



NEW ZEALAND RUGBY

PASIFIKA STRATEGY

2024-2029



OUR VISION:

Neitou Tatadra (Fijian)

**To enable, embrace
and empower
positive outcomes
and experiences
for Pasifika at all
levels of rugby.**



**TAUSOA FA'ATASI
PASIFIKA ADVISORY GROUP**

With great appreciation to the members of the Tausoa Fa'atasi Pasifika Advisory Group for their guidance and support: Pauline-Jean Luyten, Maualaivao Jack Kirifi, Tauanu'u Nick Bakulich, Pakilau o Aotearoa Manase Lua, Eric Nima Nabalagi, Fonoti Seti Talamaivao, Savae La'auli Sir Michael Jones, Seiuli Fiao'o Fa'amausili, Arizona Leger, Wayne Marsters, Vania Wolfgramm and Saveatama Eroni Clarke.

**MOANA
CONNECT**

Our thanks to Moana Connect for their significant contribution to the development of this strategy.

NEW ZEALAND RUGBY

CONTENTS

02	INTRODUCING THE PASIFIKA STRATEGY	17	THE NEW ZEALAND RUGBY PASIFIKA STRATEGY
03	TAUSOA FA'ATASI PASIFIKA ADVISORY GROUP	18	POU 1 - KELEKELE PREPARING THE SOIL
04	TANGATA WHENUA MĀORI	19	POU 2 - TOTŌ PLANTING THE SEED
05	PIKIPIKIHAMA KAE VAEVAEMANA	20	POU 3 - TABU GROWING OUR PASIFIKA STAFF
06	PASIFIKA WORLD VIEW	21	POU 4 - LALANGA STRENGTHENING THE SHARED VISION OF NZR AND PASIFIKA
07	SHARED PASIFIKA VALUES	22	ALIGNMENT WITH OTHER STRATEGIC DOCUMENTS
08	WHY IS A PASIFIKA STRATEGY NEEDED?		
10	CURRENT SNAPSHOT OF PASIFIKA IN RUGBY		
12	HOW WAS THIS STRATEGY DEVELOPED?		
13	WHAT DID WE HEAR?		
14	WHY DID WE TAKE THIS APPROACH?		
15	KĀINGA OF NEW ZEALAND RUGBY		

NZR and the NZR Tausoa Fa'atasi Pasifika Advisory Group have intentionally used various Pasifika languages throughout this strategy to reflect the different Pasifika origins and heritage.

PASIFIKA STRATEGY 2024-2029

INTRODUCING THE PASIFIKA STRATEGY

From the New Zealand Rugby Chair and New Zealand Māori Rugby Board Chair

Mālō e lelei, Talofa lava, Kia orana, Malo ni, Fakaalofa lahi atu, Ni sa bula vinaka, Fakatalofa atu, Kam na mauri, Tēnā koutou, Warm pacific greetings

We are delighted to present New Zealand Rugby's Pasifika Strategy 2024-2029. This is the first time NZR has put in place a dedicated plan to create more equitable opportunities for Pasifika within rugby, and is a significant milestone for the game.

Pacific peoples have long contributed to rugby in New Zealand. At both fifteens and sevens level, some exceptional players of Pacific heritage have worn the black jersey, and the game is enjoyed by Pasifika players and fans in communities all around the country.

NZR celebrates this outstanding legacy, but also recognises that on-field success for Pasifika has not translated into equitable representation in non-playing roles such as coaching, refereeing, administration, and governance within rugby. This strategy and its priorities are focused on attracting, supporting and equipping more Pasifika to participate in rugby in Aotearoa New Zealand, from playing to non-playing roles at all levels. As part of this, we must ensure that rugby environments are prepared to embrace Pasifika peoples and values.

This strategy has been co-designed by NZR and the NZR Tausoa Fa'atasi Pasifika Advisory Group, who engaged with Pasifika players, coaches, referees, directors, communities, administrators, Provincial Unions and clubs throughout the country to hear their voices. We thank everyone involved in these consultation and validation sessions for sharing their experiences. The insights gathered and woven together express the shared hopes and vision for the future of Pasifika in rugby – something NZR is firmly committed to.

This consultation, and the resulting process of putting together the *New Zealand Rugby Pasifika Strategy*, required a collective effort. We acknowledge and appreciate the leadership of the NZR Strategic Sub-Committee, Saveatama Eroni Clarke,



Pauline-Jean Luyten and Mauaiva Jack Kirifi, the members of the NZR Tausoa Fa'atasi Pasifika Advisory Group, NZR Pasifika staff, NZR Culture, Diversity & Inclusion Manager Judy O'Brien, and Te Rautaki Poari Māori (the New Zealand Māori Rugby Board).

Our thanks also to Moana Connect, whose assistance in gathering and bringing together the various voices has been invaluable.

In 2022, the combined launch of NZR's Strategy 2025 and the Māori Rugby Board Strategy acknowledged Māori as tangata whenua of Aotearoa New Zealand, and it is now time to acknowledge the significance of Pasifika peoples and culture in New Zealand rugby from a strategic perspective.

The New Zealand Māori Rugby Board appreciates that the draft Pasifika Strategy was shared with them prior to the launch, and looks forward to working together for the betterment of Māori and Pasifika at all levels of rugby.

NZR is the first national sporting organisation in the country, and the first national rugby union in the world, to develop a Pasifika strategy, and be Pasifika-led in its development. This speaks to our commitment to support the aspirations of the Pasifika rugby community, and our intention to guide rugby's efforts to increase Pasifika engagement in all levels of rugby.

At its heart, this is a strategy about collectivity, relationships, and inclusivity, and following it will help to ensure that NZR is enabling an engaging, diverse, and inclusive environment across rugby.

Once again, malo 'aupito, vinaka, fa'afetai, meitaki ma'ata, to all who shared their time and insights to guide the authors of this rugby strategy. We look forward to bringing it to life over the next few years.

Dame Patsy Reddy
New Zealand Rugby Chair

Professor Dame Farah Palmer
New Zealand Māori Rugby Board Chair

TAUSOA FA'ATASI PASIFIKA ADVISORY GROUP

From the Co-Chairs

We serve New Zealand Rugby and our communities as appointed leaders and through familial lines of leadership, carrying many responsibilities to our kāinga, our Pasifika communities.

We feel that everyone should see themselves in this strategy. We truly believe that by embracing Pasifika values, the entire rugby system will benefit. When we speak of embracing, we mean all Pasifika; all countries within Pasifika; and specific groups within Pasifika such as our rainbow and disability communities. Being embraced equals being respected and valued. We want to provide a platform for all Pacific peoples to be respected, to feel valued and flourish through rugby, in the boardroom, in management, in administration and as players. Relationships are critical in this process, and perhaps the most important step towards enabling success.

Creating opportunities for on-field and off-field development empowers Pasifika within the game. Empowering both Pacific and non Pacific peoples to recognise and nurture the space between each other (tauhi vā) opens up opportunities to learn, adapt and embrace each other. Genuine intent and connection, coupled with education, can allow us to move forward cohesively.

Rather than bringing Pasifika peoples in as working groups, consultants for specific projects or for short time periods, we need cross-cultural collaboration to become a business-as-usual approach throughout rugby. We can forge a stronger culture by weaving our strands together while respecting and maintaining where we come from. Young people are particularly valuable in this space, as they regularly navigate the Pacific and non-Pacific worlds.

Embedding these pathways within the rugby system and involving Pacific peoples in decision making and design processes from the start will require sustainable funding and pathways that are dedicated to enhancing Pasifika capabilities, influence and leadership.



This strategy is the first step to enable our vision. The Pasifika community has had a leading voice in building and informing the vaka that will guide us on this journey. We have listened, learned and presented the pou of this strategy back to the Pacific community during the co-design process. This has given space for kāinga and aiga to share their lived experiences, their competencies and their own vision of what thriving Pacific people within rugby looks like. We are proud of this approach as an example of how to integrate the Pacific worldview into rugby's systems and processes.

The soil for this growth is in different stages of readiness across the rugby system, and this strategy intends to show clubs, Provincial Unions and NZR how to input the nutrients to allow for the best results. NZR's annual Action Plans will outline priorities for implementation of the strategy each year. We encourage clubs and Provincial Unions to take the same approach.

We see this strategy as our guiding path – the stars which will guide all of us on board the vaka, paddling towards a horizon of self determination where Pasifika thrive and flourish within rugby. 'Tākanga 'Emau Fohe' is a Tongan proverb translated to our 'oars are moving in unison' and in practice, as together we can make a difference.

Pauline-Jean Luyten
Tausoa Fa'atasi Co-Chair

Tauanu' u Nick Bakulich
Tausoa Fa'atasi Co-Chair



TANGATA WHENUA MĀORI

NZR and the NZR Tausoa Fa'atasi Pasifika Advisory Group acknowledges Te Tiriti o Waitangi as the founding document of Aotearoa and Māori as tangata whenua.

NZR and the Tausoa Fa'atasi acknowledge and celebrate the deep ancestral ties that exist between tangata whenua and Moana-Nui-A-Kiwa (the peoples of the Pacific).

This unique tuakana-teina (elder sibling-younger sibling) relationship continues to be nurtured in rugby.

We are grateful for the manaakitanga shown by tangata whenua towards Pasifika both as whānau and as tauiwi/tangata tiriti in this land.

PIKIPIKIHAMA KAE VAEVAEMANAVA

Hold on to my outrigger so that I can share provisions (Tongan Proverb)

This proverb speaks to a fleet of outrigger canoes (popao) travelling beyond the reef to catch fish. Expeditions would take days at a time. If one canoe ran out of food or other provisions, the canoes would be tied together through the ancient practice of pikipiki hama (lashing the canoes together with rope) which enabled the sharing of provisions as the fleet made its way home.

This proverb reflects NZR and Pasifika purposefully coming together, the shared collective work undertaken, and the importance of supporting all involved in achieving our goals.

PASIFIKA WORLD VIEW

Ko e tui mo e ngaahi tukufakaholo 'a e kāinga Pasifiki (Tongan)

New Zealand Rugby (NZR) recognises *Pasifika* as a collective word reflecting the diverse and unique Pacific peoples of many nations and countries throughout Polynesia, Melanesia and Micronesia. This term refers to people from these countries who are living and working in Aotearoa New Zealand, as well as their descendants who have settled here.

The *Pasifika* world view is how many *Pasifika* see their place in the world, and this perspective is brought to any engagement, whether in rugby, the workplace or governance spaces. Information is often carried intergenerationally, with ancestors, families and knowledge of where one comes from informing the present and future. These terms below are not homogenous and some words are culture specific.

Piri'anga Cook Islands Māori	Collectivism	Most <i>Pasifika</i> act with collective interests prioritised, and recognise that consciously co-operating benefits all <i>Pasifika</i> peoples. <i>Pasifika</i> remain connected, committed, and approach all work together, striving to ensure the needs and aspirations of Pacific peoples and their respective communities are at the centre.
Solaupule Samoan	Inclusion	This view recognises the diversity within <i>Pasifika</i> , with different countries and <i>kāinga</i> (communities) working together to listen, reflect, and discuss in order to find consensus. <i>Pasifika</i> recognise the diversity of skills, knowledge, experience, and capabilities that all members of the group bring with them and celebrate the strengths that these contribute, upholding a culture of inclusive decision-making.
Faka'apa'apa Tongan	Respect	Showing respect, honouring self and others and valuing people's time, knowledge, wisdom and skills is paramount in Pacific cultures. Respectful relationships enable collectivism and inclusivity, helping to ensure that everyone – regardless of age, gender, sexuality, spiritual beliefs, or family status – feels safe and protected, able to communicate within openness and <i>mana</i> .
Ola Fetufaaki Tokelauan	Reciprocity	<i>Pasifika</i> place great importance on maintaining balance by reciprocating acts of kindness, love, and support. This shows respect and expresses gratitude for what has been shared. It enacts our recognition of others' strengths and contributions and ensures that all are benefitting for whatever is achieved.

SHARED PASIFIKA VALUES

Fefa'asooa'iga o Manatu Fa'atāuaina o Tagata Pasifika (Samoan)

When reading this strategy, it is important to understand the *Pasifika* world view and core values carried by *Pasifika* in New Zealand and in rugby. The NZR Tausoa Fa'atasi *Pasifika* Advisory Group identified six core values that have been applied consistently and meaningfully to this strategy.

“Even though I do not follow rugby, I follow our *Pasifika*. What *Pasifika* are doing in the rugby space, I follow because it is a *Pasifika* person or group.”

“It's more than just rugby, it's the whole *Pasifika* community that supports the player.”

*Quotes gathered from the *Pasifika* community during the strategy consultation period.*

Fakalilifu Niuean	Respect
Tautua Samoan	Service
Vā Fealo'ai Samoan	Honouring & nurturing relationships
Tapu Cook Islands Māori	Sacredness and spirituality
Loloma Fijian	Love, care, kindness, compassion
Maka Fetoli'aki Tongan	Reciprocity



2023 All Blacks v Wallabies

Samipeni Finau and fāmili

WHY IS A PASIFIKA STRATEGY NEEDED?

'Ea'a te tumu 'i 'inangaro'ia ai te Kimi'anga Rāvenga Pu'apinga Patipika (Cook Islands Māori)

The History of Pasifika in New Zealand rugby

For over 100 years, Pasifika players and communities have made a significant contribution to rugby in New Zealand. From Tongan-born Walter Batty and Samoan brothers Frank and David Solomon in the 1920s, to Tuifa'asisina Sir Bryan Williams, each paving the way for players such as La'auli Sir Michael Jones, Saveatama Eroni Clarke and Fesola'i Va'aiga Tuigamala MNZM. As rugby grew into a professional sport, Jonah Lomu emerged as rugby's first global superstar. In the mid-2000s, Tana Umaga was named as the first Pacific captain of the All Blacks. Pacific women have been integral to the women's game at all levels, including the Black Ferns since their inception in 1989, none more so than World Rugby Hall of Fame inductee Seiuli Fiao'o Fa'amausili ONZM.

A new group of second-generation New Zealand-born Pasifika players are emerging through the Teams in Black, such as Caleb Clarke, Ruby Tui, Ardie Savea, Maiakawanakaulani Roos and Richie Mo'unga. In coaching, Darryl Suasua led the Black Ferns to two Rugby World Cups, and former World Rugby Sevens Player of the Year Tomasi Cama transitioned into an assistant coaching role with his former team, and then was appointed as Head Coach for the 2024 Paris Olympic campaign.

In community rugby¹, we have seen growth in Pasifika participation numbers, and in professional rugby Pasifika make up the highest proportion of players across all Teams in Black². The number of Pacific peoples in coaching, refereeing, rugby workforce, leadership or decision-making roles within rugby is not reflective of the Pacific on-field contribution. Pasifika representation amongst Directors or Board members is low, making up only 3% across all Provincial Union, Super and national rugby boards. Pasifika are also significantly underrepresented in health professional roles in rugby.

Alongside this disproportionately low representation in non-playing roles sits a long history of inequity and experiences of discrimination, overt and unconscious bias against Pasifika, both in New Zealand generally and within rugby.

In recent years, several analyses of sports and sports commentary have outlined how athletes in this arena are often racialised. Examples of racism towards Pasifika rugby players – both through public discourse and by others of influence in rugby circles – have included disparaging comments on the “browning”³ of the game; past public comments calling out clubs for having an unspoken limit on how many Pasifika players they recruit⁴ and referring to Pasifika players as “darkies”⁵, public debates regarding the pros and cons of including Pasifika players in rugby and media descriptions of Pasifika players that evoked historical concepts such as the “noble savage”⁶.

Each of these examples has done damage to the vā, the relational space between rugby and Pasifika communities.

“I feel embarrassed when I get told I have to carry my child's birth certificate with me to prove my child's age [due to their size].”

“Can they pronounce our names right or get training on it?”

“Deeper than just cultural competence, need to understand what our communities have gone through like the dawn raids and racism every day.”

This was evident in comments shared at the strategy consultation sessions, some of which can be seen here and on the previous page.

To move forward and be true to NZR's values, it is more important than ever to create environments that enable, embrace and empower Pasifika to flourish.

1 Community rugby refers to rugby played at grassroots level and with Provincial Unions.
 2 “Teams in Black” are New Zealand national representative rugby teams including the All Blacks, Black Ferns, All Blacks Sevens, Black Ferns Sevens, All Blacks XV, Black Ferns XV and New Zealand Under 20s.
 3 Ron Palenski, Rugby: A New Zealand History. (2015); Andrew D Grainger, Mark Falcous and Joshua Newman, Postcolonial Anxieties and the Browning of New Zealand Rugby. (2012). The Contemporary Pacific, Vol. 24, No 2, pp. 267-295.
 4 Crusader squads show no limit on Islanders | <https://www.stuff.co.nz/sport/rugby/3765410/Crusader-squads-show-no-limit-on-Islanders>
 5 Haden pointing out 'dark' truth of NZ rugby | <https://www.stuff.co.nz/sunday-news/columnists/3754500/Haden-pointing-out-dark-truth-of-NZ-rugby>
 6 Andrew Grainger, Rugby Island Style: Paradise, Pacific People, and the Racialisation of Athletic Performance. | Junctures: The Journal for Thematic Dialogue <https://junctures.org/index.php/junctures/article/view/18/354>

Pasifika teams in Super Rugby

Many involved in rugby and the Pasifika community had long advocated for a dedicated Pasifika pathway in professional rugby. In 2022, two Pacific franchises entered into the newly-expanded Super Rugby Pacific competition – Moana Pasifika and Fijian Drua.

Moana Pasifika offers playing opportunities to athletes of Pacific Island descent, as well as coaching, management and other off-field roles. A large majority of the playing group since 2022 have Samoan or Tongan heritage, as Fijian Drua provides a pathway for Fijian players.

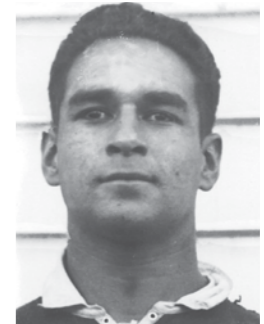
Moana Pasifika's inclusion was widely celebrated by both the Pasifika and rugby communities. The team was seen as a reflection of the shared values across the Pacific, a way to bring people together and use rugby as a vehicle to champion Pasifika cultures. Their focus on community and service came to the fore in supporting relief efforts following the 2022 Hunga Tonga-Hunga Ha'apai volcanic eruption and tsunami, and ongoing leadership in combating COVID-19.

For NZR, Moana Pasifika's introduction to the competition was evidence of a commitment to strengthening Pasifika and Southern Hemisphere rugby, through providing a professional high-performance pathway for Pacific Island players. It was important to create further opportunities for players to represent their families, remain close to home, play professionally, and showcase their talent to national team selectors.

Within the first season of the franchise's existence, 27 Moana Pasifika players had represented Samoa or Tonga, including seven who made their Test debut. This encapsulates the vision for the franchise and the value of increased exposure to high level competition, strengthening the depth of players available for Samoa and Tonga, in turn strengthening the performance of the Pacific nations on a global scale.



Walter Batty
All Black #344
1928 - 1931



Frank Solomon
All Black #387
1931 - 1932



Sir Tuifa'asisina Bryan Williams
All Black #689
1970 - 1978



Seiuli Fiao'o Fa'amausili ONZM
Black Fern #108
2002 - 2018



Maiakawanakaulani Roos
Black Fern #231
2021 - present

CURRENT SNAPSHOT OF PASIFIKA IN RUGBY

Na iyaloalo ni Rakavi ena Pasifika ena Gauna oqo (Fijian)

New Zealand Rugby is one of the country's largest sporting organisations, leading, growing, and promoting rugby throughout Aotearoa New Zealand and the world. Pasifika comprise just 8%¹ of the New Zealand population yet are very well represented in professional and community rugby.



3%

of Rugby Board directors in NZ are Pasifika*

7%

of NZR Staff are Pasifika*

2023 NZR COMMUNITY REGISTRATION STATS



PASIFIKA MAKE UP THE HIGHEST PROPORTION OF TEAMS IN BLACK PLAYERS



SUPER RUGBY AUPIKI



SUPER RUGBY PACIFIC



PROVINCIAL RUGBY*

35% of our male provincial players are Pasifika

More data is needed in order to better understand the distribution of specific Pacific ethnicities across rugby in New Zealand and in a wider range of playing and non-playing roles.

¹ Statistics New Zealand, 2018.

* This survey allowed for multiple responses – respondents that identified with multiple ethnicities are counted multiple times and totals add up to more than 100%.



2023 Wellington Lions v Counties Manukau Steelers

Avalon Wolves Junior Team

HOW WAS THIS STRATEGY DEVELOPED?

Ko e ha mau tolu a fenoga: Hohoko mai fefē ke he magaaho nai? (Nivean)

NZR is committed to improving its responsiveness to Pasifika communities, in particular Pasifika players, coaches, development staff and their aiga/kāinga (families/village). In recent years, NZR commissioned research into the engagement with and inclusion of Pasifika communities in rugby throughout Aotearoa and the Pacific region, most notably, the *Respect & Responsibility Review* (2016-2017) and the *Navigating Two Worlds* report (2018). Both documents set forth recommendations and areas of growth for NZR to realise its strategic vision to unify and inspire through rugby.

Some significant progress has been made against these recommendations. For example, in 2020, as part of the implementation of the *Respect & Responsibility Review*, a NZR Pasifika Engagement Manager role was created and former All Black, community leader, and matai Saveatama Eroni Clarke was appointed. Further significant steps include the delivery of Pasifika cultural sessions to professional rugby teams and staff, the creation of the Tausoa Fa'atasi NZR Pasifika Advisory Group in late 2021 and the development of this strategy.

NZR, through its Tausoa Fa'atasi Pasifika Advisory Group and Strategy Sub-Committee, have developed this Pasifika Strategy to support the aspirations of the Pasifika rugby community in Aotearoa, guide rugby's efforts to increase Pasifika engagement in all levels and improve culturally responsive ways of working. The process of co-design has been Pasifika-led from start to finish – a world first for a national rugby union.

Moana Connect (a Pacific-led specialist research organisation) were contracted to complete an assessment report to inform development of the strategy and ensure it was aligned to insights NZR already had access to. This project was completed in January 2023, and included a review of existing documentation, recorded experiences of Pasifika and consultation findings from the rugby system. This approach was taken to maximise existing data (particularly data collected from Pacific rugby stakeholders), target the purpose of community consultation, and centre Pasifika voices and experiences in the development of the strategy.

Consultation process

Consultation on the draft strategy was conducted in two phases, with support from Moana Connect:

- **Phase 1:** Validation sessions with Pasifika aiga and kāinga and stakeholders. This phase was targeted specifically for Pasifika communities and individuals in rugby.
- **Phase 2:** Consultation with Provincial Union leaders, professional players, New Zealand Rugby Players Association, New Zealand Māori Rugby Board, NZR Board and other rugby stakeholders.

WHAT DID WE HEAR?

Finagalo fa'aalia mai le mamalu lautele (Samoan)

“Would be good to get case studies or exemplars of what the unions might be doing on each of the themes and share with each other.”

“Need to ensure we connect with clubs and the PUs and help with our Pasifika to be on committees and boards like a buddy system.”

“An inclusivity perspective and encouraging a welcoming environment is only part of it, but there is also a real performance hook here – this strategy will fundamentally increase performance.”

“Cultural weeks for our Super players is more than being token and wearing traditional attire or putting tapa on the wall.”

“Need specific pathways not just opportunities. Need to be intentional.”

“The Strategy is a good document; the themes are spot on. The details can be worked through as they have a lot of dependencies (e.g. appetite of NZR; journey of each PU) – the key is the va'a is heading in the right direction...”

Overall there was agreement with the proposed strategic pou from Pasifika, clubs and Provincial Unions and there was support in working together.

With gratitude for the hours of goodwill poured into these fono, Moana Connect and the Strategy Sub-Committee formed a draft strategy based off these contributions which was approved by the New Zealand Rugby Board.

2023 Wellington Pride v Hawke's Bay Tui

Ivana Samani, Tamia Edwards, Fa'alua Tugaga, Nina Foese, Luatolu Semisi, Jackie Patea-Fereti

WHY DID WE TAKE THIS APPROACH?

'Ea'a mātou 'i 'akapēnei ai? (Cook Islands)

E fofō e le alamea le alamea
 – The solutions lie within our communities (Samoan Proverb)

As a strategy predominantly about Pasifika, we knew that the path to identifying the solutions required should be led by Pasifika. This approach to engagement was crucial as it demonstrates respect, equitable input and tauhi vā (nurturing the trusted relationship) as a key tenet of Pasifika values.

The input of Pasifika into this strategy has been significant:

- The Assessment Report, the Respect and Responsibility Review, Navigating Two Worlds, and academic literature
- Over 20,000 hours of voluntary work across the Pasifika communities and engagement with Provincial Unions and clubs
- 30 focus groups held across the country
- Contributions from Pasifika-born in New Zealand and overseas from a diversity of Pacific nations, cultures, genders, sexualities, spiritualities and perspectives
- Pacific people and their aiga (families) playing, serving and interacting with rugby from grassroots to governance

The Way Forward

This strategy will inform the development of annual action plans for NZR, and an evaluation framework to support the implementation and monitoring of the strategy.

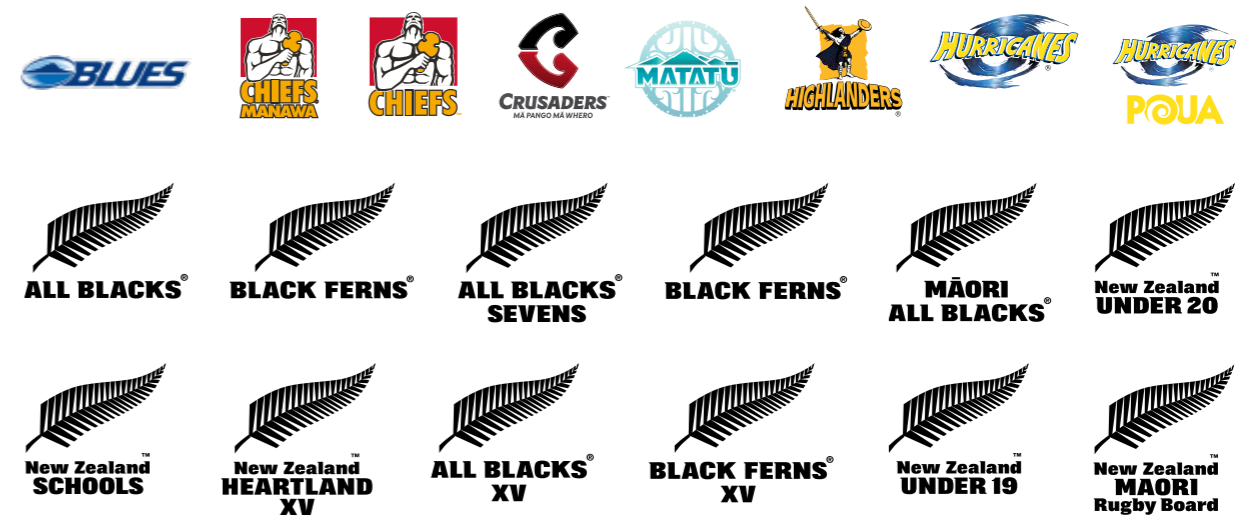
The New Zealand Rugby Pasifika Strategy seeks to build on the incredible legacy of Pacific peoples, Pacific cultures, and Pacific rugby players by weaving Pasifika worldviews and values into NZR to create an environment that grows not just the game but our Pasifika communities who support and interact with it.

KĀINGA OF NEW ZEALAND RUGBY



2005 All Blacks v British & Irish Lions

Keven Mealamu, Rodney So'oialo, Daniel Carter, Sitiveni Sivivatu, Malili "Mils" Muliaina









2022 Black Ferns Training

Joanah Ngan-Woo, Ayesha Lefi-l'iga, Ruby Tui, Maiakawanakaulani Roos

THE NEW ZEALAND RUGBY PASIFIKA STRATEGY

The following four pou will guide us from 2024 to 2029:

 <p>KELEKELE</p> <p>TO PREPARE THE SOIL</p>	 <p>TOTŌ</p> <p>PLANTING THE SEED</p>	 <p>TUBU</p> <p>GROWING OUR PASIFIKA PEOPLE</p>	 <p>LALANGA</p> <p>STRENGTHENING THE SHARED VISION OF NZR AND PASIFIKA</p>
<p>TO DIG (NIUEAN)</p> <p>We prepare for success by ensuring that rugby environments in Aotearoa New Zealand are ready to support Pasifika within rugby to flourish.</p>	<p>TO SOW (SAMOAN)</p> <p>We plant seeds of opportunity and aspiration for Pasifika within rugby.</p>	<p>TO NURTURE GROWTH (FIJIAN)</p> <p>We ensure that Pasifika within rugby are nourished and cared for so that they can grow to their full potential.</p>	<p>TO WEAVE (TONGAN)</p> <p>We weave the strong fibres of rugby and Pasifika together so that both are strengthened.</p>

The strategic pou (pillars) are derived from the planting and nurturing pandanus plants, a traditional process that is grounded in the wisdom of Pasifika ancestors. Pandanus crops are grown throughout many Pacific Islands, and play a vital role in daily life. Every part of the plant is used; the fruit is eaten, the seeds are dried and used to make 'ula (garlands), and the leaves are dried and used in the weaving of fala (mats), baskets, and garments, the strongest of these culturally significant objects are double stranded, common to all Pacific cultures.

The four pou are accompanied by objectives focusing on supporting New Zealand Rugby and rugby environments to engage effectively with and provide pathways for Pasifika at all levels of the game. The objectives lay the foundation for empowering the success of Pasifika and their aiga/kāinga (families/village) in and through their involvement with rugby.

These objectives acknowledge the desire from non-Pasifika who want to grow their own cultural humility and capability to connect effectively with Pasifika, and encourage a weaving of worldviews in the rugby system.



POU 1 - KELEKELE PREPARING THE SOIL

We prepare for success by ensuring that rugby environments in Aotearoa New Zealand are ready to support Pasifika within rugby to flourish

Before a pandanus plant can be planted, it is vital to ensure that the environment around it will properly support its growth. Care must be taken to ensure that the soil will drain well, that it is loose enough to let the roots grow big and strong, but firm enough to hold and support the seedling as it emerges from the seed.

In a similar way, this strategy ensures that rugby environments, systems and structures are prepared to cultivate and provide space for Pasifika to be themselves and pursue their aspirations.

- 1.1 Prioritising and nurturing cultural humility and capability at all levels of rugby (Demonstrating fakalilifu (respect))
- 1.2 Improving data collection, data systems, and data monitoring/use to get a better understanding of Pasifika in rugby (Supporting reciprocity (maka fetoli'aki))
- 1.3 Addressing tangible markers of discrimination and inequity in the workforce, pay and media portrayals (Enacting reciprocity (maka fetoli'aki))
- 1.4 Meaningful empowerment of Pasifika leadership within rugby (Enabling tautua (service) and nurturing the vā fealoa'i (relationships))

POU 2 - TOTŌ PLANTING THE SEED

We plant seeds of opportunity and aspiration for Pasifika within rugby

In order for a plant to grow, a seed must first be planted. Not just any seed, however; one would not plant cassava and hope to grow a pandanus. In order to see a successful harvest, one must sow the right type of seed and sow it patiently, with a vision for what one hopes will grow, along with the recognition that such growth will take time.

In the implementation of this strategic pillar we aim to plant seeds of opportunity and aspiration for Pasifika, with patience, intention, and hope for what those seeds will one day yield.

- 2.1 Creating new opportunities for Pasifika and their aiga/kāinga (families/village) to engage with rugby, in playing roles, in non-playing roles, and as supporters (Expressing loloma (love/care))
- 2.2 Creating new player and post-retirement pathways that reflect the values and aspirations of Pasifika aiga/kāinga (families/village) (Demonstrating fakalilifu (respect))
- 2.3 Encouraging and supporting more Pasifika with appropriate skills from outside of rugby to participate through diverse non-playing roles (Nurturing the vā fealoa'i (relationships) with Pasifika communities)

POU 3 - TUBU GROWING OUR PASIFIKA PEOPLE

We ensure that Pasifika within rugby are nourished and cared for so that they can grow to their full potential

Once a pandanus has been planted and begins to grow, it must be cared for in order for it to yield good fruit and strong, undamaged leaves. Although it is a resilient plant, action must be taken to protect its roots and leaves and to ensure that the fruit is not picked before it is ready. If cared for properly, the pandanus will both feed those who have cared for it and provide them with sleeping mats and baskets, as well as facilitating the growth of new seedlings.

This strategic pillar guides rugby to actively demonstrate care for players and non-players alike to meet the diverse needs of Pasifika, to nurture them as they grow so that they can become the best they can be and have what is needed to give back as and when the time comes. This includes mental and physical health, spiritual, social/relational, and cultural wellbeing, and support with national/international resettlement in New Zealand.

- 3.1 Communicating player and post-retirement pathways to Pasifika players and their aiga/kāinga (families/village) in a way that is clear and respects their aspirations (shows understanding and respect (fakalilifu))
- 3.2 Supporting players and their aiga/kāinga (families/village) to make the most of the opportunities available to them (Nurturing the vā fealoa'i (relationships) and empowering reciprocity (maka fetoli'aki))
- 3.3 Ensuring the availability of and easy access to Pasifika holistic wellbeing support for Pasifika people in playing and non-playing roles and their aiga/kāinga (families/village) (Expressing loloma (love/care))
- 3.4 Supporting and encouraging strong, holistic non-rugby skills development – both personal and professional – amongst Pasifika in playing and non-playing roles (Empowering tautua (service))

POU 4 - LALANGA STRENGTHENING THE SHARED VISION OF NZR AND PASIFIKA

We weave the strong fibres of NZR and Pasifika together so that both are strengthened

While valued for its role in providing food and in the creation of 'ula, pandanus is most valued for its use in weaving. Once harvested, dried, and carefully prepared, pandanus leaves are used to fashion fine mats and strong baskets. The process of weaving the dried leaves together strengthens the leaves, just as it strengthens the relationships between those involved in the weaving. The products of this weaving also strengthen those who use them; the fine mats bring people together to talanoa (talk) and to share in each other's lives, while the baskets support Pacific peoples as they gather food, enabling them to carry more together than they ever could have alone.

This reflects how rugby and Pasifika communities can become more interconnected, to be intentionally woven together in an inextricable relationship of mutual support and strength. This weaving will create long term benefits at all levels of the game and for the kainga (communities) that engage with it.

- 4.1 Nurturing the relationship, increasing visibility and presence of, and accountability to Pasifika communities (Nurturing the vā fealoa'i (relationships) and enacting reciprocity (maka fetoli'aki))
- 4.2 Ensuring the inclusion and representation of Pasifika perspectives and priorities at all levels, in documentation and media (Demonstrating fakalilifu (respect))
- 4.3 Integrating Pacific practices, customs, and contexts into rugby workplaces and operations (Demonstrating fakalilifu (respect) with care and awareness of/ respect for tapu (sacredness/spirituality))
- 4.4 Building and actively maintaining relationships between NZR and Pasifika peoples involved with Oceania and World Rugby (Expressing loloma (love/care) and nurturing the vā fealoa'i (relationships))

ALIGNMENT WITH OTHER STRATEGIC DOCUMENTS

The New Zealand Rugby Pasifika Strategy will make a significant contribution to achieving the goals outlined in NZR’s Strategy 2025.

This strategy supports and encourages:

- Pasifika success, which will support NZR to win pinnacle events and enhance the mana and legacy of rugby in New Zealand. (Winning with Mana)
- Stronger connections with Pasifika communities, thus helping to ensure that rugby is at the heart of New Zealand communities and that communities are at the heart of rugby. (Rugby at the Heart of Communities)
- NZR brands to shine both locally and on the global stage, being even more inclusive of and appealing to Pasifika as a significant market, domestically and internationally.
- Pasifika players to be cared for and have access to the diverse wellbeing support that they need, helping to ensure that every player is safe and well.
- Engaging, diverse and inclusive environments through establishing equitable pathways for Pasifika and building cultural capability across the game

This strategy builds on the bicultural journey acknowledged in *Strategy 2025*. Pasifika values interweave with those of *Te Ara Ranga Tira – The Rugby Way* and the pou presented by Te Rautaki Poari Māori (the New Zealand Māori Rugby Board):

NZR’s Te Ara Ranga Tira – The Rugby Way:

Be Welcoming	Be Our Best	Be Passionate	Play Fair
Te Pou Maioha	Te Pou Hiringa	Te Pou Ihiihi	Te Pou Tika
Rugby is a game for all, regardless of our backgrounds, beliefs or identity.	We strive for excellence on and off the field, driven by a belief that rugby can improve people’s lives.	Rugby is more than just a game; it builds communities and fosters a lifelong love of the game.	We do what we say we’ll do, acting with honesty and integrity at all times.

New Zealand Māori Rugby Board’s four strategic pou

Tātakitanga	Puawaitanga	Hauoratanga	Angitutanga
Uplift Māori leaders	Enhance Māori through rugby	Promote holistic wellbeing	Uplift Māori lives
Build imminence within the NZR system, to achieve our cultural, social and commercial objectives.	Develop opportunities for Māori in rugby to strive and achieve.	Raise awareness of the importance of holistic wellbeing in and through rugby.	Create opportunities and build capacity through rugby for our communities and people.

New Zealand Māori Rugby Board values

Whanaungatanga	Rangatiratanga	Poutamatanga	Taumatatanga	Kaitiakitanga
Unify and Connect	Leadership	Achievement	Excellence	Guardianship

Equity, Diversity & Inclusion

The New Zealand Rugby Pasifika Strategy also supports NZR as it works to realise its goals for equity, diversity, and inclusion as laid out in the Equity, Diversity & Inclusion Strategy and Plan 2021-2024. Pasifika are one the four focus areas in this space, alongside Women, Māori, and Rainbow/LGBTQIA+ communities. Importantly, Pasifika intersect with all three of these other focus areas; Pasifika women, Pasifika LGBTQIA+/MVPFAFF+, and people of shared Māori and Pacific descent all engage with rugby. As such, alignment with Equity, Diversity & Inclusion Strategy and Plan 2021-2024 is particularly important.

This strategy shares the goal of increased diversity in governance and will support NZR through:

- Increased accountability and changes to policies, practices, and the NZR environment.
- Strengthening rugby as a sport in which everyone feels included and people from a diverse range of backgrounds are not only welcome, but celebrated and embraced.
- Drawing on the values of relationship and collectivism innate to Pacific cultures.
- Upholding the importance of a collaborative approach to change, nurturing relationships and connections that will support NZR to flourish as an organisation.
- Improved outcomes on and off the field for Pacific communities and rugby players, ensure clear professional pathways, both for players and non-players.

Women & Girls Strategy

Echoing what has already been noted regarding the engagement of Pasifika women in rugby, this strategy has also been prepared in such a way that it aligns and interweaves with the goals of the Women and Girls in Rugby System Strategy 2023-2033 (Women & Girls Strategy).

As with the Women and Girls Strategy, this mahi recognises the need for change in terms of the culture and system within NZR, as well as for actions that will support Pasifika women in rugby with participation, with performance, and with transitions into and retention in a range of NZR pathways.

Like the Women and Girls Strategy this strategy includes priorities related to data collection and management, to training for and participation in governance; to improved community engagement, to the integration of cultural practices; to the provision of welcoming, accessible, and varied opportunities for Pasifika women as players, non-players, and supporters; and the need to nurture local, regional, and international partnerships.

This Pasifika Strategy is also situated in relationship with a number of other strategies outside of the rugby space, which are focussed on the advancement of Pacific wellbeing and aspirations:

- Lalanga Fou (the All-of-Government Pacific Wellbeing Strategy published by Ministry for Pacific Peoples)
- Ola Manuia (the Pacific health and wellbeing action plan published by Ministry of Health)
- Pacific Prosperity: Our People, Our Solutions, Our Future (the Pacific socioeconomic wellbeing plan published by Ministry of Social Development)

Additional Documents Accompanying this Strategy

The Assessment report and additional information can be found on our website www.nzrugby.co.nz/pasifika.



MOANA
CONNECT



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