



# STRATEGIC FRAMEWORK

2025 - 2027

REDEFINING OUR PURPOSE  
& FUTURE PATHWAY





# OCEANIA RUGBY

SERVING THE REGION  
THROUGH RUGBY



# OUR STORY

Oceania Rugby is one of six (6) Regional Associations established by World Rugby to advance the sport of Rugby across Oceania.

Since its inception in 2000, Oceania Rugby provides a range of services and supports to its 17 Member Unions, whilst also delivering regional qualification tournaments and competitions such as the Men's and Women's XV's Championships and Oceania 7s Challenge.

Oceania possesses arguably the globe's deepest talent pool in rugby, with some of the game's most celebrated players ever developed in the Oceania region. Campese, McCaw, Serevi, Horan, Tui, Carter, Eales, Jones, Woodman-Wickliffe, and the great Jonah Lomu are names that are synonymous with rugby excellence.



# OUR MANA

Oceania Rugby is committed to upholding the core values of World Rugby: Integrity, Passion, Solidarity, Discipline, and Respect.

Through these character-building principles which guide the sport of rugby on and off the field, Oceania Rugby is committed to maintaining a fair, safe, and inclusive environment that fosters camaraderie and high standards of sportsmanship.

In addition, the value of 'mana' is also woven into the fabric of Oceania. At its core, mana refers to the spiritual power, authority, respect, and prestige that can be attained through honourable actions and conduct.



# OUR MEMBERS



FIJI



NEW ZEALAND



AUSTRALIA



SAMOA



NAURU



SOLOMON ISLANDS



TONGA



COOK ISLANDS



AMERICAN SAMOA



NIUE



KIRIBATI



TAHITI



TUVALU



PAPUA NEW GUINEA



NEW CALEDONIA



VANUATU



WALLIS & FUTUNA



OCEANIA  
RUGBY



# OUR NETWORK





# STRATEGIC FRAMEWORK

BUILDING A STRONG  
FOUNDATION FOR THE REGION



# OUR STRATEGIC FRAMEWORK



<b>VISION</b>	<b>A global sport for all – true to <i>our</i> values</b>
<b>MISSION</b>	Advancing Rugby & Connecting Cultures in the Oceania region
<b>VALUES</b>	Weaving the global rugby values of Integrity, Respect, Solidarity, Passion, and Discipline through the ' <i>Mana</i> ' of Oceania

## Mana (Spirit of Oceania)

<b>Expressing the cultural and spiritual energy of Oceania through rugby</b>	<ul style="list-style-type: none"> <li>Guided by the force that binds the diverse cultures of the region, we will represent the aspirations of our Members by delivering strong outcomes on and off the rugby field.</li> </ul>
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## PILLARS

Competitions	Members	Engagement	Commercial
<b>Strengthen our Regional Competitions</b>	<b>Represent, connect &amp; serve Members</b>	<b>Grow Rugby Participation &amp; pathways</b>	<b>Diversifying funding streams</b>
<ul style="list-style-type: none"> <li>We will represent all members in our common goal of growing rugby in partnership with World Rugby.</li> <li>We will enable Member Unions to access relevant regional competitions maximising their teams, players, and coaches' potential &amp; connections.</li> </ul>	<ul style="list-style-type: none"> <li>We will provide them with critical services that strengthen them as Unions and connect them to enjoy common success</li> </ul>	<ul style="list-style-type: none"> <li>We will support the growth of participation through offering inclusive and enjoyable rugby experiences &amp; share the benefits of rugby to a growing audience.</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge that we need to take responsibility to develop diverse funding sources to help us defend &amp; grow Rugby in the region.</li> </ul>

## Mana (Spirit of Oceania)

# PLAYBOOK ALIGNMENT



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<b>Strengthen our Regional Competitions</b>	<b>Represent, connect &amp; serve Members</b>	<b>Grow Rugby Participation &amp; pathways</b>	<b>Diversifying funding streams</b>
6. Assist With Qualifications for Global Competitions  5. Provide Appropriate Competitions For All Unions	1. Represent Unions Not On Council 4. Information Channel For Membership  3. Delivery Partner For Training And Education	2. Development Guidance & support	World Rugby funding  Government Investment  Corporate Partnerships  Strategic Partnerships

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“ Voyaging together and fostering a culture of trust, inclusivity, and shared responsibility ”



# CONSTITUTIONAL ALIGNMENT



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<p><b>3.1 (d)</b> Co-ordinate arrangements (outside of the High-Performance Member Unions and tournaments directly organised by World Rugby) to ensure that there is a programme of matches, tours and tournaments for Senior National Representative Teams (of all forms of the Game) of all the Member Unions of the Association in accordance with World Rugby Regulations;</p>	<p><b>3.1</b> advise and inform World Rugby in its consideration of applications made to World Rugby by Member Unions and/or Associate Members.</p>	<p><b>3.1 (a)</b> promote, foster and develop and extend the Game within the jurisdiction of the Association</p> <p><b>3.1 (h)</b> do all such other things to promote the interests of the Game as the Association may determine from time to time.</p>	

## Mana (Spirit of Oceania)

# MEMBER UNION PRIORITIES



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<p><b>Strengthen our Regional Competitions</b></p>	<p><b>Represent, connect &amp; serve Members</b></p>	<p><b>Grow Rugby Participation &amp; pathways</b></p>	<p><b>Diversifying funding streams</b></p>
<p><b>1.2</b> Design a new, affordable, and sustainable competition model for the region and support Member Unions participation.</p> <p><b>1.7</b> Accelerate the Men’s XV’s emerging nations to compete and succeed on the global stage.</p>	<p><b>2.3</b> Invest in the capacity and capability building of Member Unions to support program and competition delivery as well as retention strategies.</p> <p><b>3.3</b> Partner with World Rugby to maximise the Customer Relationship Management (CRM) system to better communicate with stakeholders within the region and unlock the diaspora.</p>	<p><b>4.5</b> Deliver best practice Training and Education programs customised for the region to advance professional development, accreditation and experience.</p> <p><b>2.1</b> Expand the GIR (Get into Rugby) and GIR PLUS recruitment programs through schools and focus on transitions to clubs and domestic competitions.</p> <p><b>4.1</b> Continue to advance player education and welfare through capacity and capability building, mentoring and transitional support</p>	<p><b>3.5</b> Grow the Oceania Rugby audience delivering compelling and relevant events and content unique to the region and its cultures.</p> <p><b>1.4</b> Secure commercial revenue through strategic competitions model. Hosting events and programs in new markets to drive strong financial outcomes.</p>

## Mana (Spirit of Oceania)



# STRATEGIC PRIORITIES

UNLOCKING THE TRUE VALUE  
OF THE OCEANIA REGION



# STRATEGIC PRIORITIES 2025 - 2027



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<b>Strengthen our Regional Competitions</b>	<b>Represent, connect &amp; serve Members</b>	<b>Grow Rugby Participation &amp; pathways</b>	<b>Diversifying funding streams</b>
<ul style="list-style-type: none"> <li>Lock in 3-year hosting agreement for key Oceania competitions – 7s, Women’s XVs Championships, and Under 20s.</li> <li>Improve event delivery and operational standards to elevate the professionalism and visibility of competitions.</li> <li>Relaunch Oceania Men’s XVs with a suitable agreement to host the next 3 years.</li> </ul>	<ul style="list-style-type: none"> <li>Enhance direct support to Member Unions by providing governance, financial, and operational guidance</li> <li>Develop an improved capacity-building training &amp; education program that is more efficient and cost-effective</li> <li>Strengthen communication and engagement between Oceania Rugby and Member Unions network</li> </ul>	<ul style="list-style-type: none"> <li>Expand grassroots development initiatives, such as Get Into Rugby Plus</li> <li>Create a robust communications plan for Oceania Rugby to increase visibility of programs and Member Union activities</li> <li>Implement gender training for executives and board directors from Member Unions</li> </ul>	<ul style="list-style-type: none"> <li>Develop long-term commercial partnerships that provide sustainable funding for competitions, pathways, and community programs</li> <li>Leverage major events, programs and initiatives, to increase sponsorship and investment opportunities.</li> <li>Strengthen Oceania Rugby’s digital, media, and brand to enhance commercial appeal and increase revenue through broadcasting, content, and fan engagement.</li> </ul>

## Mana (Spirit of Oceania)

# KEY ACTIVITIES AND INITIATIVES 2025



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### PILLARS

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		Strengthen our Regional Competitions	Represent, connect & serve Members	Grow Rugby Participation & pathways	Diversifying funding streams
<b>BAU</b>		<ul style="list-style-type: none"> <li>• Oceania 7s Championships</li> <li>• Women’s XVs Championships</li> <li>• U20s Championships</li> </ul>	<ul style="list-style-type: none"> <li>• Annual General Meeting</li> <li>• Information Channel for World Rugby</li> <li>• Represent Unions on World Rugby Council</li> <li>• Governance and Operational support</li> </ul>	<ul style="list-style-type: none"> <li>• Rise Rugby + Penina Pasifika</li> <li>• Get into Rugby</li> <li>• Get into Rugby Plus</li> <li>• Rugby Impact and Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Australian Government (PacAus Sports)</li> <li>• Team Up + ChildFund Rugby + UN Women</li> <li>• Pacific Legacy Program – new projects</li> <li>• Introduce new brand guidelines</li> </ul>
<b>ITEMS</b>		<ul style="list-style-type: none"> <li>+ Men’s XV Championships</li> <li>+ Refined Competitions Policies and Operational Delivery model</li> </ul>	<ul style="list-style-type: none"> <li>+ Establish partnerships with Players Associations to champion Player Transfer fees from region</li> <li>+ Establish Centralised Services Model</li> <li>+ Deliver Growth Membership Conference</li> <li>+ Pasifika XVs draft concept</li> </ul>	<ul style="list-style-type: none"> <li>+ Expand GIR Plus into two (2) new Member Unions</li> <li>+ Establish new multi-year agreement with Team Up, ChildFund Rugby and UN Women</li> <li>+ Assess registration platform with RX</li> </ul>	<ul style="list-style-type: none"> <li>+ Govt Investment - grow Aust &amp; establish new government partnerships</li> <li>+ Secure new Corporate Partnerships</li> <li>+ New Commercial Advisory Board</li> <li>+ Scoping work – Oceania Foundation</li> </ul>

## Mana (Spirit of Oceania)

“ We will represent all members in our common goal of growing rugby ”



# KEY ACTIVITIES AND INITIATIVES 2026



<b>VISION</b>	<b>A global sport for all – true to our values</b>			
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<b>Mana (Spirit of Oceania)</b>				
<b>Expressing the cultural and spiritual energy of Oceania through rugby</b>		<ul style="list-style-type: none"> <li>Guided by the force that aspirations of our Members by delivering strong outcomes on and off the rugby field.</li> </ul>		
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<b>Competitions</b>	<b>Members</b>	<b>Engagement</b>	<b>Commercial</b>	
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<b>BAU</b>	<ul style="list-style-type: none"> <li>Oceania 7s Championships</li> <li>Women's XVs Championships</li> <li>U20s Championships</li> <li>Men's XV Championships</li> </ul>	<ul style="list-style-type: none"> <li>Annual General Meeting</li> <li>Information Channel for World Rugby</li> <li>Represent Unions on World Rugby Council</li> <li>Centralised Member Services</li> </ul>	<ul style="list-style-type: none"> <li>Rise Rugby</li> <li>Get into Rugby</li> <li>Get into Rugby Plus</li> <li>Rugby Impact and Inclusion</li> <li>Regional Safeguarding roll-out</li> </ul>	<ul style="list-style-type: none"> <li>Government Partnerships</li> <li>Team Up + ChildFund Rugby + UN Women</li> <li>Annual meeting – Commercial Advisory</li> <li>New Commercial Partners</li> </ul>
<b>ITEMS</b>	<ul style="list-style-type: none"> <li>Scope feasibility of Age-grade U18s Schools Regional Competition</li> </ul>	<ul style="list-style-type: none"> <li>Pasifika Women's feasibility analysis and key stakeholder engagement – WR, Players Assoc.</li> <li>Deliver Growth Membership Conference</li> <li>Support Members seeking recognition with WR Membership</li> </ul>	<ul style="list-style-type: none"> <li>Design new Participation (non-contact) Program to be delivered in secondary schools across the Pacific region (T1 format)</li> <li>Implement new regional Registration Platform</li> </ul>	<ul style="list-style-type: none"> <li>Govt Investment - establish new government partnerships</li> <li>Pasifika Legacy programs</li> <li>Secure new Commercial Partnerships</li> </ul>
<b>Mana (Spirit of Oceania)</b>				

# KEY ACTIVITIES AND INITIATIVES 2027



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<b>ITEMS</b>	+ Age-grade U18s Schools Regional Competition	+ Support Members seeking recognition with WR Membership		<ul style="list-style-type: none"> <li>+ Govt Investment - establish new government partnerships</li> <li>+ Oceania Foundation draft framework</li> <li>+ Secure new Commercial Partnerships</li> </ul>

## Mana (Spirit of Oceania)

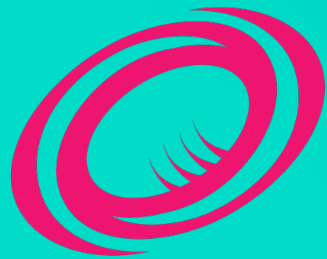
# VALUES & BEHAVIOURS



VALUE	DEFINITION	BEHAVIOUR/S
MANA	<ul style="list-style-type: none"> <li>• <b>“A unique force that weaves together our values, cultural heritage and spiritual journey”</b></li> </ul>	<ol style="list-style-type: none"> <li>1. Acknowledge and embrace the mana of all people</li> <li>2. Recognise our past, embrace the present, strengthen our future</li> <li>3. Empower and uplift others on and off the field</li> </ol>
INTEGRITY	<ul style="list-style-type: none"> <li>• <b>“A solemn commitment to uphold rugby values through ethical practices and strong moral standards”</b></li> </ul>	<ol style="list-style-type: none"> <li>1. Hold each other to account for improved standards and performance</li> <li>2. Always display the courage to do what is right</li> <li>3. Maintain consistency in moral and ethical behaviours and practices</li> </ol>
PASSION	<ul style="list-style-type: none"> <li>• <b>“An unwavering love and commitment to the game of rugby and its values”</b></li> </ul>	<ol style="list-style-type: none"> <li>1. Always display dedication to advancing the game</li> <li>2. Demonstrate the ability to deliver and exceed expectations</li> <li>3. Build resilience in the pursuit of excellence</li> </ol>
SOLIDARITY	<ul style="list-style-type: none"> <li>• <b>“Voyaging together and fostering a culture of trust, inclusivity, and shared responsibility”</b></li> </ul>	<ol style="list-style-type: none"> <li>1. Always contribute constructively for improved team performance</li> <li>2. Celebrate team and individual success</li> <li>3. Elevate team standards by playing ‘your role’</li> </ol>
DISCIPLINE	<ul style="list-style-type: none"> <li>• <b>“Maintain high standards of professionalism and accountability across all aspects of our game”</b></li> </ul>	<ol style="list-style-type: none"> <li>1. Always exercise self-control</li> <li>2. Strive for continual improvement through self-evaluation</li> <li>3. Drive high standards and excellence through consistency</li> </ol>
RESPECT	<ul style="list-style-type: none"> <li>• <b>“Recognise, value, and celebrate all aspects of our game, on and off the field”</b></li> </ul>	<ol style="list-style-type: none"> <li>1. Recognise and celebrate diversity</li> <li>2. Acknowledge and actively listen</li> <li>3. Always conduct oneself in a professional manner</li> </ol>

“ The path to leadership  
is through service ”





**OCEANIA  
RUGBY**