



The Lao FF

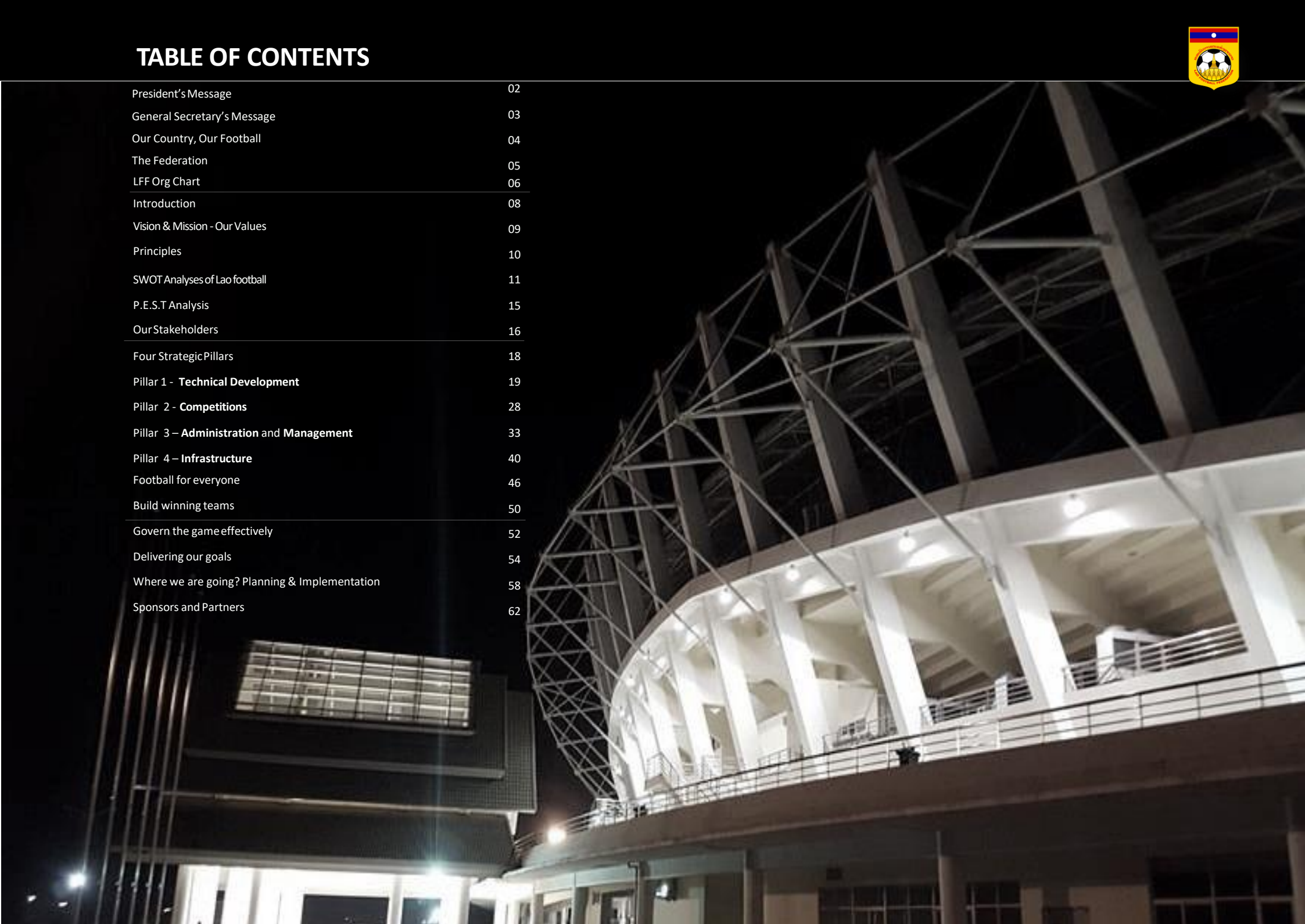
Strategic Plan 2017-2022





TABLE OF CONTENTS

President's Message	02
General Secretary's Message	03
Our Country, Our Football	04
The Federation	05
LFF Org Chart	06
Introduction	08
Vision & Mission - Our Values	09
Principles	10
SWOT Analyses of Lao football	11
P.E.S.T Analysis	15
Our Stakeholders	16
Four Strategic Pillars	18
Pillar 1 - Technical Development	19
Pillar 2 - Competitions	28
Pillar 3 - Administration and Management	33
Pillar 4 - Infrastructure	40
Football for everyone	46
Build winning teams	50
Govern the game effectively	52
Delivering our goals	54
Where we are going? Planning & Implementation	58
Sponsors and Partners	62





Vipheth Sihachakr
President

President Introduction



Since I became the President of The Football Federation I have been hugely impressed by the breadth and depth of the organisation's work.

It gives me great pleasure to introduce Lao football to you. Football is the No. 1 sport in the world and here in Laos it is no different.

Despite its mountainous and forested terrains, with a highly dispersed population living largely in remote areas, football can still be found to be played in nearly every village. It is truly delightful to see how Laotians creatively adapt and modify the limited resources that they have just so they can play their much beloved game.

We, the Lao Football Federation (LFF), hope to develop this love for the game by strengthening capacities of the football family and delivering successful programmes and competitions for everyone.

As part of our mission to have football played throughout all Lao provinces in 10 years, we place strong emphasis on grassroots, youth and women's programmes. It is of utmost importance that we work closely together to encourage young children to learn about football, human values and to enjoy the game as much as possible.

Today's juniors are the football stars, players and coaches of tomorrow. Thus, we must provide for optimal conditions under which these young ones can mature. To raise the level of competitive football, we wish to establish football associations in every province and to develop an appropriate youth competition structure at all levels throughout the country for boys and girls. Eventually, we will also expand the Lao Premier League nationwide.

I believe that the path forward contained in this plan is an appropriate one and that by working collectively, we can ensure a very positive future for football in Laos.



General Secretary's Introduction



This Strategic Plan is not intended to be a grand mission statement or a far sighted vision for football in Laos. It is a plan to focus our work to ensure The Lao FF upholds its responsibility to all of Lao football.

In overall terms, the plan sets out our goals for delivering improvement in specific areas including:

- Our Players**
- Our Clubs and Leagues**
- Our Facilities**
- Our International Teams**
- Our Organisation**
- Our Grassroots and Community Programmes**
- Our Women's Game**
- Our National League**

We aspire to be a world-class organisation that inspires, develops, and supports football activities in Laos. Though progressing and heading towards economic recovery, Laos is still a developing country with much of its infrastructure in its infant stages.

A well thought through strategic plan is imperative for LFF to progress. Equipped with this plan, which is the first of its kind in the federation, we strongly believe that Lao football will achieve significant improvements during the 5-year period spanning 2017 through 2022.

I want to highlight how important the Lao FF Institute is in supporting our aspirations for the long term development of football in this country. At our facilities they will receive best training, sports science and medical services. It is our coaches who play the most important role in the development of our players, and it is our aspiration that the coaches we train at our Football Centre will shape the technical and mental abilities of the next generation of young Lao football players.

If we deliver the goals set out in this plan, we will have better players at all levels of the game, more and better coaches operating in the game, better teams, better facilities and better decision making in the game's governance. In short, we will have laid the foundations for a healthy future for Lao football in the future.



Kanya Keomany
General Secretary



Our Country Our Football



Laos, officially the Lao People's Democratic Republic, is a landlocked country in Southeast Asia, bordered by Burma, China, Vietnam, Cambodia and Thailand. It has a population of **7.0 million** and is ethnically diverse, with 48 ethnic groups and some 160 subgroups.

In 1975, the country proclaimed its sovereignty, after years of political instability. Despite the government's efforts to introduce measures to liberalise the economy, Laos remains a least developed country.

Being one of Asia's poorest nations can be attributed to several factors, one of them being its geographic and demographic conditions. Seventy percent of the country is mountainous and forested, with a highly dispersed population living largely in remote areas. Such areas lack basic social infrastructure, education, communication, access to transportation options and experience higher levels of poverty. Laos also has a low literacy rate, particularly in rural regions without road access.

Furthermore, Laos suffers from a legacy of military conflict, being the most heavily bombed country per capita in the history of warfare. Tons of unexploded ordnance (UXO) still contaminate 25 percent of the country, leaving an estimated 300 people getting maimed or killed every year.

Despite being plagued by serious problems, the country remains optimistic. Football, as Lao's number one sport, has proven to have a significant impact on its citizens. Laotians, both young and old, enjoy engaging in football activities. Regardless of the country's challenging topography, the sport can still be found to be played in nearly every village.

Laotians have a knack for ingeniously putting random items together and creating something for entertainment, and this is precisely what they do when they want **to play football**.



LAO FOOTBALL FEDERATION

Information

Lao Football Federation

FIFA Training Center, Ban Houayhong, Chanthabouly District, Vientiane Capital, P.O. Box 1800, Lao PDR
home:+856-21/562620
Fax:+856-21/560820

Official website: laoff.org.la
info: contact@laoff.org.la

Foundation year: 1951
Affiliated to FIFA since:1952

- President** SIHACHAKR Viphet
- Vice President** PHILAPHANDETH Pasatxay
- Vice President** SOUPHAB Pasith
- Vice President** PASEUTH Khamphay
- General Secretary** RASPHONE Xaybandith
- Treasurer & VP** VONGKHANTY Khampheng
- Technical Director** KEODALA Somsack
- National Team Coach** WONG Mun Heng Mike
- National Team Coach WOMEN** SOUBOUAKHAM Vongmisay
- Media/Communications Director** NHOUVANNASAK Niko
- Futsal Coordinator** SAYSANASY Sysaveuy
- Referee Coordinator** SINBANDITH Sipaseuth

Organisation

Employees: 50

Departments:

1. Human Resources Department
2. Management & Administration Department
3. Finance Department
4. Foreign Affairs Department
5. Legal Department
6. Marketing & Communication Department
7. Competition Department
8. Referee Department
9. Technical Department
10. Lao Premier League
11. Venue Administration

The Lao Football Federation (LFF), established in 1951, is the governing body of football in Laos. It is responsible for the Lao national football teams as well as national competitions like the Lao Premier League and LFF Cup. It also conducts regular training courses for football officials.

Domestic competitions are active with over 60 clubs competing at various levels across the country. Women’s football has also grown in popularity with more girls starting to kick the ball at a younger age, and an increasing number of women beginning to take part in organised leagues. The Lao National Men’s team has been in existence for over 5 decades but it was only in 2000 that a new generation of young exciting Lao players brought Lao football to the international level. These stars formed the national team that competed in regional tournaments such as the ASEAN Football Championships and FIFA World Cup Qualifiers after finishing a respectable 4th at the 2009 SEA Games. Though fresh to these competitions, Laos displayed passion and potential to grow by defeating their much more established counterparts such as Cambodia, Philippines, Myanmar, Singapore and Malaysia.

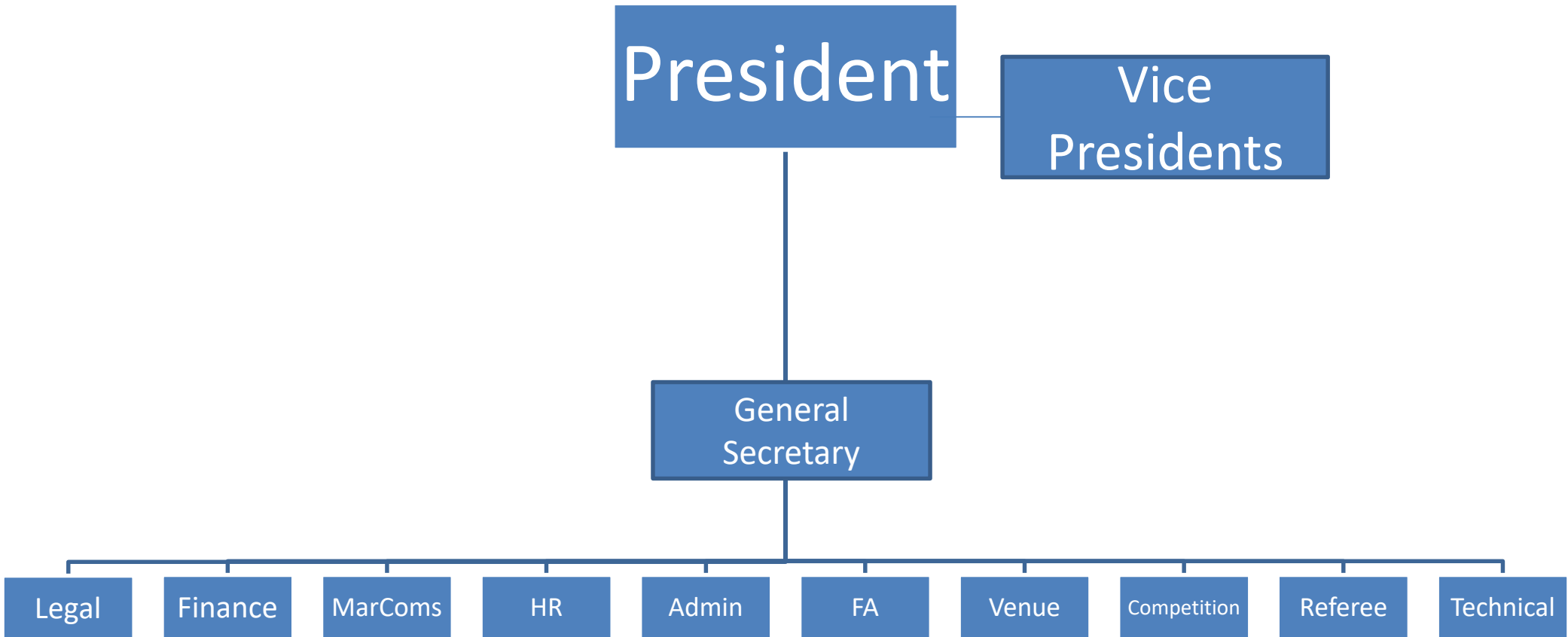
According to the latest FIFA/Coca-Cola world ranking (as of January 2017, the Lao national team is ranked 167 in the world . LFF is constantly expanding and has established strong relations with local and international organizations, frequently engaging the services of experienced consultants to help bring its level of football to the next level. With a long term plan to deliver more grassroots programmes throughout the country, collaboration with other governmental bodies to develop initiatives for programmes associated with health and education is essential. To ensure sustainability, we are constantly on the lookout for new sponsors and partners to accompany us on our humble journey. When an organisation establishes a partnership with us, it is not just promoting its brand or flashing its services, it is helping to develop football in Laos, a developing country that is dependent on football to inspire its citizens.

Thanks to ongoing support from FIFA, the AFC and AFF, our journey towards excellence has been progressing well. These organisations have not only provided us with monetary aid, but also management expertise, thus improving the professionalism of our organisation. With fortitude and a good rapport with all stakeholders, LFF is set to grow at a steady pace and evolve into a reputable organisation that has the hearts of Lao citizens at its core.

LFF is a member to the FIFA Fédération Internationale de Football Association, the AFC Asian Football Confederation and the AFF Asean Football Federation.



LFF Organizational Chart



“IN FULLFILLING OUR PRIMARY ROLE AS THE GOVERNING BODY, OUR JOB IS TO PROVIDE THE PROFESSIONALISM TO ENABLE THE GAME GROW AND PROSPER AT EVERY LEVEL AND TO SUPPORT THE MEMBER IN FULFILLING THEIR AMBITIONS”





2017 2018 2019 2020 2021 2022

A NEW DIRECTION INTRODUCTION



The Lao Football Federation (LFF) is at a pivotal moment in its existence. The challenges of being positioned as a major-sport body in Laos and enduring as a competitive power in the world of football require a new way of developing and operating our sport at all levels. The purpose of the LFF Strategic Plan is to identify how the LFF can build a coordinated approach to achieve Laotians' football aspirations for the 2017-2021 period. The Strategic Plan includes the organization's vision, mission, values, principles and strategic priorities, directions and activities as agreed to by the Board of Directors.

The Strategic Plan and the Strategic Activities are living documents which require on-going monitoring and consultation with all LFF members to further develop, implement and execute the Strategic Priorities. The Strategic Plan answers the question, "how best do we get to where we want to be?" The intent is to enhance existing programs and introduce new opportunities for LFF members to contribute to the betterment of football in Laos. As such, five year plans and budgets will be developed and evaluated on an annual basis. Those results will be communicated to Members for ongoing implementation and adjustment.





VISION STATEMENT

To be a top organisation that inspires, develops, and supports football activities in Laos.

MISSION STATEMENT

It is our duty to spearhead the development of football in Laos by reinforcing the capacities of the football family and delivering successful

Vision & Mission

Our Values

programmes and competitions for the benefit of all.

Pride = Proud to be part of the football family

A Player-Centered Approach: The LFF ensures that its decision-making is based on a player-centered philosophy.

A Positive Football Environment: The LFF and its members build community pride and promotes football as a powerful vehicle for the enhancement of health and wellbeing.

Passion = Love for the Game

Teamwork = Working together towards efficiency and common goals within an environment of mutual respect

Social Responsibility = Ensure that football is accessible to all

Integrity = In everything we do

Performance = Never give up





2017 2018 2019 2020 2021 2022

As the LFF moves forward,
we all must keep our eyes on the ball.....

LAO FF Principles

- Lao / English
- Best Governance Practices
- Diversity / Inclusion
- Timely and Accurate Communication
- Trust / Fairness / Respect
- Best Business Practices
- Transparent / Accountable / Accessible
- Collaboration / Cooperation





SWOT Analysis of Lao Football

SWOT Analysis

A S.W.O.T. Analysis has been undertaken to understand both the internal and external elements of LFF's resources and operating environment to identify its Strengths (S) to further develop and leverage, Weaknesses (W) to overcome and strengthen, Opportunities (O) to analyse and exploit, and Threats (T) to assess and counter.



INTERNAL

Strength

Lao football has several strengths. The fact that we are part of the development zone in South East Asia. We have Football lovers, even during crisis years, with supporters allowing Lao football to more or less live for their sport during key moments. The fact that we have no real distances in our small country.

Weaknesses

Laos rarely see the added value of top sport in someone's life. Parents of talents will often hold them back afraid the passion for the sport would interfere with studies and the possibility of getting a good job to live a happy, be it mediocre, life later on...

Strength

- Increasing awareness of Laos as a country
- Organisation of LFF
- Good main venue for competitions
- Coordination with key stakeholders
- Strong networking (from Executive Committee)
- Strong networking with government Good reputation
- Physically quick players
- Honesty of players Love for football

Weaknesses

- Poor international recognition
- Lack of coaching development and coach association
- Physically small players
- Tactical deficiencies
- Language barrier
- Lack of qualified coaches and referees
- Lack of technical planning
- Lack of commitment to technical development
- Lack of medical support for player
- Lack of communication between Departments
- Poor government support for sports
- Limited financial resources
- Lack of sponsorships
- Limited facilities and standards
- Lack of adequate finance procedures and qualified HR
- Overreaching responsibilities (hosting too many competitions)



EXTERNAL



Opportunities

So much opportunities are out there for Lao football. When resources are managed the way they should both men and women and kids have the possibility to become and stay for several years among the top nations of the ASEAN countries. The women still have a long way to go, but the men are already knocking on the door. If the issue of infrastructure would be dealt with our sport has the possibility to grow to 100.000 registered players.

Threats

Resulting from the weakness described above the government also is not involved enough in (top)sports. This means infrastructure is below par in our country. Because that is where government can make a real difference. The lack of long term vision among club administrators running the sport also comes from the same cause. Often volunteers with lots of love for their club, successful in their own business but without any vision for the sport other than the interest of their own club. They uphold rules and habits to protect the mediocrity and often even work against the federation when they want to move forward.

Opportunities

- Support and assistance from FIFA, the AFC and AFF
- Media, sponsorship and marketing
- Grassroots and youth programmes
- Support from Ministry of Education and Sport
- Support and partnerships with private and/or public sector organisations
- Influx of tourists to the region
- Sponsorship opportunities from local and international organisations
- Certification for coaches and match officials
- International recognition for sport matching
- Regional Contribution
- Access to internet: major contributor of marketing

Threats

- Other sports
- Social environment
- Lifestyle
- Education or work taking priority over sports





OPERATIONS

- Adoption and Implementation of Strategic Plan
- Increased revenue requirement
- Greater focus on marketing opportunities



A P.E.S.T. Analysis has been undertaken to identify and analyse the key elements in LFF's Political (P), Economic and Ecological (E), Socio-cultural (S), and Technological (T) environments to enable a more comprehensive understanding of its current situation and future potential and thereby to assist in developing effective strategies to enable LFF to achieve its objectives.

Political / Legal

- Stable political environment
- Sports development not a strategic priority
- Minimal government support and assistance
- No sport laws to support sport development
- No firm laws against counterfeit goods
- No firm practices against match fixing

Economic / Environmental

- Fair weather
- Highly dispersed population
- Highly inaccessible terrains
- Low purchasing power
- Simple lifestyle
- Economic priorities
- Low cost living

Socio-cultural

- Patriotism and nationalism
- No internal conflict (peaceful)
- Conservative and traditional
- Basic media coverage for sports
- Ill-disciplined players
- Language barrier (for non-Lao speakers)
- Health conscious Sport and beer drinking culture

Technological

- Basic international football coverage/exposure
- Very basic communication Technologies infrastructure
- Underdeveloped road, bus and rail infrastructure
- Learning by doing
- Simple lifestyle Ill-disciplined players Expensive access to technology

Our Stakeholders

LFF aspires to be a professionally operational national body that grows the sport of football in Laos and encourages as many people as possible to be involved in the game. There is however so much that we can do on our own.

The football family in Laos is made up of players, coaches, officials, fans, sponsors, the government, the media and many more. For football to achieve success in the country, unity and co-operation between all stakeholders is vital, resulting in a need for us to conduct a thorough Stakeholder Analysis.

Step 1 – Identifying our stakeholders The first step in our analysis is to identify our stakeholders. We have thought of all the individuals and groups who have influence or power over our work, or have an interest in its successful or unsuccessful conclusion, and categorised them in the table (next page) according to the departments in which they affect our operations the most

Stakeholder classification



General Management	Competitions/ Technical	Marketing and Communications	Administration	Financial
<ul style="list-style-type: none"> International governing football bodies FIFA - AFC - AFF International FAs Players Lao Provincial FAs Ministry of Sport and Education Advisors/ Former Executive Committee members NGO's 	<ul style="list-style-type: none"> Players Coaches Referees Match officials International football clubs Local football clubs Educational Institutions Independent player agents Recreation groups Security personnel Medical personnel Hotels Grass/Field maintenance personnel Stadium managers Ticketing sales staff 	<ul style="list-style-type: none"> Media organisations Sponsors IT/Web service providers Fans Printing companies Designers 	<ul style="list-style-type: none"> Ministry of Foreign Affairs Ministry of Public Security Ministry of Labor and Social Welfare Customs clearance officials Volunteer Employees 	<ul style="list-style-type: none"> Banks Tax-related firms Goods suppliers Logistics companies

Conclusion

From the table, we can see that the **'Keep Informed'** group has the highest number of stakeholders. As this group has a profound interest in LFF's activities, we will strive to do whatever we can to entertain them and feed them with information. Newsletters will be sent out, social networking platforms will continually buzz with our activities, and competitions will be initiated to maintain and/or increase the level of interaction. We must ensure that these stakeholders maintain or increase their level of interest in our activities. The group with the second highest number of stakeholders is the **'Manage Closely'** group. These stakeholders deserve our devoted attention as they have the most interest in our activities as well as the power that could most certainly make or break us. We will communicate regularly with these stakeholders, be aware of their expectations and do our best to meet them. These stakeholders will most definitely receive regular updates from us, be connected to us on social media platforms, be given due acknowledgements in publicity materials, be acknowledged and/or rewarded for their contributions and be reminded of the benefits of staying interested in our activities. An important stakeholder in this **'Manage Closely'** group is the media, as they have a massive amount of influence in the country. We must constantly collaborate and keep them informed so as to bring the sport of football closer to the hearts of Lao citizens. Similarly, for the stakeholders in the **'Keep Satisfied'** group, we must endeavour to maintain good relationships. Government officials have plenty of power to assist or create difficulties for us at any given time. If we do not abide by their rules, our operations may experience roadblocks and setbacks. We must bear in mind though that we should not feed this group of stakeholders with excessive attention and information as they do not care too much about our activities. Here at LFF, we do our best to satisfy our stakeholders without compromising our mission and vision, and without causing conflict between stakeholders.

Stakeholders Conclusion



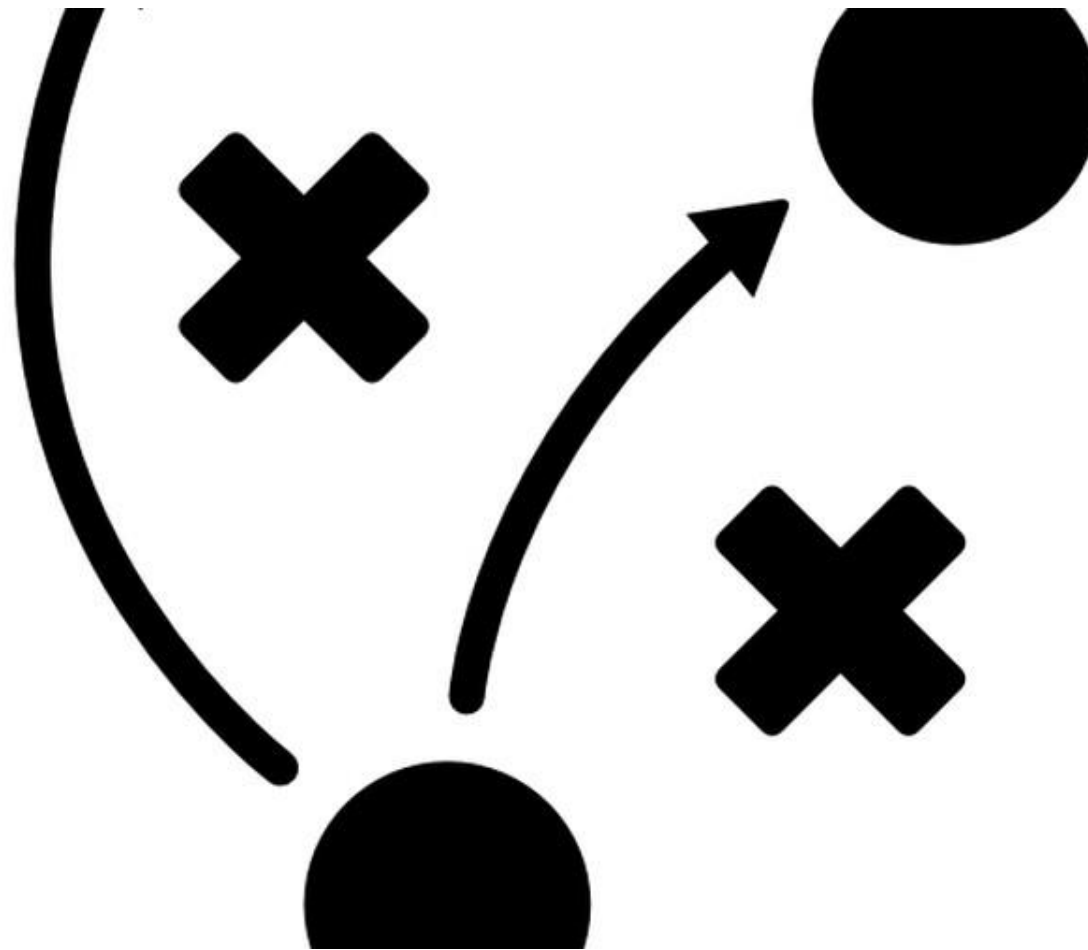
To further summarise our Stakeholder Analysis (from the Stakeholders Power/Interest Grid above), we have grouped the stakeholders in the table below:

Manage Closely	Keep Satisfied	Keep Informed	Monitor
<ul style="list-style-type: none"> • FIFA • AFC • AFF • Sponsors • Match officials • Players • Coaches • Ministry of Sport and Education • Referees • Local football clubs • Media • Provincial Fas • International Fas 	<ul style="list-style-type: none"> • Government (Ministry of Foreign Affairs, Ministry of Social Security and Ministry of Labour and Social Welfare) • Customs clearance officials 	<ul style="list-style-type: none"> • International football clubs • IT/Web service provider • Volunteers • Employees • Fans • Printing companies • Designers • International football clubs • Independent players agent • Security personnel • Medical personnel <ul style="list-style-type: none"> ☑ Hotels ☑ Grass/Field maintenance personnel ☑ Stadium/Venue managers ☑ Ticketing sales staff ☑ Food/drink vendors ☑ Vehicle rental companies ☑ Airlines 	<ul style="list-style-type: none"> • Educational Institutes • NGOs • Recreation groups



- 1. Technical Development
- 2. National Teams
- 3. Competitions
- 4. Management
- 5. Infrastructure

FIVE Pillars





Pillar 1 Technical Development

Objective: To develop Technical element
of football in all levels
for boys and girls

Grassroots
Activities
and
Festivals

National
Training
Syllabus

Coach
Education

Refereeing





Grassroots Activities and Festival

Goals:

1. To increase the number and frequency of Grassroots Festivals and Activities in all levels
2. To increase the number of school participation in all levels
3. To increase the number of D licensed in all levels





Grassroots Activities and Festival

Goals:

1. To increase the number and frequency of Grassroots Festivals and Activities in key Provinces
2. To increase the number of school participation in 17 provinces and districts
3. To increase the number of D licensed coaches in 17 provinces and districts

Task	Priority	Responsible	KPI	Deadline
To identify and select key provinces	H	Technical Director	10 key provinces identified	15 Aug 2017
To establish the budget and schedule	H	Technical Director	Approval of budget and schedule	30 Aug 2017
To coordinate and get final timetable with the provinces	H	Technical Director	Confirmation from provinces	15 Dec 2017
To Complete the grassroots activities and festivals in 6 key provinces	H	Technical Director	Submission of report including name list of kids and coaches	20 Nov 2018



National Training Syllabus

Goals:

1. To standardize the training per age group
2. To implement the standardized training manual nationwide
3. To implement standardized scouting system
4. To establish a clear pathway for players from youth to senior





National Training Syllabus

Goals:

1. To standardize the training per age group
2. To implement the standardized training manual nationwide
3. To implement standardized scouting system
4. To establish a clear pathway for players from youth to senior

Task	Priority	Responsible	KPI	Deadline
To identify the level of each syllabus	H	Technical Director	Age group identified	Jul 2017
To establish the budget	H	Technical Director	Approval of budget	Aug 2017
To discuss with Lao qualified coaches	H	Technical Director	Draft ideas for syllabus	Sep 2017
To Complete the National Training Syllabus in Lao and English	H	Technical Director	Completed syllabus	Dec 2018

Coach Education



Goals:

1. To increase the number of qualified coaches
2. To strengthen coaching staff ability



Coach Education

Goals:

1. To increase the number of qualified coaches
2. To strengthen coaching staff ability

Task	Priority	Responsible	KPI	Deadline
To conduct refresher courses for LPL coaches	H	Technical Director	2 courses conducted	Dec 2018
To identify potential coaches to upgrade their levels	H	Technical Director	50 AFC Licensed coaches	Nov 2017
To conduct necessary coaching courses for potential coaches	H	Technical Director	4 courses and 50 potential coaches	Dec 2018
To nominate qualified coaches for oversea trainings and field study	H	Technical Director	5 AFC Licensed coaches nominated	Dec 2018
To establish budget for coach education related matters	H	Technical Director	Approval of budget	Sep 2017



Refereeing

Goals:

1. To increase the number of FIFA Referee
2. To increase the number of regional referee
3. To enhance the ability of local referee

Refereeing



Goals:

1. To increase the number of FIFA Referee
2. To increase the number of provincial referee
3. To enhance the ability of local referee

Task	Priority	Responsible	KPI	Deadline
To conduct refereeing courses in key provinces	M	Referee Director	5 courses conducted and 100 Provincial referees increased	Dec 2018
To conduct refresher courses for LPL referees	H	Referee Director	5 courses conducted and 50 LPL referees involved	Dec 2018
To identify potential referees to upgrade their levels	H	Referee Director	10 elite referees increased	Sep 2017
To establish budget for refereeing courses related matters	H	Referee Director	Approval of budget	Sep 2017



Pillar 2 National Teams

Objective 1: To enhance the performance of all national teams

Objective 2: To provide education and integrity knowledge to national team players at all levels

Objective 3: To utilize sport science and technology to better the players' performances

Participation in regional and continental competitions

Integrity Education

Sport science and technology integration



Participations

Goals:

1. To participate in all regional and continental competitions.
2. To improve the result of all levels.
3. To strengthen women's national teams



Integrity Education

Goals:

1. To cooperate with FIFA and AFC to provide integrity education
2. To regulate the strict Code of Conduct for national team players
3. To organize regular integrity workshops



Sport science and technology integration

Goals:

1. To integrate sport science and technology to better players' performance.
2. To provide nutrition education to national team players
3. To plan additional training to improve players' physicality and mentality.



Pillar 3 Competitions

Objective 1: To establish and develop youth competitions nationwide

Objective 2: To strengthen and expand the Lao Premier League

Youth competition

Domestic Competitions





Youth competitions

Goals:

1. To create a competition pyramid from grassroots (boys and girls) to senior (men and women)
2. To increase the number of matches for all levels
3. To develop national youth competitions framework which is in line with national training syllabus
4. To create annual youth competitions for boys and girls



Youth competitions

Goals:

1. To organize youth competitions
2. To increase the number of matches for all levels
3. To develop national youth competitions framework which is in line with national training syllabus
4. To create annual youth competitions for boys and girls

Task	Priority	Responsible	KPI	Deadline
To organize youth competitions for boys in key provinces	H	Competition Director	U-14, U-16, U-18 competitions	Dec 2018
To organize youth competitions for girls in key provinces	M	Competition Director	U-14, U-16 competitions	Dec 2018
To establish the budget	H	Competition Director	Approval of budget	Sep 2017
Deployment of coaches for youth competitions	H	Competition Director	30 coaches	Dec 2018
To have annual National Youth Cup	M	Competition Director	National youth cup champions	Dec 2018



Domestic Competitions

Goals:

1. To organize Division 1, 2, 3 competitions
2. To implement Club Licensing in a phase approach



Domestic Competitions

Goals:

1. To establish Division 1, 2, 3 competitions
2. To implement Club Licensing in a phase approach

Task	Priority	Responsible	KPI	Deadline
To implement national club licensing for LPL clubs	H	Club Licensing Manager	20 clubs are licensed holders	Dec 2018
To implement AFC club licensing for LPL clubs to participate in AFC club competitions	H	Club Licensing Manager	8 LPL clubs meets AFC Club Licensing criteria	Dec 2018
To establish Division 2	H	Competition Director	12 clubs to compete	Dec 2018
To establish Division 3	M	Competition Director	12 clubs to compete	Dec 2018
To conduct necessary workshops and seminars for participating clubs	H	Competition Director /Marketing director	10 workshops and seminars conducted	Dec 2018



Pillar 3 Admin and Management



Objective: To create a proper administrative platform for effective operation and transparent management by establishing a professional organization with knowledgeable staff and efficient process

IT system
(hardware and
software)

Finance

Marketing and
communication



IT System (Hardware and Software)

Goals:

1. To enhance the IT system to support LFF's activities and programs
2. To centralize and enhance the data base and registration system



IT Systems (Hardware and Software)

Goals:

1. To enhance the IT systems to support LFF's activities and programs
2. To centralize and enhance the data base and registration system

Task	Priority	Responsible	KPI	Deadline
To procure IT equipment (Software and hardware)	H	Admin Director/Finance Director	10 new PCs with software installed	Dec 2017
To train staff for usage	H	Admin Director	15 staff effectively trained	Dec 2018
To set up centralized data base registration system	H	Admin Director	Have centralized data base to keep files and documents on the system	Dec 2018



Finance

Goals:

1. To strengthen LFF's financial management including software, equipment, policies, and procedures to maintain compliance and transparency
2. To maximize financial assistance from FIFA, AFC, and AFF
3. To generate additional revenue



Finance

Goals:

1. To strengthen LFF's financial management including software, equipment, policies, and procedures to maintain compliance and transparency
2. To maximize financial assistance from FIFA, AFC, and AFF
3. To generate additional revenue

Task	Priority	Responsible	KPI	Deadline
To procure financial and accounting management software	H	Finance Director	Software installed	Dec 2017
To define and introduce new source of revenue and funding	M	Marketing Director	5 new income source identified	Dec 2017
To ensure that LFF will receive maximum funding from FIFA Forward Programme	H	GS	1,25 million USD per year	Oct 2017
To hire external auditor	M	GS / Finance Director	Auditor hired	May 2017



Marketing and Communications

Goals:

1. To establish and improve the image and branding for LFF, National Teams and LPL
2. To establish Partnerships with Sponsors and Business Partners
3. To develop “Products” and properties to promote and sell
4. To increase alternative revenue opportunities



Marketing and Communications

Goals:

1. To establish and improve the image and branding for LFF, National Teams and LPL
2. To establish Partnerships with Sponsors and Business Partners
3. To develop “Products” and properties to promote and sell
4. To increase alternative revenue opportunities

Task	Priority	Responsible	KPI	Deadline
To establish PR plan	H	Marketing director	Approved PR plan	Dec 2017
To attract sponsorship	H	Marketing director	Increased sponsorship	Dec 2018
To revamp LFF and LPL website and online media channels	H	Marketing director	New website and online media published	Dec 2017



Pillar 4 Infrastructure

Objective: To improve football infrastructure to facilitate the organisational and technical work

Facilities

Upgrade of existing football infrastructure



Facilities

Goals:

1. To increase the number of football activities
2. To facilitate the National Team training



Facilities

Goals:

1. To increase the number of football fields at LFF

Task	Priority	Responsible	KPI	Deadline
To build new football fields	H	GS	2 new football fields built	Dec 2018

Upgrade of Existing Football Infrastructure



Goals:

1. To improve all existing football facilities
2. To maintain the facilities' condition




Upgrade Existing Football Infrastructure

Goals:

1. To improve all existing football infrastructure
2. To maintain the facilities' condition

Task	Priority	Responsible	KPI	Deadline
To renovate the existing dormitories	H	Admin Director	Dormitories renovated	Jun 2018
To renovate the cafeteria and office	H	Admin Director	Cafeteria and office renovated	Jun 2018
To upgrade floodlight system	H	Admin Director	New floodlight installed	Jun 2018
To conduct constant maintenance works	H	Admin Director	Pitches in good condition	Dec 2018



“ The future, as we approach our centenary year, can be a very bright one”



Football for everyone



our goals:

Build winning teams

- Improve the technical abilities of our teams
 - Prepare the players for international tournaments
- Make KM16 and LFF Center inspirational homes

delivered by:

Being efficient in everything we do

delivered by:

Laos and the LPL

delivered by:

Strong relationships across football

our goals:

Football for everyone

- Get more people playing the game
- Develop better players and coaches
- Provide a safe and fun experience of football
- Protect and improve facilities
- Grow the



The LAO FF

Strategic Plan 2017-2022

delivered by:

Lao FF Center

our goals:

Govern the game effectively

- Ensure the right rules are in place for football
- Improve the decision making process in football
- Apply the rules consistently and transparently

delivered by:

listening to football fans

delivered by:

KM16- the best stadium experience in Laos

delivered by:

Talented and engaged people



Our goal is to give everyone the Opportunity to take part in and enjoy football – whatever their gender, ethnicity, religion, faith, sexual Orientation, ability or disability. We have set out a vision for grassroots football through to 2021 in the Lao FF strategy. That vision is to provide a positive football experience for all.

To deliver The Lao FF Strategy and develop football for everyone we will...

1. Get more people playing the game

People playing football underpins everything The FA does. We aim to give everyone an opportunity to play the game. And we want to keep them playing by giving them an enjoyable football experience.

We will retain and increase participation by:

Encouraging the growth of new formats of football that have adapted to meet changing player lifestyles, such as 5-a-side and supporting 11-a-side teams by giving them access to high quality facilities, developing their volunteers and helping them to find players.

Introducing a new player registration process that allows us to have ongoing communication with every affiliated player in the game and promote opportunities for them to stay in football.

2. develop better players and coaches

Football in Laos needs better young players at every level, from local clubs to our international teams. To produce better players, we need to train the coaches who will develop them.

We will deliver better coaches and players across the game by:

Increasing access to high quality coaching for children in primary school education.

Ensuring children are playing the format of football best suited to improving their technical ability and enjoyment of the game.

Encouraging coaches from all backgrounds to take age appropriate qualifications and ensuring coaching qualifications become a requirement for the appointment of coaches.

Helping the best young players to move into club academies and providing opportunities in the game for players who leave professional football.





3. Provide a safe and fun experience of football

Football is competing with other sports and entertainment for people's spare time. So we need to provide an experience of football that keeps them

coming back again and again.

We will continue to raise standards in the game and make football safe and fun for all by:

Improving people's experience of football by addressing abuse aimed at referees and negative touchline behaviour.

Recruiting and developing more match officials to provide a referee for every game.

Increasing the number of mini-soccer and youth teams in clubs and leagues

status, the benchmark for high quality coaching, administration and child protection.

4. Protect and improve facilities

To get more people playing football, we need to make sure they have access to playing and training facilities. And we need to make sure those facilities provide an environment where they can enjoy the game.

We will protect playing and training facilities in communities across Laos by:

Maximising investment into facilities from both the Football Foundation and all other public and private sector sources, for example through sponsorship or by encouraging the growth of commercial 5-a-side football centres.

Securing long-term leases and the granting of covenants for playing fields and green spaces by working with partners such as Ministry of Sport and Education

Developing sustainable funding and income models to make sure new facilities pay for themselves.

Helping local people and clubs improve and protect their own facilities by providing information and guidance on what they can do.

5. Grow the women's game

Football is the nation's number one female team sport and we want to make sure it continues to thrive. The development of the women's game took a significant step forward with the launch of the support from FIFA and AFC. We want to continue to grow and promote female participation from all communities and at all levels by:

Increasing the number of women's and girls' teams in the game.

Supporting talented girls in the grassroots game through our player development centres and Centres of Excellence.

Developing our best players by introducing an elite performance unit and funding central contracts for Lao Women Senior players.

Hosting Girls tournament to gain greater exposure for the women's game in this country.



Build winning teams





The success of those teams is dependent on developing better players with experience of the Lao set-up and international tournaments from a young age. To build winning teams that consistently perform at the top level we will...



1. Improve the technical abilities of our teams

Lao teams have traditionally been characterised by attributes like determination and strength. While retaining these attributes, we need to increase the number of Lao players with the technical and mental ability to have an impact in international football. We need to develop more skilful players who are comfortable keeping possession, playing with the ball at their feet and creating time and space.

We will improve the technical abilities of our international teams by:

Encouraging Lao teams at all levels to play with an adaptable and consistent style, as opposed to set formation or tactics, to help young players successfully move up age groups.

Working with the Lao Premier League, Football League and their clubs to ensure elite players learn a flexible technical and mental skill set.

Qualifying for major international tournaments at every level.

2. Prepare players for international tournaments

The success of our international teams will ultimately be judged by their performances at major tournaments.

We will physically and mentally prepare our players for international tournaments by:

Giving our young players a strong experience of international tournaments with our youth teams in preparation for the senior teams.

Providing the best possible coaching to develop our international teams.

Working with the professional game to ensure the release of players for international tournaments at all age groups.

Creating the best environment for players to succeed in by generating a positive, enjoyable culture around our Lao teams.

Building a strong connection between the players and the public at international tournaments by making the players more accessible to fans and media.

3. Make KM16 and Chao Anouvong inspirational homes

Generations of players have been inspired to take up the game by the dream of playing at Chao Anouvong. We will establish Km16 reputation as the Lao senior men's home stadium by:

Maintaining one of the best pitches in Laos

Creating the best atmosphere for our fans at Lao matches, through fan activity and delivering exciting fixtures that sell-out Km16

Bringing Lao teams of all ages together to train side by side at KM16, with younger players being inspired by the seniors and their surroundings.

Preparing our players physically and mentally for international games at world class medical and sports science facilities.

Govern the game effectively





1. improve the decision making process in football

Over many years football has evolved at an incredible pace. That evolution is particularly marked in Lao football over the last 20 years. The decision making processes and structures across Lao football now need to evolve to meet the challenges of modern professional football to help protect the values and integrity which make our clubs and leagues so successful.

Together with Lao football’s stakeholders, we need to review the way we collectively decide football’s policies and create appropriate rules and regulations. We then need to clarify who is responsible for applying the rules and how they are consistently applied.

We will lead a review to improve decision making in football by:

Developing a process and structure for the consideration of policy matters affecting Lao football.

Developing a process and structure for the effective implementation of policy decision in Lao football.

Simplifying and clarifying who is responsible for applying the rules.

We will then communicate these processes and structures to everyone with an interest in the game to help them understand how decisions in football are made.

As the governing body for Lao football, the Lao FF has responsibility to make sure that the policies and rules of the game help to make it sustainable, safe and enjoyable for future generations as well as for existing fans and participants.

To deliver strong, accountable and transparent governance of the game we will...

2. ensure the right rules are in place for football

We need to have the right policies and rules in place to protect football’s values and integrity. To do this we must understand what we want the future of football to look like in the short, medium and long term, and from the top of the game to the bottom.

Using the decision making process and structure above, we will protect Lao football’s values and integrity collectively by:

Identifying the big issues affecting the whole game, such as on-field behaviour and the financial stability of clubs.

Ensuring that we have the right policies and rules in place to address those big issues in the best interest of the whole game.

3. Apply the rules consistently and transparently

The integrity of football relies on quick, consistent and sensible decisions. This is particularly true in the game where those decisions are scrutinised all over the world. Clubs, fans, players and managers all want the right decisions to be made according to the rules they have agreed to play by.

We will ensure the rules are applied consistently and transparently by:

Working with the leagues and Regional Football Associations to oversee the application of the game’s rules at every level.

Reviewing and refining those rules throughout each season to ensure they continue to be effective.

Communicating decisions quickly and openly explaining how they were made.



delivering
our **goals**



We have ambitious goals to shape the Future of football over the next five years. To be able to meet those goals, we know we need to have the right finances, people and plans in place.

We will deliver the LAO FF Strategic Plan through.....

1. Being efficient in everything we do

All the income we generate is invested into football. We will operate as efficiently and commercially as possible to make sure we use our income to have the biggest possible impact on delivering our strategic objectives.

To do that we will have to prioritise the projects we work on, making sure that the most strategically important ones are delivered by:

Producing robust business plans with clear priorities that outline how we will meet LaoFF Strategic Plan over the course of a season, and reporting on our progress annually.

Reducing the overhead costs of running the game with every Kips saved becoming a pound invested in football.

Building cash reserves to minimise the impact of changes to our income streams and allow us to invest in future projects that will have a big impact on football.

2. KM16 - the best stadium in Laos

The new Lao National Stadium opened in 2009 to generate a long-term income for football and can be Lao FF's biggest asset. KM16 aims are to establish a reputation as the best stadium in Laos since the 2009 SEA Games and to break even by 2009 by:

Providing the best service to our event owners and LaoFF members.

Attracting the best events in sport and entertainment.

Creating the best stadium environment by making the most of innovations in technology, and facilities.

Comparing our service, facilities and business model to other venues and learning from what they do well.





3. making the most of Laos and The LPL

The Lao FF has a number of key assets including our Lao teams and Competitions, particularly The Lao Premier League. We need a forward thinking commercial programme to make sure we look after those assets to grow existing income streams and create new ones.

We will make the most of these assets by:

Maximising their value in sponsorship and broadcast markets by providing engaging experiences for our fans and partners.

Taking advantage of the value of our assets in national markets through a progressive commercial programme.

Attracting private and public sector partners to promote and help fund our football development programmes.

Using innovative technology and engaging content to create commercial opportunities and bring us closer to people interested in the game.

We will also protect and build The Lao Premier League reputation as the greatest domestic competition in the by:

Bringing The LPL to a new and diverse generation of fans through our marketing campaigns, iconic finals, new media channels and working with our partners. Working with clubs to drive attendances at matches.

4. LFF Center

When the new FIFA Goal Project 5, LaoFF new office opens in 2015 it will become the home of Lao football development and learning, where we will train a new generation of coaches from all backgrounds and levels of the game. We will establish the LaoFF Office as a top class center for coaching in this country by:

Delivering innovative courses that bring to life the coaching and playing style outlined in LFF's Future Game technical guide.

Providing training and medical facilities that attract athletes and teams from Laos to prepare at LFF Center.

Continually researching and learning from the best practices used by other football and sporting organisations.



5. Strong relationships across football

To lead the game effectively, we need to work closely with the other organisations that have an interest in how football is run. We need the support of those organisations in football and in government to be able to deliver the objectives of The LaoFF Strategic Plan.

We will engage these organisations by:

Improving our relationships with FIFA, AFC, and AFF to influence future Law changes and wider game issues in Laos and beyond.

Consulting with and supporting organisations in the professional and semi-professional game such as the leagues, League Managers' Association and Professional Footballers' Association.

Supporting and consulting with organisations in the grassroots game, for example Province Football Associations and leagues.

Working with the Government and local authorities to help the development of football.



6. listening to fans of football

The game in Laos is sustained by a huge range of football fans, from players to referees and club supporters to parents. We need to communicate effectively with everyone with an interest in the game by:

Improving our communications with all the different fans of football and introducing them to new opportunities to get involved in the game.

Working with the media to help improve ongoing communication with football fans.

Creating a closer relationship with fans of Laos and Lao Premier League.

Using social media and research to give football fans a say on how we develop the game.

Promoting our initiatives through our commercial partners to reach new audiences.

7. Talented and engaged people

To deliver The LaoFF Strategic Plan, we rely on talented and engaged people working in football at every level – from the non-executives on our Board and Council to our executive staff and all the volunteers who work in the grassroots game.

We will make sure that we have the right people in The LaoFF by:

Recruiting the best staff from the widest talent pools.

Developing our people's skills across the breadth of everything we do, from delivering grassroots coaching to running events at our facilities.

Reinforcing our pride to be working in football and our shared love of the game.

We will support the rest of the football workforce by:

Retaining the clubs and league volunteers in the grassroots game and using landmark events such as the SEA Games and major football tournaments to recruit new volunteers.

Providing them with flexible training and easily accessible guidance and resources.



Strategic Direction Where We Are Going?

WHERE WE ARE GOING

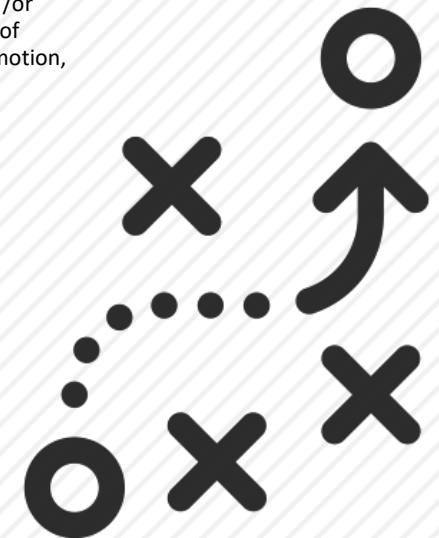
In striving to attain Sustainable Capacity, the LFF aims to fulfil and exceed its mission through proper professional development, and the implementation of new operational and financial models. Based on those models, business will be guided by the following priority objectives:

OPERATIONS

Clearly define and ensure adherence to roles and areas of responsibility within the Lao Football Community. Facilitate the implementation of best practices to ensure appropriate representation and sound decision making at all levels. Implementation and adaptation of a new organizational structure consistent with previous studies and adapted to ensure the best delivery mechanism for football in Laos. Revamped of internal and external reporting structures consistent with NSO governance.

BUSINESS

Maximization of current revenue sources. Create new revenue streams to reduce reliance on players fees for the funding of operations. Continued development in the marketing of the sport of Football through strategic alliances with major funding, and media partners. Secure new opportunities for hosting of domestic and /or international competition(s) for purposes of expanding revenue generation, sport promotion, and capacity building.



Strategic Activity

How Do We Get There?

FIRST

The strategic activities serves two primary purposes.

First, the strategic activities take the strategic priorities and directions of the LFF to the next level of detail for the purposes of implementation and accountability. They are similar to SMART objectives as they are specific, measurable, achievable and realistic with the available resources and are bound by time. Thus, they provide a guide and accountability for all aspects of the Federation.

SECOND

Second, to ensure organizational effectiveness, strategic activities clarify decision making rights by identifying who has the authority to make decisions, who has the responsibility to get the activity achieved and who is supporting those responsible. The strategic activities also identify how information flows and outlines the functions on which the LFF will form a structure, both professional and volunteer.

Specific financials, revenues and expenditures for each strategic activity will be articulated in the Operational and Work Plans.

The LFF Strategic Activities 2017-2021 outlines all aspects of the Federation and is thus key to the successful execution of the Strategic Plan and ultimately the success of the Federation.

The importance of the Strategic Activities cannot be understated. They will be revised and continuously improved over the five years of this Strategic Plan.





Strategic Activity Conclusion

Conclusion

Over the last years, the Lao Football Federation has produced several documents aimed at the development of our sport. This document is the first long-term plan developed by the Lao Football Federation. It puts forward the strategic priorities for the next five years and the activities that will allow us to reach our objectives.

We aim to regain the confidence of the Lao Football community by giving our teams the means to improve their performances within AFC And FIFA.

We also aim to show that the Federation Does what it should do for the development of our sport. We believe that in the world of Lao sport, football which mobilizes the greatest number of participants is a means of education, of healthy living, and of integration within our society.

As such, football presents undeniable social values. Our sport must rest on a solid base of ethics, fair play, respect for the Laws of the Game, respect for players and officials. Integrity and transparency must also be at the center of the improvement of Lao football.

Our vision is one whereby the Federation envisions each priority with the same spirit, whether at the recreational level or the performance-based level, and for our national teams at the developmental level and at senior level.

We know that much remains to be done, but we are determined to reach our objectives and we will accept the judgment of our peers on our achievements.





A strong team

..not only on the pitch indispensable!”

Lao FF Priorities for 2017 - 2021

Priorities

As LFF embarks on its journey towards professionalism and sustainability, we must ensure that we build a strong base and establish strong foundations.

This strategic planning process has not only given us a 5-year plan, but also allowed us to identify the key areas in which we need to focus on for 2017-2021.

Listed here are our priorities:

• LFF to operate as a professional organisation

Before we can proceed with any further developments, we must organise ourselves to operate as an organisation with efficient processes, as well as professional and knowledgeable staff. It is indeed a top priority to establish efficient operations so as to ensure sustainability of LFF. We will organise regular training sessions to maintain and develop the highest level of knowledge and ability in their staff.

Guidelines and standard operational procedures (SOP) will also be updated for staff, ensuring that proper processes and procedures are implemented at all times. LFF has in fact already begun updating basic SOPs, mainly with its finance department. We will thus take it from here and continue developing and putting into practice improved procedures to tighten the federation's overall operations.

• LFF to achieve financial sustainability

To improve our financial health, we will focus on creatively maximising our resources and establishing sustainable revenue-generating activities so as to achieve financial sustainability. We will take caution in LFF's expenditure and be selective in our bid to host international competitions, weighing the pros and cons thoroughly. Through research, analysis and past experiences, we will produce unique partnership and sponsorship packages for different target markets, and be flexible and open to customising packages when negotiating with potential sponsors. We endeavour to establish and maintain good relations with existing and potential sponsors and partners so as to work together in harmony towards a common goal.

• To develop a good image and positive reputation for LFF

A good corporate image requires effort, patience and time. Once we have this, we must ensure that all LFF employees are aware of it. Corporate image begins within the offices of an organisation's managers. LFF's corporate image will be based on the development of good organisation policies, rather than on controlling the damage caused by bad organisation policies. One such policy, based on conducting ourselves in a socially and environmentally responsible manner, would be to go green and print less, thereby using less paper and ultimately saving trees and enabling an environmentally friendly work environment. As Laos is still relatively new to pro environmental initiatives, LFF desires to be a pioneer in the field and set the standards for other Lao organisations. It is also necessary that we shift our operational style to one that suits a tech-savvy work environment. Staff will be encouraged to improve their computer and IT knowledge, and develop the skills required to communicate efficiently on the World Wide Web and other information portals. Positive organisation policies will guarantee that we establish confidence, loyalty, trust and stronger relationships with our stakeholders.



OUR PARTNERS

The delivery of this plan is made possible by the support of our commercial and public partners. The Lao FF would like to thank:





The Lao FF

Strategic Plan 2017-2022

FIFA Training Center, Ban Houayhong,
Chanthabouly District, Vientiane Capital, P.O. Box 1800, Lao PDR
Tel: +856-30-526 Fax: +856-21-560820
E-mail: contact@laoff.org.la



FIFA

For the Good of the Game

