012
All touch rugby clubs under the LRF will be handed over to the dedicated touch administration					
No dedicated touch rugby activities will be undertaken by the LRF					

5 Monitoring and Evaluation

Monitoring and evaluation will be inherent in all LRF activities. The importance of installing quality systems cannot be overstated as the LRF places high importance on measuring performance and presenting this performance to donors, sponsors, players, members, government and the general public as part of our commitment to transparency and accountability.

A base line survey will be undertaken by the LRF in 2007 to establish starting points for the federation. This will ensure that data is available to demonstrate achievement of indicators outlined in this strategic planning document. This baseline data will be made available on the website and will form the basis of communications with wider stakeholders. All annual reports throughout the course of this strategic plan will include detailed monitoring and evaluation data in relation to the results outlined in the LRF logical framework. In addition, specific plans developed by the LRF to implement the strategic plan (such as coaching or administration development) will also include detailed indicators to allow the LRF to measure and disclose performance.

6 Reporting and Communication

The LRF has in place an internal reporting mechanism to ensure that all stakeholders inside and outside the federation are provided with the data they need; this also encourages understanding by key team members of the different aspects of LRF operations. In addition to this, the LRF commits to making available a 6 monthly report outlining activities and expenditures to date. This will be complemented with an annual report detailing performance of the LRF over a calendar year. Furthermore, the LRF will maintain a website to ensure that news and information is made available as and when possible in a more informal manner. External reports will be available as follows:

Table 8 – LRF Reporting Commitments

	July	Jan
2007	6 Monthly Report	
2008	6 Monthly Report	2007 Annual Report
2009	6 Monthly Report	2008 Annual Report
2010	6 Monthly Report	2009 Annual Report
2011	6 Monthly Report	2010 Annual Report
2012	6 Monthly Report	2011 Annual Report
2013		2012 Annual Report

The LRF is also committed to providing all sponsors and donors with detailed information regarding the use of any cash or kind donations made to the LRF; these will be produced annually at the end of the calendar year and will report against specific donations made.

7 Funding

The realisation of this strategic plan requires a substantial increase in funding; furthermore, it requires that the LRF is more pro-active in raising its own funds. The recent restructuring

of the LRF was undertaken not only to improve the quality of activities, but also to ensure that a more professional approach to rugby development in the Lao PDR is taken. With a more professional approach to fundraising, the LRF is confident that the funding base can be significantly expanded and specific board members have been charged with ensuring that this is the case. The LRF will continue to receive limited funding from the IRB and ARFU and will develop stronger links with the private sector here in the Lao PDR. The LRF is also keen to learn from bigger unions and federations and has been in regular contact with a number of regional bodies to look at their funding base and approaches. Furthermore, the LRF may look into the possibility of seeking specific donor funding for specific development projects that include rugby.

8 Realising the Strategic Plan

The LRF looks forward to the challenges of achieving the results outlined in this strategic plan. Whilst the LRF acknowledges the magnitude of these challenges, recent restructuring of the board and the prevailing environment in the Lao PDR suggest that a sound foundation is in place for significant developments in the sport over the next 5 years. The LRF is also confident that the approach of developing grassroots and elite rugby with a commitment to developing capacities to link both will be fruitful both for social and elite players.

To conclude, the LRF is committed to the sustainable development of rugby in the Lao PDR and will strive to realise this strategic plan over the next 5 years.

9 Attachments

9.1 Attachment 1; Lao Rugby Federation Board Positions

1. President
2. Vice President (Events)
3. Vice President (Activities and Facilities)
4. Secretary
5. Coordinator and Club Liaison
6. Treasurer
7. Assistant Treasurer
8. Referee Development Officer
9. Rugby Development Officer
10. Legal Officer
11. Public Relations (Media)
12. Public Relations (Sponsorship)

The Coordinator and Club Liaison position is key within the board and coordinates day to day activities and ensures information is shared amongst board members; the post is also usually the first point of contact within the Federation. It should also be noted that each of these positions has detailed roles and responsibilities that each board member is expected to fulfil.

9.2 Attachment 2; LRF Logical Framework 2007 – 2012

Lao Rugby Federation Logical Framework			
Jan 2007 - Dec 2012			
Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
<i>Overall Objective</i>			
Increased international standard sporting opportunities in the Lao PDR	Improved athlete performance in a range of sports in the Lao PDR	NSC Reports and National level relevant reports e.g. those from sporting bodies	
	Increased success for Lao athletes on the international stage	NSC Reports and media coverage	
<i>Purpose</i>			
Citizens and residents of the Lao PDR make use of increased access to rugby union that meets the needs of all levels of participation	A minimum of a 50% increase in male and female participants over the period 2007 - 2012 in schools and clubs	Register data and monthly and annual reports	The GoL is committed to increasing the availability for quality of sporting opportunities nationwide
	A minimum of a 50% expansion districts covered by rugby union availability between the period 2007 - 2012	Register data and monthly and annual reports	
<i>Results</i>			
1. Increased participation of children and adults in rugby	By the end of 2012, a minimum of 500 under 18 male players in 20 schools and 250 adult male players in 10 domestic clubs are playing regular rugby (minimum of one training/playing session per week for a minimum of 30 weeks of the year)	LRF Registration Records, Session Registers, School Records, Monthly Reports, Annual Reports, Club Reports and Registration Records	GoL support for the LRF and expansion of activities remains, funds are available to support expansion and the game remains

	By the end of 2012, a minimum of 200 under 18 female players in 20 schools and 100 adult female players in 5 clubs are playing regular rugby (minimum of one training/playing session per week for a minimum of 30 weeks of the year)	LRF Registration Records, Session Registers, School Records, Monthly Reports, Annual Reports, Club Reports and Registration Records	accessible for all
	By the end of 2009, men's and women's rugby clubs will have been established and be training/playing regularly (a minimum of one session per week for 30 weeks per year) in the National University, the Army, the Police, the Physical Education Teacher Training College and in at least 1 prison/offenders institution	LRF Registration Records, Session Registers, Monthly Reports, Annual Reports and Registration Records	
2. Increased domestic and international competition opportunities and exposure of the general public to rugby across the Lao PDR	From 2007, an annual minimum 4 month rugby tournament will be held between participating male and female schools	Monthly and Annual Reports and Playing Records	Funding and sponsorship is available to support tournaments and suitable locations exist in terms of safety, accessibility and game requirements
	From 2008, an annual minimum 4 month rugby 15s tournament will be held between participating schools	Monthly and Annual Reports and Playing Records	
	From 2009, an international rugby tournament will be held in the Lao PDR	Monthly and Annual Reports and Playing Records	
	From 2008, a minimum of one National Team game will be played against a non-domestic team in Vientiane and one game against a domestic team each year	Monthly and Annual Reports and Playing Records	
	By 2012, a minimum of 10 domestic men's XV's clubs will be playing a full domestic season with weekly games played over a 30 week season	Monthly and Annual Reports and Playing Records	
	By 2012, a minimum of 5 domestic women's clubs will be playing a full domestic season with weekly games played over a 30 week season	Monthly and Annual Reports and Playing Records	

	From 2008, a minimum of 6 rugby matches are played in the Lao PDR by domestic clubs	Club, Monthly and Annual Reports	
	By mid 2007, a comprehensive media and marketing campaign has been devised and is underway for the duration of this strategic plan	Monthly and Annual Reports, promotional material and the media and marketing plan	
3. Increased participation in elite rugby	By 2008, the establishment of a male age grade National Development Team that plays in an at least one annual ARFU sanctioned tournament	Training Records, Annual Reports, Monthly Reports, LRF Registration Records and ARFU Reports	NSC and GoL support for the formation of National Teams continues and specific funding is available to support skills development
	By the end of 2007, an elite men's fifteen a-side squad is registered with the LRF and participating in regular training/playing opportunities (a minimum of twice per week for a minimum of 35 weeks per year)	Training Records, Annual Reports, Monthly Reports and Registration Reports	
	By 2008, an elite women's 7s squad is registered with the LRF and participating in regular training/playing opportunities (a minimum of once per week for a minimum of 35 weeks per year) and playing a minimum of one international competition annually (includes SEA Games)	Training Records, Annual Reports, Monthly Reports and Registration Reports	
	From 2007, the Lao National Men's XV's team plays in the annual ARFU Division 6 sanctioned tournament, a minimum of 6 internal games and 3 external games per year	Training Records, Annual Reports, Monthly Reports, LRF Registration Records and ARFU Reports	
	In 2007, 2009 and 2011 the LRF fields a men's and women's 7s team in the SEA Games	Monthly and Annual Reports and Playing Records	
4. Increased LRF capacity to deliver rugby participation	By the end of 2007, a clear coaching skills transfer plan will be formulated	Monthly and Annual Reports, Board Minutes and Coaching Plan Document	Suitable staff can be recruited and retained

opportunities that meet international sound practice standards	By the end of 2008, 4 trained rugby development officers will be full-time employees of the LRF (minimum of one female) and a total of 6 (minimum 2 females) by 2012	Monthly and Annual Reports, Board Minutes and Coaching Plan Document	
	By the end of 2008, one certified Lao referee will be available within the Federation; a total of 6 will be available by the end of 2012	Monthly and Annual Reports and Board Minutes	
	By the end of 2008, a full-time administrator will be employed by the LRF	Monthly and Annual Reports and Board Minutes	
5. Increased key Lao institutional involvement in the sport of rugby union	By the end of 2007, all Lao national club members and elite players have social security accident and pension coverage	Monthly and Annual Reports and Social Security Membership Cards	GoL support for rugby continues, in particular, the NSC and MoE support further development of the sport; the LRF maintains membership of ARFU
	By the end of 2008, a feasibility study has been undertaken into cooperation opportunities with wider Lao institutions	Monthly and Annual Reports and Research Report	
	By the end of 2009, a minimum of 10 physical education teachers have been trained in basic rugby and by 2012, all school partners have at least one trained rugby teacher	Monthly and Annual Reports and Training Modules	
	By the end of 2011, rugby is offered as an opportunity with the Ministry of Education Sporting Curriculum	Monthly and Annual Reports, Curriculum Documents	
	By 2008, details of the LRF are available on the ARFU website	ARFU Website and Monthly and Annual Reports	
	By the end of 2012, the LRF is a full IRB member	IRB Reports and Certification, Monthly and Annual Reports	

6. An exclusive commitment to rugby union is demonstrated by the LRF	By the end of 2007, all touch rugby clubs granted temporary registration with the LRF will be transferred to the responsibility of a dedicated touch rugby administration	Monthly and Annual Reports and Lao Touch Rugby Federation Registration Documents	Sufficient support exists for touch rugby as a unique entity
	By 2008, no dedicated touch rugby activities will be undertaken by the LRF	Monthly and Annual Reports, Club Registration and Development Reports	