

## ANNEX A - STRATEGIC PLAN SUMMARY

### 1. Vision Statement

To create a sustainable, vibrant and competitive rugby culture for all stakeholders, which supports and develops the game in the region.

### 2. Review of the Aims

<b>ORIGINAL AIMS OF THE REGION</b>	
<b>Aim 1</b>	To promote, raise awareness and ensure a better understanding of the game through use of the media and other communication mediums.
<b>Aim 2</b>	To develop a calendar for cross-border and international matches, training and administrative events in ARFU.
<b>Aim 3</b>	To align established Unions with new or emerging Unions as appropriate, to assist with and foster the development of rugby.
<b>Aim 4</b>	To increase the number of coaches, match officials and players at all levels.
<b>Aim 5</b>	To improve the standard by increasing the number of IRB accredited coaches and match officials and support and administrative staff.
<b>Aim 6</b>	To assist the development of infrastructure and resources in each Union.
<b>Aim 7</b>	To ensure that all nations with rugby potential are playing the game and that there is an increase in the membership of both ARFU and the IRB.
<b>Aim 8</b>	To generate revenue for ARFU through sponsorship and increase the revenue over the strategic plan cycle.
<b>Aim 9</b>	Assist in the development of centers of excellence.
<b>Aim 10</b>	To have two Asian Unions in the World Cup Finals of 2011.

<b>REVIEWED AIMS [if there has been a change]</b>	
<b>Aim 11</b>	To secure Rugby World Cup in Asia in 2015 / 2019
<b>Aim 12</b>	To seek assistance in securing additional Development Officers for the Region
<b>Aim 13</b>	To include Rugby in 2011 Arab Olympics in Qatar
<b>Aim 5</b>	No change
<b>Aim 6</b>	No change

### 3. Critical Success Factors Prioritization

<b>PRIORITY</b>	<b>CRITICAL SUCCESS FACTORS</b>
1.	To establish governance and administrative infrastructures.
2.	To generate and maintain regional funding through a sound commercial business plan.
3.	To establish a strategic communication plan.
4.	To establish recruitment, retention and development support structures and strategies to assist Unions.
5.	To establish a sub-regional structure for supporting rugby development and competitions.

### 4. Outcome Goals, Performance Goals and Actions

#### (A) Governance

##### Outcome Goal 1

To establish governance and administrative infrastructures.

<b>Performance Goals</b>
1.1 To adopt a fully debated and agreed constitution which establishes objects, roles, polices and accountabilities of ARFU
1.2 To assist in the establishment of an IRB regional office for the ARFU region
1.3 To elect and/or appoint fixed office bearing positions and committees provided for under the constitution
1.4 To establish and have approved operating procedures and processes for the management, administration and execution of ARFU duties.

## **(B) Administration and Finance**

### **Outcome Goal 1**

To generate and maintain regional funding through a sound commercial business plan.

<b>Performance Goals</b>
1.1 To assist the IRB in the appointment of a Regional General Manager
1.2 To write a business plan for the ARFU
1.3 To identify potential sources of funding and develop a sponsorship program
1.4 To monitor the development of the administration processes within the ARFU

### **Outcome Goal 2**

To establish a strategic communication plan.

<b>Performance Goals</b>
1.1 To professionally establish and maintain an ARFU website
1.2 To write a communications plan which assesses all aspects of communication available to the member Unions
1.3 To ensure appropriate ARFU information is available to member Unions and stakeholders on the website.
1.4 To access IRB Communication Department experts to assist with the development of the communication plan

## (C) Operations

### Outcome Goal 1

To establish a regional structure for supporting rugby development and competitions.

<b>Performance Goals</b>
1.1 To identify the sub-regions within Asia based on Olympic, geographical and/or economic groupings
1.2 To identify the playing strengths of the nations within each sub-region
1.3 To identify the quantity and quality of match officials and coaches within sub-regional countries
1.4 To establish a centre of excellence within the region
1.5 To share rugby expertise and personnel within each sub-region
1.6 To design a number of cost-effective competitions which will assist in delivering aspects of the strategic plan within the region

## (D) Development

### Outcome Goal 1

To establish recruitment, retention and development support structures and strategies to assist Unions.

<b>Performance Goals</b>
1.1 To provide development officers to assist the Unions
1.2 To establish a center of excellence
1.3 To provide promotional materials and protocols/templates for Unions to aid in recruitment and education of players, coaches and match officers
1.4 To provide coaching material for coaches and match officials
1.5 To establish competitions at appropriate levels

to encourage retention of players
1.6 To maintain and enhance development pathways for coaches and match officials
1.7 To assist Unions in providing documentation in local languages
1.8 To develop strategies and protocols to include families and the community in the area of participation in Rugby

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