



FIJI NATIONAL RUGBY LEAGUE

KALAWA 17, 21, 25





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This Strategic Plan has been put together through a series of consultative forums and research.

In 2014, a group consultation was conducted with clubs, Board members and staff and identified the following:

1. ABSENCE OF MANUALS TO GOVERN OPERATIONAL AND FINANCIAL OBLIGATIONS AND OUTPUT OF THE ORGANIZATION
2. ABSENCE OF PROPERLY IDENTIFIED OPERATIONAL AND FINANCIAL GUIDE TO ACCELERATE FLOW OF INFORMATION, REQUESTS AND FNRL TARGETS AND DESIRED OUTPUTS
3. LACK/ ABSENCE OF COMMUNICATION STRUCTURE OF FNRL TO THE CLUBS, REPRESENTATIVES, SPONSORS AND STAKEHOLDERS

In late 2015, the management and staff of the FNRL collectively identified various weaknesses (Opportunities) and strengths of the organisation. The findings were similar to the 2014 report but included the technical needs of the FNRL in terms of product quality, management, competition structures, high performance and various other issues which is being addressed through the strategic pillars of this strategic plan.

In March 2016, a workshop was conducted to present to club members the direction of the FNRL. This workshop was attended by the staff, Board members and club delegates. The delegate's views were captured and fitted into what is now the FNRL ten years Plan.

It was after these forums that the final plan was designed and endorsed by the FNRL Board on the 25th of May 2016.



TEN YEARS STRATEGIC THEME: KALAWA 17, 21, 25

Back ground

KALAWA is a Fijian vernacular describing the shift of position. Shifting in this description implies a forward movement.

KALAWA is the off spring of the 'Rise' with Us' concept. Therefore KALAWA represents the forward direction of the FNRL after **rising up**.

Rising up and moving forward signifies courage, willingness, and the determination to wade into territories almost known only to countries with substantial resources.

This concept is birth out of the realisation that **nothing is impossible** if one is determined to explore the opportunities seen available locally and internationally.

The strength of this concept lies within the individuals who are members of

the rugby league clubs and various communities that have made the game of Rugby League their choice sport.

This concept is centred on the impartation of knowledge that **anyone is able to do great in life** no matter the circumstances that surrounds them.

The end result of this self-belief is the existence of people who are innovative, proactive and most of all successful.

Therefore, this Strategic Plan is designed to bring to life the Kalawa and **Ravu** (conquering) mindset enabling FNRL to subdue challenges and over ten year's become world changes.



Our Vision

To be the *Finest Sport in Fiji*, for players and volunteers at all ages and abilities, enabling us to be recognised as an *International Icon*.

Mission Statement

To provide our members and the Rugby League community with strong *Leadership*, sound communication and clear strategic directions.

We will facilitate the growth of Rugby League through quality services and innovative programs.

To bring people together and enrich their lives through Rugby League.

OUR VALUES

Honor God's Biblical Principles

Discipline and Teamwork is promoted at all times

We take our Responsibilities as individuals and in

Innovation: We strive to maintain the best possible Main Competitions and program by embracing new ideas.

Opportunity: We offer all people the chance to reach their potential through education, encouragement, teamwork, discipline and the unique Fijian Flair.

Decency: We act with integrity, honesty and in the true spirit of sportsmanship.

Community Spirit: We support the community by making a positive difference in people's lives.

Inclusiveness: On the simple understanding that they respect these values, we offer a place in Rugby League for all people regardless of ethnicity, ability, gender and belief.



TEN YEARS STRATEGIC PLAN 2016 - 2025

OLYMPIC PERIOD

STRATEGIC PLANS 2022 – 2025

STRATEGIC OBJECTIVE - TOP 2 IN WORLD RANKING

PILLARS	KEY STRATEGIC PERFORMANCE INDICATORS
GOVERNANCE	<ul style="list-style-type: none"> Governance best practices implemented. Practical and Fair representation of stakeholders in the Board. Franchise delegates are selected as board members based on divisions (North, West, East). Complete Organisation Structure with all corporate and technical units in place (Refer to Structure). Transparent, accountable systems of management Award winners; Service Excellence Fully compliant with IRLF regulations and initiatives Full recognition by ONOC and International Olympic bodies Fair Player welfare and contract regulated
FINANCE	<ul style="list-style-type: none"> Sustainable business structures with a total of \$6,000,000 per year. Competent Finance structures in place
IMAGE/Brand	<ul style="list-style-type: none"> Brand becomes synonymous with well-known national and international brand. Logo widely circulated in all media outlets, local and abroad. <p>Playing Style unique to Fiji.</p>
COMPETITION	<ul style="list-style-type: none"> Super Franchise Teams competing Locally, Team in NSWC, NRL, Bati competing in Four Nation, winner IRLF nines, and Olympic gold. Vanua levu becomes fully fledged independent and self-sustainable.
HPU	<ul style="list-style-type: none"> Full structure with all technical personnel funded in house, v technical personnel recognised and participating in international tournaments
DEVELOPMENT	<ul style="list-style-type: none"> HQ development programmes is supplemented by Franchise DP and DO's
FACILITIES	<ul style="list-style-type: none"> Fully resourced development Unit with competent IT system Narere Ground fully developed with pavilion and lights, camping facilities
COMMUNITY	<ul style="list-style-type: none"> Adopted sport, Viti Levu and Vanua Levu and the Islands



STRATEGIC OBJECTIVE - TOP 3 RANKING

PILLARS	KEY STRATEGIC PERFORMANCE INDICATORS
GOVERNANCE	<ul style="list-style-type: none"> Suitable Structure in place to support plan (Refer to Structure) Franchise delegates become members of the board (based on division) by 2020 Legal framework established (2018) for Franchise IRLF Compliant and recognition ONOC accredited Effective regulatory facilities on player, competition and development partners implemented (2018)
FINANCE	<ul style="list-style-type: none"> Competent Finance Structure implemented New and better sponsorship deals secured – 2018 Establish sustainable funding and business model with 3 million per year revenue Business centres established (West, Central and Northern). Partnership with TV
IMAGE	<ul style="list-style-type: none"> Image fairly visible and public confidence evident. FNRL established and register own merchandise logo; copy and patent right Playing Style introduced, unique and Fijian in nature (2018)
COMPETITION	<ul style="list-style-type: none"> Competition Reviewed and new structure implemented to accommodate higher level of competition (and player pathway). Franchise concept introduced and trial Vanua levu Zone competition begins (gradual growth and strategic, and resource dependant).
HPU	<ul style="list-style-type: none"> Fijian playing style curriculum designed and introduced. Introduction of HPU, Elite player pool and programs designed (2018) Head Coach full time in Fiji 50% locals in Fiji Bati, 70% in 2019, 80% in 2021
DEVELOPMENT	<ul style="list-style-type: none"> Development programs standards and objectives compatible to IRLF Standards established. Proportionate growth in the number referees, coaches, S&C's, Physio's accredited. School and junior league firmly established in identified areas Rugby League centre of excellence established (schools)
FACILITIES	<ul style="list-style-type: none"> Lease on grounds in Narere, Ra, Dreketi (for commercial purpose) and sigatoka or the west secured (for academy) HPU facilities secured (2019)
COMMUNITY AND PARTNERSHIP	<ul style="list-style-type: none"> Strengthen participation through Community Police, Violence against women, Life after Rugby League and other community programs and initiatives, Partnership guide reviewed, new partners (technical and commercial) approached and favourable deals negotiated and signed.



STRATEGIC PLAN 2016 - 2017

STRATEGIC OBJECTIVE TOP - 4 RANKING

PILLARS	KEY STRATEGIC PERFORMANCE INDICATORS
GOVERNANCE	<ul style="list-style-type: none"> Ten Years Strategic Plan established Key functional positions awarded to qualified personnel Increase awareness of company AOA to all clubs Bench mark on best management and methodology in saturated market environment Elite Players' contract formalised Government legislate and regularise overseas player agents FNRL compliant to government, Sports Commission and FASANOC requirements Legal framework of FNRL franchise systems designed
FINANCE	<ul style="list-style-type: none"> Finance structure reviewed and implemented by 2018 Secure funding for \$2,000,000 for operations, and world cup preparations and participation Begin prospecting for better sponsorship deal
IMAGE	<ul style="list-style-type: none"> FNRL become more visible and build stakeholder confidence Business concepts formulated based on brand.
COMPETITION	<ul style="list-style-type: none"> Competition designed based on 3 year periodisation plan. Zone Competition becomes an established Semi-elite competition until 2018. Pathway plan from Juniors to Senior level competition established Vanua Levu main competition reviewed. More competent approach designed for juniors. Club comp continues.
HPU	<ul style="list-style-type: none"> HPU structures confirmed, Curriculum designed To have six local players representing the Bati at the World Cup Roll out periodisation plans to all clubs
DEVELOPMENT	<ul style="list-style-type: none"> Structured Development plan established for Juniors (community and schools), for coaches, referees, physio's, strength and conditioning. Objectives and Standards clearly defined for all development pillars. Plans rolled out gradually (dependant on funding) Manual established; Development and Operations DO's to support periodisation and monitor (rigorously) Vanua Levu Juniors formalised (feeders to main competition).
FACILITIES	<ul style="list-style-type: none"> Areas for lease identified in Nasinu, Ra, Sigatoka and Dreketi
COMMUNITY AND PARTNERSHIP	<ul style="list-style-type: none"> Strengthen participation through Community Police, Violence against women, Life after Rugby League and other community programs and initiatives, Partnership guide established, partners identified.



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