



STRATEGIC PLAN OF KOSOVO RUGBY FEDERATION

Contents

Introduction:	3
Identification and analyses of the problem	4
SWOT Analyses:	4
Identification and analyses of the problems in management by also including the causes	5
Integration of the theory “case facts”	5
Cooperation with other federation such as:	5
Membership in World Rugby:	5
Hosting and organization of events	6
Development of the internal capacities for Human Resources:	6
Declaration of the key issues:	6
Generation of alternative solutions and recommendation and decisions	7
Strategic objective 1:	7
Strategic Objective 2:	8
Strategic Objective 3:	8
Strategic Objective 4:	8
Strategic Objective 5	8
Possible solutions related to the key issues and description of evaluated alternatives	8
Clear declaration about the suggested recommendation and rationale	9
Infrastructure Recommendation related to SO1 and SO2:	9
Implementation for the short-term activities:	9
Table of Indicators and action plan	10

Introduction:

The Kosovo Rugby Federation (KRF) has been established on September 2018. A great role in its establishment has played the Rugby Community in Kosovo. Our Rugby community is consisted from people that come with different cultural background coming from different continents of the world. These people, in cooperation with the local people, have are sharing the Rugby values in Kosovo for almost 13 years. Volunteering is one of the main pillars of KRF, through which a lot of successful story has been achieved for a period of one year: a) the number of the officially registered teams has increased, currently there are 6 official registered teams in Kosovo b) a Kosovo Men's Rugby Championship has been organized for the first time in Kosovo, within the rules of Rugby Europe c) about 20 people have been engaged as officials in the championship and passed the needed training to do so; d) About 15 people are following training for coaching under the KRF supervision e) and there is adult women Rugby team which is very successful in international tournaments..

2021 was a historic year for KRF, where in the general assembly meeting of Rugby Europe Kosovo became member of the largest international sport organization for Rugby in Europe. As such the Kosovo national team of KRF was formed and in 2022 for the first time in the history of the country Kosovo participated in the international official competition organized by Rugby Europe in Malta on "Conference 2".

Currently KRF is organizing different events such as:

- Prishtina 7's, men and women
- South Balkans 10s Rugby Championship
- South Balkans 15s Rugby Championship, for men and women
- Kids winter and summer tournament
- Kosovo Men's Rugby Championship
- Struga Beach Rugby

KRF is officially licenced by the Ministry of Sport and recognized by the Kosovo Olympic Committee (KOC). This was followed with full membership during the general assembly of KOC on December 2020 and followed with another 4 year licence provided by the Ministry of Culture Youth and Sports in Kosovo. The Federation also supported women's rugby through the Balkan Lynx RFC to participate in tournaments in Sofia, Thessaloniki and in Skopje. In 2019 through World Rugby we received access to SOS Kit Aid and KRF received two shipments of rugby kit which was then distributed to all clubs and that are members of the Federation. And this support has continued in during 2020, 2021 etc. KRF

No.	Category	Description
1	Number of Adult Clubs	4
1.1.	Number of Women Clubs	1
1.2.	Number of Men Clubs	3
2.	Number Children Clubs	4

3.	Number of Registered Players	214
4.	Number of Referees	13
5.	Number of Coaches	15
6.	Kosovo Men's Rugby Championship	Second Season started in 2020
7.	Kosovo Winter Children Tournament	For the first time took place in 2020.
7.1.	Number of Organized Games	25
7.2.	Number of Categories	3 (U10, U12, U14)
7.3.	Number of Teams	12
8.	Kosovo Kids Tournament	Takes place once a year in Summer. More than 200 children participated in the last tournament. Because of COVID this year the kids tournament has been postponed.

Currently KRF is also working on establishing the women national team and support that will be able to represent Kosovo in the international competition.

Identification and analyses of the problem

There are several pillars of the work of the federation that can be improved in order to support the development of the sport. Our federation has completed the internal SWOT analysis in order to identify the main issues and the strategic orientation of the Federation.

SWOT Analyses:

Strength	Weaknesses
• Management with the human capital • Membership at Rugby Europe • Division of tasks and responsibilities • Sponsorship trust • Active in regional level • Actively organizing local and international activities	• Lack of Infrastructure • Not covering the entire territory of the country • Low level of certified coaches • Low level of match officials
Opportunities	Threats
• Hosting the Rugby Europe Conference 2 league • Organization of international competition in Kosovo • Membership in World Rugby	Perception and prejudices as a sport with a lot of violence

• Cooperation with the Football Federation for using and maintaining the pitches • Increase cooperation with the University Sport Federation	
---	--

Identification and analyses of the problems in management by also including the causes

As it can be seen from the previous table the KRF there are several strengths that are related to the Federation. Federation has active human capital that is working under voluntary bases. This is the connection between the people that love the sport and willing to contribute so. Also, an important element to be mentioned is that all Rugby structures are developed naturally based on the skills and expertise that each rugby player is bringing in the federation. KRF managed to become member of Rugby Europe and as such this is giving more development opportunities for the Federation. Considering that there is no Rugby Federation in North Macedonia nor Albania, KRF plays a crucial role in engaging the teams in the region and as such is able to promote the values of the sport.

However, there are several problems and issues that can be tackled within the next implementation of the strategic planning of the KRF. First, in Kosovo there is no rugby pitch that would be used as house of rugby and that would be able to support the growth of the sport. There is a high demand for infrastructure support in order to support the growth of the sport. Secondly, being a new sport yet the sport is not massified for different reasons such as: there is a low level of trained coaches that will be able to organize training with kids and adult teams. In the same time this would not allow to expand in all municipalities and regions of Kosovo. On the other hand, despite the training for rugby coaches and match officials, there is a need for another set of training of the human capital with skills on management of sport organization. This is more than necessary since it directly affects the capacities for development of the clubs and their ability to be sustainable.

Integration of the theory “case facts”

Cooperation with other federation such as: University Sport Federation, Federation for Schools Sports and the Football Federation of Kosovo. The cooperation with three federations will bring great impact in two main pillars of the strategic orientation of the Federation such as: Human capital, massiveness and infrastructure. In the next sections further analyses of this element has been included. This cooperation is crucial, especially at the current situation under which KRF is facing lack of infrastructure capacities. At this stage the biggest issues relies on the aspect that currently there is no proper rugby pitch in Kosovo. And this at large scale prohibits the level of sport development. In this regard, using the other federation capacities (football federation, university sport federation) would help in overcoming in short term the infrastructure problem.

Membership in World Rugby: being a member of the Rugby Europe family, KRF has a great opportunity within the next 2 years to fulfil all the needed conditions for being a member of the

World Rugby. This at large scale will increase the KRF access to more support programs and as such to be able to implement at large scale programs that are in line with the KRF needs for sport development. This membership will at large scale support KRF in developing Human Resources that will be able to increase capacity in Coaching, match officiation, safety etc.

Hosting and organization of events is another important element that helps with the sport visibility, internationalization and player possibility to develop in professional level. Therefore, one of the strengths, compared with the region, is that KRF is able to attract and implement new development programs. It is positively affecting KRF match officials and coaches to be able to test themselves in these tournaments and be able to learn from the training programs that are offered in this regard.

Development of the internal capacities for Human Resources: For the moment KRF has enough HR resources and is dealing well with the management staff, however in order to support the growth of the sport there is a need for a new approach for developing the human capacities. This approach should be able to have the training capacities for all skills and specifics that are needed within the federation. Therefore, each of the training should comply with the needs and the approaches that are more than necessary.

Declaration of the key issues:

During the board meeting of KRF the development of the new strategic plan was initiated and as such inclusivity was one of the key important elements of the plan. In this regard a workshop with board members, coaches, club representatives, players, administrative structures of KRF and parents was organized the key elements that could be included in the next strategy of the KRF. In this regard we had the possibility to define key strategic orientation pillars bases on the SWOT with specific issues that are relying to this element such as:

- **Infrastructure:** the current infrastructure capacities does not provide conditions for further development of the sport therefore there is a need for finding solution that will be easy accessible, easy to maintain and affordable. There is a need to expand the cooperation network of the federation and identify the actors that can be engaged and support in this regard
- **Human capital:** There is a need to increase the managerial and professional capacities of the clubs in order to increase the club self-sustainability and competitiveness.
- **Massiveness:** the massiveness of the sport at the current stage is discussed with strategic orientation of the Federation for giving the possibility to youth in Kosovo to be engaged with the sport. There are great opportunities to have synergic activities with the existing Federations such as the University Sport Federation and the Federation for School Sports in Kosovo.
- **Governance:** with the increase of the activities and with the increase of the international events and international membership there is a need for more efficient governance structure and new division of roles and responsibilities. The governance should comply and follow the growth of the sport.

Generation of alternative solutions and recommendation and decisions

Based on the identified issues and strategic orientation of the Federation KRF has developed the overview of the strategic objectives of the Federation which are represented in the table below;

Strategic Orientation	Strategic Objectives	Impact	Feasibility	Risk	Decision
Infrastructure	Federation has constructed the first Rugby Pitch in Kosovo	High	Medium	Medium	Jo
Infrastrucutre	Federation to establish MoU with football clubs	High	Low	High	No
Human Capital	Federation to work on developmen of at least two coaches in each municipality of Kosovo	High	High	Low	PO
Massiveness	The Federation shall sign MoU with the school Federation of Kosovo and starti piloting Rugby as a school sport in two municipalities	High	High	Low	Po
Governance	Federation shall have job description for each position during the next 4 year mandate	High	High	Low	Po
Governance	The federation shall work on having the long term strategy for at least 10 years	High	High	Low	Po

Strategic objective 1:

KRF has constructed the first Rugby Pitch in Kosovo within the next 10 years. The pitch should have the capacity of 200 audience, dressing rooms, toilets and showers for men and women. At the same time the pitch should comply with the possibility for antidoping commission and media space.

Strategic Objective 2:

KRF within a period of 2 years should sign MoU with Kosovo Football Federation and be able to use at least 3 football pitches in 3 different regions.

Strategic Objective 3:

- Within the period of 10 years KRF should have at least 2 certified coaches in each municipality of Kosovo that are actively engaged in Rugby and are actively organizing rugby trainings.
- Each club should have at least one certified medical staff within a period of 2 years

Strategic Objective 4:

The Federation shall sign cooperation agreement with the Federation for Schools Sports and include rugby in at least two municipalities as a schools sport within the next 4 years.

Strategic Objective 5:

The Federation shall draft and implement a new 10 years strategic orientation and draft the new roles and responsibilities for each position within the governing body and administrative structure of the Federation.

Possible solutions related to the key issues and description of evaluated alternatives

The possibility for solutions at most of the strategic orientation and issues rely also on the third party. As related to the Strategic Objective 1, KRF can invest in the existing football pitch Bajram Curri in Fushë Kosova. This is the faster and the easiest approach. To do so the federation should cooperation and coordinate with the Rugby Europe, Municipality of Fushë Kosova and the administration of the Primary School “Bajram Curri”.

The activities that are related to the pitch construction in Prishtina, is a long term strategic orientation and KRF has already been in contact with the Prishtina Municipality and the Football Federation.

Development of the human capital is a high importance and KRF has the support of Rugby Europe and the Kosovo Olympic Committee. The first one is highly providing support in terms of coaching, match officials, while the second one is highly supporting the administrator course. However, there is a need to develop internal training capacities that will make sure that all activities are taking place in line with the sport values and regulations.

As the number of organized events and KRF activities is increasing at the same time the workload of the current staff is increased. Therefore, KRF need to strategically orient in increasing internal management capacities in developing. The HR should be focused in supporting the club policy and administrative capacities, and than it shall be separated per main pillars such as: Marketing,

Finance, event organization, administrative etc. The club approach would be one of the best suggested approach since 100% of the KRF staff are representative from all clubs in Kosovo. This will contribute in the near future when clubs could propose board members or gain administrative roles in the Federation.

Clear declaration about the suggested recommendation and rationale

Infrastructure Recommendation related to SO1 and SO2:

- KRF should see the possibilities to initially invest and support in developing the rugby pitch within the existing premises of the Primary School Barjam Curri. First of all, KRF has already established MoU with the school. Secondly, the school is host of the Bob Cats Rugby club where 100% of players are students of the same school. Thirdly, school already has toilets and showers, however they are not functioning, and minor investment is needed. Finally, the place is already known for most of the rugby community.
- KRF should urgently sign MoU with the Kosovo Football Federation initially and develop strategy for cooperation with individual football clubs. This will allow at low-cost model to be able to have training facilities closer to the city centres and places that are already frequented by the people.
- KRF Should develop the HR development plan and include in the strategic plan of the federation and maximize the benefits offered by Kosovo Olympic Committee and Rugby Europe. Becoming member of Rugby Europe KRF is eligible to benefit from the trainings that are provided by this institution. At the same time in cooperation with the Kosovo Olympic Committee KRF can actively participate in the Kosovo Olympic Academy which has been lately established. At the same time based on the internal needs KRF should develop a plan how this knowledge can be transferred to a wider coverage.
- KRF should cooperate with the Federation for School Sports and agree to include Rugby as elective sport in the schools. The piloting of this school can start in the municipality of Prishtina (annex strategy has been developed). The cooperation with this Federation can also be expanded in organizing school competitions in Rugby, support schools with Rugby Equipment through the SOS kit aid, development of the new coaches by targeting professional teachers of the field of physical education.

Implementation for the short-term activities:

The implementation will take place based on provided indicators that are reflected from the strategic objectives of the Federation. Only for study purposes we have not included in this table the roles and the responsibility since the plan needs to go within the board and accordingly the decisions shall take place.

Table of Indicators and action plan

Indicators	Duration	Target	Current Situation
Functional Rugby House within the premises of Primary School Bajram Curri	20	For a period of 20 months, all the planning, funding and the construction work should be finalized	No functional toilet, no spectator place, no shower, no proper alignment of the pitch.
Established MoU with Kosovo Football Federation and Football Clubs in Kosovo	12 months	Kosovo Football Federation agrees that the football pitch owned by the Federation can be used by KRF based on mutual agreement	KRF has already contacted the Federation and has used at several occasion for international events the pitch of the Federation
Active Rugby Clubs within primary Schools in Prishtina and wider.	For a period of 12 Months	For a period of 12 months 6 school to be covered. Beginning with two piloting schools in Prishtina, and then increasing the number to 6 schools, with a possibility covering entire Prishtina. After This expanding in new schools in other cities	Currently there is only one Primary School included in the KRF. Which is a great piloting example
Trained and new Rugby Coaches certified	12 months	At least two Teacher of Physical Education per Primary Schools	Currently there are teachers trained as Rugby coaches
Trained New Match Officials	12 Months	At least two Teacher of Physical Education per Primary Schools	Currently there are no teachers trained as Rugby match Officials
Engagement of at least 15 Volunteers (current rugby Player)	12 Months	2 volunteers per school. Targeting 6 primary schools Prishtina	KRF has about 30 volunteers that can support the process
Development of Rugby training Curricula based on Rugby Europe Rules	3 months	The curricula will be distributed to the Primary schools in order to be included in the official learning curricula	KRF will use the World Rugby and Rugby Europe training materials, which will be translated to Albanian Language

Primary Schools have basic equipment to start Rugby Training	12 months	KRF will aims to support immediately the first 6 schools. Starting from the first month of implementation of this plan.	Currently KRF has received SOS kit Aid and has the capacities to start with the schools, and in the same time it will request more equipment for the Schools.
Data Base with different Rugby Stake Holders in the region of South East Europe and Wider	3 months (with possibility for update during entire process)	Rugby Clubs, Coaches, Referees, Volunteers, donators etc.	KRF has people with a great international experience and this is one of the Strength that KRF has.
Establishment of Kosovo Youth Rugby Team	Starting form the 4 th month of implementation of the plan	One team per each age category from the current rugby players in existing Rugby clubs	KRF has active clubs with children from different age categories
Establishment KRF youth office	First month	Active office that can deal with KRF office work and available to volunteers and Rugby Community	KRF has no active office for youth development

No.	Activity	Q1	Q2	Q3	Q4	Q5	Q6
1	1.1. Agreement with the Primary School Barjam Curri and Fushe Kosova Municipality for starting the Works at the school						
	Feasibility Studies for the construction work needed in the existing pitch						
	Cooperation with possible partners and sponsors to fund the Project activities for the new pitch.						
	Start of the construction work and implementation						
	1.2. Communication with the Kosovo Football Federation and drafting the first proposal for cooperation						
	Identification of the locations and organizing individual meetings with the football clubs based on the proposed strategy. Signing agreement with the at least 2 football clubs.						
	Constructino of the new Rugby Pitch (long term)						
2	1.Establishment of cooperation between the Kosovo Rugby Federation with the Education directorate in each Municipality of Kosovo						
	Organization of a meeting with the school directors and selection of 2 up to thre schools						
	KRF will deliever coaches to train the teaches and organize trainings in the school						
	KRF organized a training "Introduction to Rugby						
	KRF Requests SOS kit aid for the schools:						
	KRF organizes a training with teachers for Match Officials and teachers are introduces to Rugby Law Exam						
	Supports in Organization of the training in school						
	Selection of one KRF volunteer for each school:						
	Involvement of the parents						
3	Certification of the primary schools teachers (ones that are enaged to physical education but not limited to) as a coaches						

[illegible]