



2015

ANNUAL REPORT

2014 - 2015
*HSBC Sevens
Series Champions*



Rugby & Beyond

//

There is no passion to be
found playing small - in settling
for a life that is less than the
one you are capable of living.

~ Nelson Mandela

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OUR VISION

**TO BE WORLD LEADERS IN
RUGBY & BEYOND**

OUR MISSION

THE RUGBY UNION WILL FOSTER

- A dynamic rugby environment
- Create a sustainable vibrant and competitive rugby culture
- Promote growth and development of Rugby in the Fiji Island
- Provide equitable returns to stakeholders

OUR VALUES

- Achieve Rugby Excellence through Discipline and Teamwork
- Lead with Passion and Integrity
- Invest in our People and our Players
- Take Pride in our Unique Fijian Rugby Flair
- Honor God and Respect the Vanua

RUGBY UNION OFFICE BEARERS

PATRON : Ratu Epeli Nailatikau

PRESIDENT : Ratu Josaia Voreqe Bainimarama

BOARD OF TRUSTEES

Tom Vuetilovoni, Maj-Gen Sitiveni Rabuka, Ratu Epeli Nailatikau, Dr Eddie McCaig, Savenaca Narube

LIFE MEMBER

Mr LR Martin, OBE; Mr Derek Robinson, Reverend LD Fullerton, JA Moore (1974), Mr Apakuki Tuitavua, MBE (1983), Ratu Sir George Cakobau, GDMG, GCBO, OBE (1984), Mr Barrie Sweetman (1985), Ratu Sir Kamisese Mara (1995), Ratu Ilisoni Qionibaravi Ravoka (1995), Mr Sailosi Kepa (1995), Dr Mesake Biumaiwai (1995), Mr Samuela Domoni Snr (1995), Inoke Tabualevu (2005), Mr Paula Cavu (2009).

CHAIRMAN : Commander Francis Bulewa Kean

BOARD OF DIRECTORS

Daniel Whippy, Carl Ngamoki-Cameron, John O'Connor, Dr Berlin Kafoa, Max Olsson, Ratu Aisea Vosailagi, Tevita Bolanavanua, Jay Whyte, Billy Singh.

CHIEF EXECUTIVE OFFICER : Radrodro Tabualevu

MAJOR UNIONS

Lautoka, Nadi, Nadroga, Naitasiri, Macuata, Vatukoula, Northland, Ovalau, Suva, Tailevu, Tavua, Namosi

MINOR UNIONS

Ba, Bua, Cakaudrove, Rewa, Beqa, Colo North, Colo West, Ra, Seruva, Malolo, Navosa, Yasawa, Kadavu, Northern Bulls

AFFILIATED CONSTITUENT UNIONS & ASSOCIATIONS

Fiji Secondary Schools Rugby Union, Fiji Primary School Rugby Union, Fiji Rugby Referees Association, Fiji Rugby Association of Coaches, Fiji Deaf Rugby Union, Indo-Fijian Rugby Association, Fiji Women's Rugby Unionz

BOARD OF DIRECTORS



Cmdr Francis Kean
CHAIRMAN



Carl Ngamoki C.
Deputy Chairman



Ratu Aisea W. V.
DIRECTOR



Jay Whyte
DIRECTOR



Dr. Berlin Kafoa
DIRECTOR



John O'Connor
Director



Baljeet Singh
DIRECTOR



Max Olsson
DIRECTOR



CMDR FRANCIS B KEAN

“ THAT IS THE
POWER OF RUGBY
IN THIS COUNTRY.
IT IS THE ‘HEART
AND SOUL’ OF THIS
COUNTRY

CHAIRMANS’S MESSAGE

The Fiji Rugby Union (FRU) is an Organization with its daily adventures. You can almost determine the psyche of this nation by what happens on the rugby field; we win a match or a tournament, the whole nation is abuzz. When we underperform the whole country walks around beneath a figurative black cloud of what if’s. This is the power of rugby in Fiji. It is the heart and soul of the country, the power to unite the country or dampen the spirit of the many rugby supporters.

Like every other passionate rugby nation around the world, the main focus was the 2015 Rugby World Cup(RWC) in England, and Fiji was no exception. The results are now history, but the Flying Fijians have stamped their mark on the rugby field as one of the most impressive and improved scrums during the RWC. Always the achilles heel of fijian rugby, our gallant forwards proved for once that we can also compete in this facet of the game with proper training, nutrition and mentoring.

The overall performance of our Flying Fijians must be commended. The Board in its endeavor to continue to build on this success will work diligently and smart to ensure continuity and to establish higher standards from the coaching panel and management. Our intent on behalf of the Council is to elect a Flying Fijian Coach from one RWC to another. Similarly, noting the enormity of the administrative tasks of managing our national XV’s team we have decided with the support of World Rugby (WR) to appoint a full time Flying Fijian Manager that can also operate on a similar term. This process is currently underway.

While the focus was on the RWC, the Fiji 7s Team,

The Fiji Rugby Union (FRU) is an institution that has its daily adventures. You can almost determine the pulse or psyche of this nation by what happens on the rugby field – we win a match or a tournament, the whole nation is abuzz. We underperform and the whole country walks around beneath a figurative black cloud, even though the sky is a perfect blue.

That is the power of rugby in this country. It is the 'Heart and Soul' of this country and has the ability on any given day to unite the country or dampen the aspirations of the many in this beloved country.

Like every other passionate rugby nation around the world, the main focus was the 2015 Rugby World Cup(RWC) in England, and Fiji was no exception.

The results are now history, but the Flying Fijians have stamped their mark on the rugby field as one of the most impressive and improved scrums during the RWC. Always the achilles heel of fijian rugby, our gallant forwards proved for once that we can also compete in this facet of the game with proper training, nutrition and mentoring.

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While the focus was on the RWC, the Fiji 7s Team, stood out in their performance by winning the 2014-2015 HSBC World 7s Series

for the second time in the history of the FRU. This was a proud moment for all Fijians around the world as we came together to honor our sevens gladiators with a celebration befitting the World 7s Series champions.

The Fijiana, our women's national team have improved their performances and continue to impress at all the tournaments. The future looks promising for our women's team and hopefully this will generate interests from other women in taking up the sport to build our numbers and selection base.

The Warriors finished a disappointing second at the 2015 World Rugby Pacific Challenge. The tour to Uruguay, however, was a success with the Warriors winning all their three matches. This is one team that the Board and management of FRU has looked into thoroughly to ensure transparency in the selection process, with players earmarked to don this national jumper as 'serious' future candidates for the Flying Fijians. Similarly, as commenced in 2016, players selected to represent the Warriors will only be players from our local domestic competition. This process will commence immediately after the 2016 Skipper Cup Tournament for the 2017 season.

All these results have shown everyone what we can do on a shoestring budget compared to the Tier 1 Nations. We continue to take the game to the people, reward the players and coaches that put in the hard yards and continue to carry Fiji's name all over the world with pride and distinction.

We would like to acknowledge thank our FRU Sponsors, Vodafone Fiji and its Consortium for their endearing commitment in supporting our national game. We look forward to continuing this journey and enhancing our relationship.

We also acknowledge and extend our highest appreciation to the Government of Fiji, for their unending financial support to FRU. We as

a Board will continue to strive conscientiously to ensure that we deliver to the expectations of Government.

We convey our deepest thanks to all the Council Members and Affiliates for their continued understanding and support towards FRU. The changes that are being implemented at Rugby House to all facets of our national sport will only find a firm footing if we are united. We thank you in advance that we will continue to work together as a team to uphold to the highest standards in the administering of rugby in this country.

To all our volunteers and support staff who toil on a weekly basis to oversee the administration of rugby in this country from Kaji to Secondary, from Club to Provincial, vinaka vakalevu. Our sincere prayer is that one day you will reap a bountiful harvest.

I on behalf of the Board would also like to reassure the Council, all our Affiliates and all our local rugby stakeholders that your Board is committed to ensuring our local rugby competitions are supported both financially and in terms of the development of our coaches, our referees, our strength and condition trainers since the Board passionately believes that if we build a strong base at the grassroots local level, there will be a sustained pathway throughout all our levels of rugby ensuring winning performance from all our National Teams.

The skepticism of the staff at FRU towards the Board is hopefully now something of the past as we earnestly work to break down barriers, transform the culture (challenge the know it all attitude prevalent at Rugby House), educate the staff on operational effectiveness and their incompetency's, improve customer service and the manner we conduct our business. We are not out of the woods yet however we are adamant in bringing about this long overdue transformation with staff who possess the right work ethics and attitude.

The process of appointing a new Chief Executive Officer at FRU was paramount to bringing about this much needed transformation at FRU. Despite the initial cynicism from certain sectors of the rugby family domestically and globally, our belief in doing the right thing for rugby in this country is slowly starting to show dividends in all aspects of our operations at Rugby House.

To my fellow Board Members I salute you all for your passion and commitment towards this Voluntary Directorship of the FRU Board. Your support and steadfastness is indicative of the transformation that is slowly taking shape in all aspects of rugby operations in this Country.

We look forward to a rewarding 2016.

Cmdr Francis B Kean
Chairman



RADRODRO TABUALEVU

“ RUGBY IS A GAME
OF COMMITTEMENT,
TEAM WORK & LOVE.

CEO's MESSAGE

2015; the year that was.

The early success of the Mens' sevens team in the 2015 HSBC series had set an early tone to a year that resulted in key achievements on and off the field.

The presiding Board was able to design and follow a pathway provided for in the constitution, to hold an AGM that was thereto impossible to hold because the quorum was unattainable. That was a direct result of the reduction in the numbers of the teams in the provincial unions. Seven new members (of the nine member board) were confirmed in the AGM of 25th April 2015 . The new board will, as custodians of World Rugbys' new Mandatory Governing Principles guide the Union until the next world Cup in 2019. This change was voted in by a special general meeting on the 29th August 2015.

Our Flying Fijians more than competed in the set pieces at the 2015 World Cup. Their ascendancy was the result of a defined plan with different components, that was set in motion at least a year before. The performance is confirmation of the potential that we have in so far as competition at the highest level and indeed being custodians of the converted Web Elis trophy.

The scrum was particularly an iconic example for what can be achieved when we submit to a plan, coordinate our efforts and push together in the same direction towards our agreed objective.

Like the scrum, each and every member of the Union has a role to play if the FRU is to achieve its potential. For its' part Rugby house in this past year put into place key functional platforms that will enable it to better serve its' role as

oversight for rugby in Fiji. Key among this is an accounting and financial program that has also been adopted by World Rugby in the Oceania Region. The program enables the FRU to have an internet based, near real-time account of its financials as it strives to meet the relentless pressures of preparing teams for international competition, organising competitions and the running of various development programs.

The construction and installation of a players, coach and game official's database was completed in the first quarter. Work was started in earnest soon after to input the players, coaches and officials details to facilitate, for example the effective administration of technical training for each player, coach and game official. The database is designed to capture details at the primary school level for the entirety of the players' career.

Nadroga, in the domestic competition made plain the fact that a strong club competition

and a transparent selection process guarantees success. If there was a downside to their success than it would be the dropping spectator numbers as the results were nearly always a foregone conclusion.

On the Rugby Development front, four coaches attained level three qualifications; a four hundred per cent growth rate on our population of level three coaches. This was an early success in the plan to introduce in grass roots rugby the seven key requirements of High Performance Rugby. This is to ensure that players are technically complete by the time they qualify for the elite teams.

The final word goes to the Mens' sevens team; they finished the years as top seed for the 2016 Olympic having been crowned World champions. They remain powerful reminders that there are no short cuts to success and that we have in us World Champion potential.

RADRODRO TABUALEVU

Chief Executive Officer

HIGH PERFORMANCE UNIT REPORT



TONY THORPE

“NOW THAT 2016 IS UPON US, WE LOOK FORWARD TO THE NEW CHALLENGES AS THEY PRESENT THEMSELVES.

In early 2015 the Fiji Rugby Union and World Rugby decided that a General Manager should be employed to oversee both the Fiji Rugby High Performance Unit and Fiji Rugby Development Unit. I was employed in April 2015 to take up this task.

From my first day of work I needed to become familiar with the way Fiji Rugby was run and also come to grips with the requirements I thought necessary to help Fiji Rugby progress to a higher level of performance both on and off the field.

The main priority of 2015 was the Rugby World Cup which was to be played by the Flying Fijians in the United Kingdom from September to October of that year. A lot of my time was utilised to help with the logistics for this tournament. A report on the Rugby World Cup is presented in this document by Flying Fijian Head Coach, John McKee.

A number of the National Fiji representative Teams were in to their 2015 programmes before my arrival. The Fiji Rugby Sevens programme is headed up by Ben Ryan. The success Ben has achieved with the Fiji Men's Sevens Team in 2015 is well documented and we all wish Ben the greatest success in 2016. Ben also oversees the Women's programme and during the 2015 season it was decided to seek an International Coach to head up our Women's programme. In August 2015 Chris Cracknell arrived in Fiji and we can see the benefit that Chris has made with our Fijiana Team who have now qualified for the 2016 Olympic Games in Rio de Janeiro. Keep up the good work Fijiana.

The Warriors Team competed in the Pacific Rugby Champion in March 2015. They placed

second behind Argentina in this tournament. The Warriors were also invited by World Rugby to play three matches in Uruguay in May of 2015. This proved very successful for the Warriors Team with three victories from three matches. The Warriors Team is part of Fiji Rugby's eligibility captive programme which is strategically important to the future of Fiji Rugby.

Unfortunately for the well prepared Fiji U20's rugby team, their tournament performance stumbled against some very well organised Northern Hemisphere sides. The Portugal tournament saw Georgia beat Canada to take the World Rugby, Junior Rugby Trophy title for 2015. The Fiji U20's team finished 5th by beating Portugal. Fiji Rugby is looking to install the success of this programme with the re-establishment of the Fiji Rugby academy which took place in late 2015. Our aim is for the U20's team over the next two years to re-join the World Rugby, Junior Rugby Championship.



The Fiji Rugby Development programme got underway for me with the initiative of the first Fiji Rugby Development Conference which was held at the Outrigger Hotel in May 2015. The Presidents and Club Captains of the twelve major Provincial Rugby unions, along with the Fiji Rugby Board and fellow Fiji Rugby Development staff members were invited to this two day conference. Fiji Rugby's main objective of this Development Conference was to have both Fiji rugby personnel and its major Provincial personnel in one room and around one table to discuss the way forward for the

Development of Rugby in Fiji. I must say I was disappointed when not all Provincial Unions attended this Conference. With the help of World Rugby and particularly Bruce Cook, this two day workshop came out with the following five major objectives for Development of Rugby in Fiji over the next 4 years.

1. Mass Participation
2. Domestic Competition
3. Pathways
4. Training and Education
5. Women's Rugby

We all need to live these objectives to ensure Fiji Rugby can grow and evolve to bigger and better things both domestically and internationally.

The Fiji Rugby Secondary schools committee met for a Symposium in November 2015. Fiji Rugby is wanting to reconnect the relationship of both parties. The Fiji Secondary Schools Rugby competition is a natural choice to develop long term success here on the Island.

A review of the current Skipper Cup competition was asked by the Board to be considered as a major overhaul. A working Rugby sub-committee of Jay Whyte, John O'Connor, Max Olsson, Sale Sorovaki, Solo Finau and myself was formed to deal with this project. After numerous meetings and discussions on the current format it was decided to put the recommendation of an eight Team Competition being the right direction for this competition and Fiji rugby's future. Special thanks to Board Member Jay Whyte for the vision and foresight brought to this working group's outcome.

I would like to thank the High Performance back room staff whom consist of;

- Bill Gadolo – Elite Player Pathway Manager
- William Koong – National SS & SM Manager
- Jennifer Khalik - Fijiana Physiotherapist
- Naca Cawanibuka – National fitness trainer and S & C Coordinator
- Josh Vuto – Game analyst and IT coordinator
- Sophia Tuibua – HPU Administrator.
- Jon Turaganivalu - Suva gym attendant
- Solomon Donu and Nimilote Dau – Sigatoka gym attendants
- Orisi Elliot and Tiko Farasiko – Nadi gym attendants

This is a hard working group of individuals that make a lot of difference to the results of all our National Teams.

It must be stated that there are many other personnel involved with the Fiji National Rugby Teams. Thanks to these individuals also.

The on-going financial support from World Rugby is enabling Fiji Rugby to form World class Development and High Performance programmes. Fiji Rugby needs to embrace the good will of World Rugby to ensure we make the most of this outstanding support.

Now that 2016 is upon us we look forward to the new challenges as they present themselves and the continued success that Fiji Rugby can achieve off field and on it. There are numerous new roles we will endeavour to offer for Fiji Rugby's growth, so this success can be achieved.

TONY THORPE
General Manager

FIJI 15s HEAD COACH REPORT



JOHN McKEE

“ IT IS A REFLECTION
OF THE RESPECT FOR THE
FLYING FIJIAN'S WITHIN
THE INTERNATIONAL
RUGBY FRATERNITY.

As Rugby World Cup Year 2015 was a pinnacle year in the International Rugby Calendar during which the Flying Fijians undertook a challenging preparation and match program prior to and during RWC 2015.

Fiji had been drawn in Pool A (dubbed by some as the Pool of Death) along with Host Team England, Australia, Wales & Uruguay.

Planning for the Rugby World Cup Year was already well under way prior to 2015 for a match program that ran from July to October that would see the Flying Fijians;

- play the NZ Maori in Suva,
- take part in the Pacific Nations Cup across Fiji, USA & Canada,
- stage RWC Preparation Camps in Fiji & England,
- play Canada pre RWC in London
- take part in RWC, England 2015

Tracking Players form, fitness and injury status was a major process and task across 2014 and into 2015. Approximately 60 players were extensively tracked & monitored across Northern Hemisphere Competitions, Super Rugby, ITM Cup (NZ) and Australian Premier Rugby.

The Fiji Warriors Program (World Rugby Pacific Rugby Challenge and 3 match tour to South America) provided a very good match program for local players and some targeted players from NZ and Australia to play at a high level and stake their claims for Flying Fijian selection.

I undertook (with Simon Body, Flying Fijians Strength & Conditioning Coach,) an extensive Player and Club visit trip to Europe, New Zealand and Australia during March and April. On this trip we met face to face with

50 players at 26 Professional Clubs. We also met with Coaching, Strength and Conditioning and Medical Staff at the various clubs. This trip was invaluable in making assessments as to players' current form, fitness and injury status as well as outlining to players & their clubs our Rugby World Cup plans and requirements.

This trip was also important for establishing contacts and developing relationships with coaching, Strength and Conditioning and medical staff at the various clubs which will be of benefit to FRU going forward in terms of keeping track of our overseas players.



For a successful Rugby World Cup Campaign it was essential to gather a World Class Coaching Team to best prepare the Flying Fijians for the challenges ahead. It is a reflection of the respect for the Flying Fijians within the International Rugby Fraternity that I was able to attract such high caliber coaches to join the coaching staff for the 2015 campaign.

The Flying Fijian Coaching, Medical, Sports Science and Management staff for the 2015 campaign were as follows:

COACHING:

HEAD COACH: John McKee

ATTACK COACH: Tabai Matson

LINEOUT & RESTART COACH: Frans Ludeke

DEFENCE & SKILLS: Moses Rauluni

SCRUM: Alan Muir

SPORTS SCIENCE SPORTS MEDICINE

PHYSIO: William Koong

PHYSIO: Brian Downey
(RWC only)

DOCTOR : Dr Emosi Taloga (PNC)

DOCTOR : Dr Vaigalo Eddie McCaig Jnr (RWC)

STRENGTH & CONDITIONING: Simon Body

ASSIST S&C: Mack Commack

LOGISTICS:

MANAGER : Humphrey Tawake

LOGISTICS : Tony Thorpe

BAGGAGE: Senirusi Seruvakula (Fiji Camp & Rugby World Cup only)

MEDIA:

MEDIA MANAGER: Inoke Bainimarama

The campaign opened with a narrow loss to the NZ Maori on July 11th, 26-27, followed by a successful Pacific Nation Cup campaign with the Flying Fijians winning the PNC tournament, beating Samoa, 39-29, in the final.

The Squad returned to Fiji for an intensive Training Camp in Suva before departing for the UK on August 31st for the final preparation camp at the Aldershot Army Base just outside London.

The final preparation match was played at 'The Stoop' (Harlequins home stadium in Twickenham) on September 6th against Canada with the Flying Fijians winning 47-18.

The Rugby World Cup was a frustrating tournament for the Flying Fijians.

Although the team put in some fine performances and challenged all the big teams we played during those matches we were unable to beat any of the Tier One teams we played so did not progress to the playoff stages of the tournament.

The Flying Fijians received a lot of very positive commentary and coverage from the International media as well as positive comments from International Rugby Coaches throughout the tournament for the way we played the game and the very positive aspects of our game. Although we challenged the Tier One teams in reality we were not consistent

across the 80 mins in all aspects of the game to get the wins we sought.

Set Play at scrum and lineout showed a marked improvement on previous campaigns. These have been work on areas for the squad for 2 years and the benefit of the programs in these areas showed in Rugby World Cup performance.

The Team Attack found it hard to breakdown opposition defenses. Two of our opposition (Australia & Wales) were two of the best of the best defensive teams in the tournament.

The challenge ahead for the Flying Fijians is now to qualify for the 2019 Rugby World Cup. The first stage of the qualification process for the Pacific Teams will take place across the PNC in 2016 & 2017 with the top 2 ranked teams gaining qualification & the 3rd ranked going through a further repechage process.

Preparation for Rugby World Cup 2019 starts now and to properly prepare a Fijian Team, that can set itself a realistic goal of progressing to the Playoff stages, will require World Class Program Planning and Delivery across each year of the 4 year Cycle.

I wish to take this opportunity to thank all the Flying Fijian Management Coaching and Support Staff for their efforts and tireless work with the team across the entire campaign.

To the players, I take this opportunity to publicly thank you for your commitment to our 2016 campaign, the effort and work ethic you all showed in tournament preparation & during matches and for the attitude you all showed as Fijian Rugby Representatives both on and off the field.

A big vinaka vakalevu also to the staff at FRU Rugby House who work so hard behind the scenes to make sure all the logistics around the Flying Fijians campaign were in place across all our Camps, PNC and Rugby World Cup.

Lastly (and certainly very important) a big vinaka vakalevu to all the FRU Sponsors, Fiji National Sports Council and the Fijian Rugby World Cup Campaign Donors without whose

financial and product support as well as encouragement we would not have been able to deliver such a high standard of Flying Fijians Preparation

Program and Match Campaigns across the entire PNC and Rugby World Cup.

2015 FLYING FIJIAN RESULTS:

- v NZ Maori, Suva Lost 26-27

PACIFIC NATIONS CUP

- v Tonga, Suva Won 30-22
- v Samoa, Sacramento, USA,
Drew 30 - 30
- vs Japan, Toronto, Canada, Won, 27-22
- vs Samoa, PNC Final, Vancouver,
Canada, Won 39-29

PRE RUGBY WORLD CUP TEST

- vs Canada, the Stoop, Twickenham,
Won 47-18

RUGBY WORLD CUP

- vs England, Twickenham, Lost 11-35
- vs Australia, Millenium Stadium, Lost
13 - 28
- vs Wales, Millennium Stadium, Lost 13 -
23
- vs Uruguay, MK Dons Stadium, Won 47-
15

John McKEE

Fiji 15s Head Coach

FIJI 7s HEAD COACH REPORT



BEN RYAN

“ FIJI, A COUNTRY ADDICTED TO THE SHORT VERSION OF THE GAME EXPECTS NOTHING LESS THAN A WIN ALL THE TIME.

This was a different year to all others. The HSBC World Sevens Series has been steadily getting more competitive as nations up the ante in a quest for success. However, the 2014/15 season also represented the first, tangible movement towards Rugby's return to the Olympic Games. The top four finishers in the series would get automatic qualification spots. Golden tickets to Rio were to be the additional prizes on offer in what was the most competitive season of International Sevens in its history. For me, it was probably the biggest challenge I have had in almost a decade coaching International Sevens. Fiji, a country addicted to the short version of the game expects nothing less than a win all the time. The worst financial period of the Union's history had just occurred and over the close season we had lost over half our team to overseas contracts. Other changes had manifested too. Scotland, USA, Canada, Australia and a reshuffle with Kenya yet interestingly on Scotland's NAME was new to the series – perhaps pointing to a need for more opportunities at international level for coaches.

As the teams assembled on the Gold Coast for the first day of the tournament, there is always a question mark within the teams; have you got your pre-season right? Played enough games going in? Will the off-season adjustments have added value? We garnered some confidence the week before in Noosa, winning the Oceania tournament with our second string side – of which half would go on to play in the series. I always have a chat with the grounds man if I can find him. Forget about anyone else at the ground – the most important person to chat to about conditions, the field and any other gems is him and he underlined what I thought – the pitch was running fast and hard – perfect for us.

As coaches, you also get a sense of how the team is running from the first couple of games. I am generally quiet pitch side because I am looking for harmony; how we are moving as a team. I am not getting tied up in knots with tactics as I know the games are all likely to unfold in our favour when I see us moving as one in attack and defense. We started to flow both sides of the ball early in the tournament, culminating in a very physical performance against Australia on the Saturday night.

Sunday I felt calm as we went through the gears and then put in a fantastic performance against England, who had played incredibly well to beat New Zealand in the cup quarters. That 47-7 Win put us into the final against Samoa, racing into a big lead before our Island rivals came pounding back, showing how easily momentum can swing in a final. Luckily we scored again at the end to seal the opening leg of the HSBC Sevens World Series. We had scored more points in the tournament than anyone had managed since the Singapore leg of the series in 2006, where Serevi, Ryder et al ran amok.

That comparison with the only previous Fijian side to win the World Series would come up regularly across the year – a sign that this particular vintage would be talked about in the same vein. In other results at Gold Coast, little could be revealed to what else would unfurl though perhaps the results of SO AND SO AND SO AND SO, gave some form-card to the remaining events.



Dubai, a simply marvelous tournament was next cab off the rank. We landed back in Fiji and almost immediately lost 4 out of our 12 players to overseas contracts in Sri Lanka. That momentum hit a serious speed bump as the consistency we so yearned for getting affected, again from the outside. We had some excellent replacements but it was certainly not ideal when combined with half the squad having already gone the previous season.

Other teams had their noses put out of joint; New Zealand would not want another early exit, SA would be disappointed with their start and Australia would want to bounce back from home losses. I must be close to Dubai's number one fan. When the night begins to fall on the Saturday evening for the semi-finals and finals, you feel blanketed in noise and drama. The competitions that take place on the outside pitches have ended and the stadium is filled with a swirl of sound from the deep and broad back stands. Hong Kong on a Sunday is just as good. Whilst other tournaments have had their moments over the years and within the tournament, finals day at these two spots are ahead of the rest. I get hairs to rise now thinking of some of the memories at these two places – what an honour to have ever been a part of the proceedings. The tournament also showed South Africa has indeed stiffened their sinews. They were to reign supreme in the next fortnight, playing some outstanding rugby. They flowed and they fought for each other – particularly in Port Elizabeth but also in the Emirates. A 33-7 win over the resurgent Australians was their final result that came after a huge morale-boosting 28-0 whitewash of the All Blacks 7s in the semi-finals.

The Australians played a terrific semi-final against us to win a thriller and get their season moving. By the end of Dubai (CHECK) they would occupy an automatic qualification place for Rio but it wouldn't be until their visit to Tokyo that everything changed for both them and Simon Amor's England. Fiji's first match of the series against New Zealand in the 3rd place play-off gave us Victory in a hugely uncompromising fourteen minutes. When I took the job to lead

Fiji, one of the most salivating thoughts was to be touch side, part of a Fiji/NZ battle.

There is mutual respect and reams of rich tales and battles between the two. Hits are that little harder and tries are more often than not all top drawer, as each side brings the best out in each other. It would end up an unbeaten set of results for us this time, but I have no doubt we will have some unbelievable match-ups next year as Gordon tinkers and tweak's



to get them ready for Rio. In almost nine years of head to heads with the knighted one whilst with England and now Fiji, its 24-17 to Titch.

We are the two head coaches with the most amount of tournaments left on the circuit and he has been instrumental in leading the International game of sevens in the last twenty years. His name will forever be engrained in the game and no one will achieve the amount of victories he has. I remember all the NZ games probably more than any other, such is the respect they and their coach have. Their two losses to South Africa in Dubai and PE, combined with their record against us would be their downfall this year and push them into third place come London. The NZRFU's foresight to centrally contract their XV's stars and their financial backing by government plus the expertise they have either side of the white-lines, means they will be a very different animal next season. Beware all.

The trip to South Africa was eased by the food the SARFU laid on at JXB airport and that was to be a real strength all week – the food was delicious and nutritious in hotel and stadium – player centered for sure. One easy way to get the teams onside in tournaments is get the food right and the smoothie stations, espresso

bar, wraps, hot food options etc. were best in the series in the windy city of Port Elizabeth. The other main ingredients that week were Neil Powell's Blitzbokke. It is so tough to win back-to-back weekends and huge kudos to all concerned that they did it. It meant they took the box seat in the series that they held all the way to the Glasgow and those series victories almost got them over the line. Tries by the impressive quartet of Afrika, Senatla, Smith and Snyman gave them a 26-17 win over NZ in the final with Australia taking the third spot beating Argentina 34-19. Scotland was also beginning to motor under NAME and playing some lovely football whilst USA were starting to make waves.

Back to the Cake tin and a very different atmosphere to previous years. It is tough to be critical of the Wellington tournament as it has so many positives from a player's perspective. The hotel is slap bang in the middle of the city, allowing all us, that are permanently over caffeinated, to taste the ever ending supply of great spots for a further coffee kick. The stadium itself is a great pitch to play and the pre-tournament parade is good fun. Alongside all of that is a very professional backroom of staff and liaison officers that make your stay an easy one there. On the negative, the stadium lacked the atmosphere of previous years. I am sure this will change back again but it is a clarion call for all the other tournaments that the party aspect cannot be the master switch. As was becoming increasingly the case, the Fijian support was growing tournament to tournament inside the stadiums and there was another vocal presence in Wellington.

On the field, New Zealand stepped up. The



beat England at group stage and then again in the final with Ioane's brace a highlight of the final game. For England, this result and the Tokyo tournament proved to be decisive in their drive for the treasured fourth place. For Fiji, Wellington and Port Elizabeth was a blow to our series title ambitions. Two consecutive cup quarterfinal exits were scant return for a team desperate to be higher up the standings. However, after our extra time defeat to England, the Osea Kolinisau led side began to purr....

Nevada and Las Vegas was next on the hit list for all the sides and it's a tournament that has been getting better and better. On the USA leg, food was always a talking point. A few years ago in San Diego, it was hamburgers and doughnuts at breakfast. It then went polar opposite to everything boiled and now we have had more



of a happy balance. It has taken the US a bit of time to get to grips with the event but they are smashing it now. The crowd is getting bigger and bigger and the atmosphere was great this year. For the home nation, it also gave them a significant result in their draw with SA in the group. The African's were to gain revenge in the third place play off but it showed the advances being made. It wouldn't be until the final legs that the American side would manage to hit cup knock out stages in consecutive weeks, to hint there is still much progress to be made as a consistent threat, but more teams on the top table is a good thing full stop. The other telling moments over the weekend belonged to Fiji. New Zealand were beaten in a tight game in pool play and a scorching start in the semi-final against South Africa with Semi Kunatani giving a virtuoso display, pitted Fiji versus the All Blacks 7s again. The kiwis were down on

numbers through injuries and the final was a one-sided one. Kunatani went over for a brace, as did Jerry Tuwai – World Sevens Rookie of the year, with two typically classy and mesmerizing efforts. 35-19 would be the final score with a couple of late New Zealand tries after the lead was 28-0 at one stage.

The table after Vegas gave South Africa a five point lead over New Zealand and seven over Fiji. Four tournaments remained and any clashes now between the three sides could lead to big points swings. For Fiji, we would end up playing the two a collective six times and gain five wins. It proved to be the winning difference.

Hong Kong. On a personal note – it has been a tournament of close but no cigar. Plenty of semi-finals and a final but failed to win the main event. I was getting to the point of thinking I might have to purchase a few of the 'Ba Gua' mirrors that are used to deflect evil spirits in Hong Kong from the ladies market in Mong Kok. Perhaps it was going to be one of those things. The year before was the first time I was there with Fiji and I saw the passion the Fijian people had towards the event. Crazy. It was also a tournament I learnt a lot from. We had constant distractions from those that meant well but came to knock on the player's doors in the middle of the night to share a prayer or wish them well. By the time we got to the semifinals in 2014, we were running on vapors.

This year, it wouldn't repeat. We kept guard, kept out distractions and gave the boys an even chance to do their thing. I wonder whether other coaches ever get similar feelings but from the captains run on the Thursday, I was certain we would deliver. In sevens, other things can trip you up and believe me; they can come from any and everywhere. Yet, there was a calmness that covered the entire squad like a blanket. A calmness that you get just before a storm, only we were to control this particular weather pattern. Playing pacific rivals Samoa first, really focused the boys and we went on to record a terrific 38-12 win. Six different try scorers showed we were flowing and in harmony. We had a tough game against

England in the quarter-final and we needed it. Our defence was tested, but even though the score-line was tight, winning 14-12, we all felt in control. Another rocket of a start against SA put us in the final to face New Zealand. Samoa would regroup after their loss to us and take the Kiwi's to the wire in the other semi-final, but in the 40th anniversary tournament, it was fitting the two behemoths of the modern game would be facing each other again. The anthems rang out, the players flew onto the ball and into their opposition and Fiji went into a 21-0 lead. Savenaca Rawaca was having a brilliant debut season and stamped his mark on the final with a double. When New Zealand struck back, Fiji counter punched again and kept the lead a healthy one. 33-19 as the whistle blew; two consecutive tournament wins for Viti and the trio of teams at the top were a hair's breadth apart going to Tokyo.

Backing up one week to the next in the World Series is tough. I think it's even tougher after HK, the three days of competition plus the added adrenaline surge of playing at the So Kon Po Stadium. Tokyo looked a slower pace on the field and shows just how intense the series has become. The group stages threw up some oddities. Australia beat New Zealand whilst Fiji handed England a big loss. So the



Aussies move closer to automatic qualification, yes? No. They were to lose to an impressive Scotland and Portugal, to get bundled into the bowl, whilst England went from that loss to their first tournament victory under Simon Amor. Canada took one of their greatest scalps beating NZ in the quarters to face England in the Semi's. Sometimes the draw helps and sometimes it hinders. England would not beat a top eight side on route to the final but they still had to beat the current series leaders in

a fractious, but well timed final for England. Fiji were to lose 7-5 to the South Africa, a converted Smith try from a turned over scrum proving the difference. We had our chances in that game but our eighteen game winning run ended there. The last loss was in the Wellington quarter-finals and ultimately the longest run in Fijian 7's history was a huge factor in lifting the world title in London. England won the final 21-14, a length of the field Phil Burgess score was timed to perfection and gave England that converted fourth place that they were not to give up. It can be a cruel sport. Australia had been beating England in their head to heads and out performed them up to Tokyo. England had lost more games than in any other previous season (CHECK) yet over those 48 hours in Japan, the tables turned to the red rose. Both sides deserve to be in Rio – the November Oceania tournament will now go some way to determining Geraint's team's fate.

At the other end of the table, it was too little too late for Japan. A great run saw them go to the plate semi-final, but Portugal's consistent reaping of points put them too far ahead to be caught and it will be Japan that are replaced by Russia next year as a core team. The Japanese staff and players were a huge credit to all concerned and will be missed, but I am sure, will also be back.

So to Glasgow and London. The Pools immediately threw up an early confrontation. South Africa losing to Gordon's men in the pool stages 19-24 meant Fiji would play the series leaders at quarter-final stage. It was a chance for us to leap frog our great rivals and we took it with an efficient, workmanlike and clinical performance in the wet conditions to win 15-0. USA reached the semi-finals and though they were to lose to Fiji and then England to claim 4th place, it was the start of unforgettable fortnight for them. For Mike Friday and his trusty conditioner Chris Brown, another important duck was broken. With Kenya and now the USA, the pair had not quite managed to hit consecutive cup stages in the tournament pairing. In Glasgow and London they were to change that and more. Again in

the Final, NZ were blighted by injuries but put a game plan together that almost worked. It had not been our best first-half or rugby in the final but thankfully we woke up, strung a few possessions together and powered through



the second half to take the fourth cup title of the season.

My flight to London was booked that evening so I missed the boys lifting the cup as I dashed to the airport for one final week of the season. It would hinge on one game.

London is my birthplace and my home. My family have swapped the white of England for the white of Fiji and were all proudly supporting the team in the stands. We got the simple things right in the week and went into the first day ready. After a very tough match against a terrific Argentina, we posted two further wins to complete the pool stages of the year. Played 27, Won 27. A perfect day one record and another indication this was a new chapter for Fiji. A Fiji side that were consistent. An upset happened in our crossover group with South Africa falling to the United States. That meant one solitary thing. Fiji will face the blitzbokke in the quarter-final. Win and the World title will be ours. Lose and all is lost. I didn't wrap it up any other way to the team. We threw all our eggs and anything else we could find, into the basket. I told it was all about that game and nothing more. Before the game I had to take them to one side. There were tears in the changing room before running out and they were so emotional I knew I needed to calm them down a little. Some smiles, some deep breathes and some unraveling of frowns and we were ready. We play best with a smile on our faces and as they ran out their grins shone

through. We put in a great defensive effort at the start of the game and then scored some ruthless tries to win the game and the World Series. Back on the mainland – the nation went into hysterics. The two-hour bus journey from the airport to Suva took ten hours as every village put up roadblocks so they can meet the team and the trophy. The capital's roads were sealed off as celebrations took hold. Songs were written and babies named after those involved. The craziest sevens mad country on the planet? Too right.

Only Fiji's second ever series title in sixteen years – this group will go down in the folklore of the nation's game with plenty still to come. I couldn't have been prouder. South Africa had been a quite marvelous rival all season and with New Zealand refusing to be shaken off – it was a season that had it all. The USA went onto to win a historic first title and the following month underlined that with their Rio Qualification whilst England grabbed the last automatic spot on behalf of Team GB. Argentina have grabbed a slot now too and over the next few months the guest list for Rio will be filled up. Without doubt, the biggest days for sevens are to come in 2016. Yet the 2014/2015 season was also seminal. The "Olympic Effect" brought real change across the board. Better to come? For sure. August 2016 will bring tension and drama we have never seen before. However, this year will be known as the season Fiji roared back. The team that plays like no other played like no other in breath-taking fashion. More off-loads, more line-breaks, more tackles and more tries than any other team. Pure, undiluted joyful rugby. **GO FIJI GO!!**

BEN RYAN

Fiji 7s Head Coach

ELITE PLAYER PATHWAY ACADEMY

ANNUAL REPORT



BILL GADOLO

“ THE PROGRAM ENCOURAGES AND OFFERS THE SUPPORT SO PLAYERS BECOME THE BEST THEY CAN BE

The Fiji Rugby Union re - launched the Elite Player Pathway Academy at the Grand Pacific Hotel on December 11th 2015. Twenty Nine (29) players were inducted into the academy which comprised of

- Eight (8) U18 Girls selected for the Fijiana Pathway
- Fourteen (14) players for the Under 20 Program
- Seven (7) players who were selected for the Warriors and 7s pathway.

OBJECTIVE

The objective behind the setting up of the Elite Player Pathway Program is the optimization of our elite talents identified and selected from our main Pathways

- Schools
- Clubs
- Provincial Teams
- Age Grade National Teams

The Pathway is set up to provide a nationally coordinated

- Long Term Player Development
- Expert Coaching and Mentoring of Players
- Talent Development

VISION

FRU High Performance Elite Pathway Players aspire to:

ELITE PLAYER PATHWAY CONTENT COVERAGE

Goal Setting and Personal Development Plans
Game Analysis and Video Analysis
Sports Medicine - Injury Management
Psychology - Rebound and Mental Preparation
Principles of Rugby

- Become successful rugby players both on and off the field
- Gain a greater knowledge of the game
- Be good role models for others
- Improve the standard of rugby played in Fiji
- Lift Fiji's world ranking

The program invests in the holistic development of our players with the inclusion of modules in:

Selection into the Pathway does not guarantee any future involvement or selection at higher levels or for representative teams. Not all players graduate into representative teams but the program encourages and offers the support so players become the best they can be and are equipped to take up any opportunity that presents itself through the pathway.

We promote the ideals that Hard Work and Commitment to develop overrides talent alone.

SELECTION

The underpinning priority in the Pathway Program is on players that are legible to play in our National Under 20 Team.

So the legible age will be from 18 years old to 19 years old.

The Warriors and Sevens Pathways includes those players that have come out of the Under 20 Program and have potential to move up the ladder.

SELECTION TIMEFRAME

The selection timeframe to the Elite Player Pathway is continued in the table below.

MONTH	ACTIVITY
April to September	Talent Identification and Profiling
October	Six Week Probation Starts
Late November	Player Induction
December to February	DTE and Two day Camps

PLAYER PATHWAY ACADEMY SELECTION

FIJIANA PATHWAY

NO.	NAME	PATHWAY SELECTED FROM	PROVINCE/SCHOOL
1	Airini Turaga VUIDRAVUWALU	Schools and Fiji Under 18 to Commonwealth Youth Games	Ballantine Memorial School
2	Bereta RADILAGI	Schools and Fiji Under 18 to Commonwealth Youth Games	Ballantine Memorial School
3	Merewai CUMU	Schools and Fiji Under 18 to Commonwealth Youth Games	Jasper William School
4	Miriama MARAWA	Schools and Fiji Under 18 to Commonwealth Youth Games	Jasper William School
5	Adi Wainikiti Matewai NASELESELE	Schools and Fiji Under 18 to Commonwealth Youth Games	St Johns College
6	Helen Kay SAUTURAGA	Schools and Fiji Under 18 to Commonwealth Youth Games	St Johns College
7	Jiona BULAOCA SAUTA	Schools and Fiji Under 18 to Commonwealth Youth Games	St Johns College
8	Miriama NAIYOBASALI	Schools and Fiji Under 18 to Commonwealth Youth Games	Jasper William

UNDER 20 PATHWAY SELECTION

NO.	NAME	PATHWAY SELECTED FROM	PROVINCE/SCHOOL
1	Kaliopasi ULUILAKEPA	Schools Pathway	Marist
2	Ratu PENI MATAWALU	Schools Pathway	Lelean
3	Eroni MAWI	Schools and Fiji Under 20 Oceanic Qualifier	Fiji Under 20
4	Frank LOMANI	Schools and Fiji Under 20 Oceanic Qualifier	Marist RFC
5	Selesitino KALOUNIVALA	Schools and Fiji Under 20 Oceanic Qualifier	Suva
6	Serupepeli URU	Schools and Fiji Under 20 Oceanic Qualifier	RKS
7	Josaia RABOILIKU	Schools and Fiji Under 20 Oceanic Qualifier	Nadroga Under 20
8	Viliame BOLALAILAI	Schools and Fiji Under 20 Oceanic Qualifier	Nadroga Under 20
9	Nailati UKALELE	Schools and Fiji Under 20 Oceanic Qualifier	RKS
10	Temo MAYANAVANUA	Schools and Fiji Under 18 to CYG	Fiji CYG

11	Jale RAILALA	Schools Pathway	Lelean
12	Christian NARAYAN	Schools Pathway	Marist
13	Liam NARHUN	Schools Pathway	Marist
14	Filimoni SAVOU		Suva

FIJI WARRIORS & SEVENS PATHWAY

NO.	NAME	PATHWAY SELECTED FROM	PROVINCE/ SCHOOL
1	Veniona TOGA	Fiji Under 20 2014 and Provincial Pathway	Nadi
2	Asaeli SOROVAKI	Fiji Under 20 and Club Pathway	Nadroga
3	Kaveni DEBANAISE	Schools and Under 20 Pathway	Nadroga
4	Isala NATABA	Province and Under 20 Pathway	Nadroga
5	Samisoni NAVATU	Schools and Fiji Under 20 Oceanic Qualifier	Nadroga
6	Mesulame KUNAVULA	Schools and Fiji Under 20 Oceanic Qualifier	Nadroga
7	Maikeli SIVO	Schools and Fiji Under 20 Oceanic Qualifier	Lautoka

OVERVIEW

The Pathway program looks to grow bigger in the next phase where players can be brought in at the age of 17, where talents can be optimized at a younger age.

We are grateful to World Rugby for their assistance and support in funding the program and we are optimistic that our players will be able to successfully represent Fiji in the different codes as holistic players.



DEVELOPMENT UNIT REPORT



SALE SOROVAKI

" TO STEER THIS RUGBY SHIP IN ANOTHER DIRECTION THAT WILL SET THE PLATFORM FOR OUR RUGBY TEAM TO REACH GREATER HEIGHTS IN THE FUTURE

One of the Units biggest achievement in 2015 was organizing and managing the Leading Rugby Workshop & Planning for Rugby Development that was held at the Outrigger on the Lagoon Resort on the 29-30th of June.

This first ever Rugby Workshop was opened by Fiji Rugby Union President and Prime Minister of Fiji, Voreqe Bainimarama. In his opening message he urged local provincial unions, "To steer this rugby ship in another direction that will set the platform for our rugby team to reach greater heights in the future".

Bruce Cook (World Rugby's Rugby Services Manager Oceania) facilitated the 2 day workshop. Also in attendance were Mrs Sainimili Roqica (OSEP) representing FASANOC and Talemo Waqa (World Rugby RTC Oceania).

The Development Workshop was the first ever to be hosted by Fiji Rugby Union in its history. All 12 Major Provincial Unions were invited to be represented with 2 members per union. Naitasiri and Namosi were the only 2 Unions that weren't represented along with Fiji Primary Schools. Fiji Secondary Schools were also represented.

Presentations by National Sevens Coach Ben Ryan and by National Fifteens Coach, John McKee on their preparations to their respective competitions.

The Provincial Unions that were in attendance had to be commended for their input and resilience during the 2 day workshop.

The workshop had two main aims.

1. Unions to identify key areas that were found challenging and Fiji Rugby Union to draw up a

plan to address these issues. To do these, they have to do an audit of their current position, strategic directions and key challenges.

2. To create a High Performance Sporting Organisation. Great Leadership through strategy, governance, people and systems

The 2 day workshop paved the way for the 2016-2019 Rugby Development Plan that will begin in 2016.

From the Workshop, 5 Key Strategic Areas were determined to focused on for the next world cup cycle from 2016 – 2019. Five Key Strategic Areas were determined.

1. MASS PARTICIPATION

Measures of Success

- Reactivate and expand the MPP across 5 Regions of Fiji
- Increase the number of pre-teen and teen age children playing the game by 8% per annum
- Double the number annually of girls and women playing the game
- Introduce MPP to schools and universities, along with other institutions, Indo-Fijian schools, special needs schools and organisations
- GiR to be incorporated into school curriculum
- Double the number of those playing the game regularly over the 4 years of the plan
- Develop competitions through partnership initiatives and links to clubs and other organisations for those participants moving through the MPP

2. DOMESTIC COMPETITIONS

(Information gathering only)

Measures of Success

- A competition pathway for players, coaches, match officials and support staff is in place and working
- All Provincial Unions have implemented appropriate competitions
- The FRU has completed a review of all its competitions in 15s & 7s and has implemented recommendations
- Women's, primary and secondary schools rugby unions have become aligned and integrated with the FRU
- An U19 provincial competition format is in place
- vA Values of Rugby programme will be an integral part of all competition structures
- A Judicial programme will be an integral part of all competition structures

3. PATHWAYS

(Information gathering only)

Measures of Success

- Pathways are implemented and working
- LTPD is an integral part of pathways
- Schools and the FRU are leading Rugby in this integration of LTPD and pathways
- There is integration between pathway processes, competitions, and training & education

4. TRAINING & EDUCATION

Measures of Success

- There is transparent lock-step integration between World Rugby T&E programmes

and accreditation, with the qualifications that stakeholders should hold to be involved in coaching, officiating, S&C and medical aspects at all levels of the game

- All provinces adhere to the minimum qualifications required at different levels of the game
- There is a relationship between the Oceania Sports Education Programme (OSEP) and the FRU to ensure administrators are trained appropriately

5. WOMENS RUGBY

Measures of Success

- A competition pathway (15s and/or 7s) for girls and women is in place and working at age grade and senior levels
- 10% of all accredited coaches are female
- 5% of all match officials are female
- 1 female administrator in each provincial union
- Appointment of a women's representative to the FRU board

The Key Strategic Areas are important as far as giving the Rugby Development Unit's direction and focus in terms of how we will utilize and channel our resources.

KEY ACHIEVEMENTS IN 2015

MASS PARTICIPATION

Get into Rugby (GiR) remains our biggest and most popular tool in introducing rugby to non-rugby playing schools and organisations. Our GiR numbers for 2015 hit the 17,000 mark at the end of last year.

GiR had greatly assisted in the introduction of rugby skills to the Girls Sevens Team that won bronze at the 2015 Youth Commonwealth

Games in Samoa. This was a great achievement as all of those girls were never before played any form of contact rugby six months before the games.

TRAINING & EDUCATION

Training & Education remains one of the biggest challenges for us. The ability for our Coaches, Match Officials, and Strength & Conditioning Coaches and until recently, Medical personnel to fully complete requirements needed for certification remains a hurdle for us to try and get over.

However, we accredited 4 Level 3 Coaches in 2015 and 6 Level 2 Coaches which is encouraging.

OSEP Administration training was introduced in 2015 to Rugby. This is facilitated by Sainimili Roqica of ONOC and co-facilitated by Talemo Waqa. Fiji Rugby Union along with Fiji Sports Commission are two organisations that have been chosen to co-deliver modules from the OSEP Curriculum.

2015 saw nine out of twelve major unions attend the week long OSEP MISO course. Suva, Tailevu, Nadi, Nadroga, Tavua, Lautoka, Naitasiri Vatukoula and Namosi were unions in attendance.

FRU is looking to conduct more OSEP Courses, SiC (Sports in Communities) and MISO (Management in Sporting Organisations) in



Sale SOROVAKI	NATIONAL DEVELOPMENT MANAGER (IRB TRAINER)
Mreti DIN	RUGBY UNIT DEVELOPMENT ADMINISTRATOR
Vela NAUCUKIDI	WOMENS DEVELOPMENT OFFICER
Maika SAQATANAIVALU	RUGBY DEVELOPMENT OFFICER (IRB EDUCATOR) ZONE 1
Joeli TUBU	MATCH OFFICIATING DEV OFFICER (IRB EDUCATOR) ZONE 2
Alivereti MOCELUTU	RUGBY DEVELOPMENT MANAGER (IRB EDUCATOR) ZONE 3
Tirani ULUINAKAUVADRA	RUGBY DEVELOPMENT MANAGER (IRB EDUCATOR) ZONE 5

2016. The Rugby Development Unit strongly believes that unions need to improve their administration skills for rugby to make an impact on the field.

WOMENS RUGBY

Womens Rugby is slowly making progress, and with it, gaining a lot of popularity and following. A 7th placing in the 2014/15 Womens Sevens Series allows for our place as one of the core teams in the 2015/16 Womens Sevens Series. Rio Olympics remains a big opportunity for our girls.

Vela Naucukidi's inclusion into the Development Unit to administer the womens program is reaping big rewards.

An inaugural Secondary School Girls Sevens Tournament on August 21st saw 20 school teams from all around Fiji converge to Suva for the day long meet. The theme was the Rugby World Cup. The same pools from the RWC was adopted. This tournament proved to very popular and with a little bit more publicity and financial support, can become an annual event for our school girls sevens program.

With the five key Areas mentioned above, as key indicators for our journey from 2016 onwards to 2019, the Development Unit looks forward to a more directed and more focused outcomes.

Fiji Rugby Union Development Unit is well positioned to move rugby development to become a more vibrant and outcome focused unit.

We thank you all for your engagement in 2015.

Vinaka.

SALE SOROVAKI

National Development Manager

OPERATIONS UNIT REPORT



ASERI TABUAWAIWAI

STAFF

The FRU Operation Unit staff members in 2015 were as follows:

1. Aseri TABUAWAIWAI	Senior Operations Officer
2. Solo FINAU	Operations Officer Assistant
3. Louisa O'CONNOR	Personal Assistant to the CEO
4. Leba NASILIVATA	Operations Unit Administrator
5. Talei MOW	Media & Marketing Officer
6. Bela GADE	Transport Officer
7. Filipe BALEINAYAU	Security Officer
8. Mere WAQANIDROLA	House Keeping

In addition to the above staff members the Operations Department made use of many of its provincial union contacts and people with a genuine interest in the game to assist each Saturday with match day operations be it as a Judicial Officer, Citing/Match Commissioner or as a member of the match day staff.

With the above staff and these volunteers the Operations Unit performed the following roles in 2015 as outlined below.

COMPETITIONS

LOCAL

Skipper Cup competition

Vodafone North-West Rally

HFC Farebrother-Sullivan Challenges

Vodafone Trophy Northern Rally

Vodafone Trophy South-West Rally

Vodafone Trophy Play-offs

Each weekend throughout the 2015 season Operations unit staff were at a game or tournament ensuring its smooth operation as well as updating media on results and stories.

TOURNAMENT RULES AND REGULATIONS

For each of the local competitions the tournament rules and regulations were formulated, published and disseminated by the Operations Unit.

All competitions sanctioned by the FRU are played according to the WOLRD RUGBY Laws of the Game which are reproduced in part in each tournament manual. Tournament manuals for each competition also contained the following information:

- Competition Rules and Regulations
- Commercial Arrangements and Sponsors Guidelines
- Disciplinary Procedures
- Code of Conducts
- Medical and Safety Regulations
- Team Sheets
- Substitution Cards
- Match Commissioner's Guidelines

ADMINISTRATION OF FRU STAFF POLICY

During 2015 Staff policy was guided by the FRU Staff Policy and Procedures manual. The manual guides all staff in terms of current FRU Policy and Procedures in place and is updated on a regular basis. Staff are encouraged to have an updated copy with them at all times as they are governed by the policies and procedures stipulated in the manual.

It's important to stress that the FRU Staff Policy and Procedures Manual will continue to

evolve as the FRU continues to grow. Policies within the manual may also be affected by the Government policies and the current economic climate.

RUGBY HOUSE MAINTENANCE

Maintenance works continued on an on-going basis at Rugby House under the direction of the operations unit and when finance permits.

FRU VEHICLE FLEET

In 2015 the FRU fleet consisted of the following Sponsored Carpenter's Motors Hyundai manufactured vehicles and a few previous vehicles from Asco Motors are still in operation numbering eight vehicles in total:

VEHICLE MODEL	REGISTRATION
1x Toyota Hilux Single Cab	FG 004
1x Hyundai Hatch back	HG 167
1x Hyundai Santa Fe	HI 454
2x Nissan Navara Twin Cab	HY 926 & HY 927
2x Hyundai H1 Closed Van	HC 077 & HW 399
1x Toyota Single Cab	DX 708
1x Toyota Coaster Bus	FG 021

The chief executive officer, the national coach each had an assigned vehicle while all other vehicles are used to service the various logistical, development and national team needs of the Fiji Rugby Union.

tWorkshops and Meetings with Unions and Stakeholders

FRU Operations Unit conducted the following workshops and meetings throughout the year.

- Annual General Meeting
- Match Commissioner's Workshop
- Skipper Cup Workshop
- Vodafone Rugby Trophy workshop
- Meeting with individual Major Unions
- Special General Meeting

Outfitting of National and Provincial Teams

The Operations Unit looks after all outfitting of the following Teams:

- TFL Fiji Warriors
- Vodafone Flying Fijians (Rugby World Cup and Pacific Nations Challenge)
- Vodafone Fiji 7s
- TFL Fijiana 7s
- Skipper Cup playing Kits
- Vodafone Rugby Trophy Kits

INTERNATIONAL TEAMS

As well as the running of all international competitions the FRU Operations Unit looked

after all logistical arrangements of international teams from the moment the teams arrive in Fiji to the time they depart. This includes ensuring all transportation needs, accommodation and meals are in order and the appointment of a Liaison Officer to look after any additional needs of each team.

In 2015 international teams visiting Fiji included – Japan, Samoa, Tonga in the Pacific Nations Challenge and Pacific Challenge competition.

MEDIA

One of the major roles of the Operations Unit is the FRU media department. In the department there are three main areas of operation:

- The upkeep and update of the FRU website – www.fijirugby.com
- The maintenance and updating FRU Facebook Page and Twitter sites
- FRU Twitter sites
- The weekly publication of the FRU Rugby News Lift Out in the Fiji Sun.

In addition to the above the Operations Unit oversees the dissemination of official releases when required to be done.

2015 WORLD RUGBY PACIFIC CHALLENGE



In March 2015, the Fiji Rugby Union hosted the first ever World Rugby Pacific Challenge at the ANZ Stadium with a total of 6 teams taking part in this tournament. Teams like Samoa A, Tonga A, Junior Japan, Fiji Warriors, Argentina Pampas XV and Canada A were pooled into three teams per pool for the tournament.

The sudden loss of Fiji Warriors Player, Iosefo Bele Tabalala, was a shock to the Fiji Warriors Team and also the Host Union (FRU) Tournament Team. On the finals of the 2015 World Rugby Pacific Challenge, the parents of Iosefo were presented with his jerseys and also a 1 minute silence was accorded for his sudden passing.

Fiji Warriors and Argentina Pampas XV were the two teams into the final where the Argentina Pampas XV came out victorious with a 17 – 9 points win over the Fiji Warriors.

Feedback from the Team manager's was that this was one experience that they would like to revisit if time permits and Fiji Rugby Union is looking forward to be awarded to right to host the tournament in 2016.

On 11th July the Flying Fijians played a one match with the Maori All Blacks at the ANZ Stadium in Suva. This match was also seen as the 2015 Rugby World Cup build up campaign for the Flying Fijians.

The last time the two teams met was seven years ago. The two sides first met in 1938 in Suva and have played each other 28 times since.

"This match is guaranteed entertainment for Fiji, come July, and we are delighted to once again host the Maori All Blacks," said Fiji Rugby's Chief Executive Radrodro Tabualevu.

With a busy calendar of rugby championships coming up this year, both sides will be in fine form in anticipation of the Pacific Nations Cup and Rugby World Cup.

At the end of the game on 11th July, the Maori All Blacks became victorious with a 27 – 26 points win over the Flying Fijians.

ASERI TABUAWAIWAI
Operations Manager

2015 FLYING FIJIAN VS MAORI ALL BLACKS



2015 FLYING FIJIAN VS IKALE TAHI TONGA (PNC GAME 1)



This year's Pacific Nations Cup kicked off in Suva for the Flying Fijians and the Ikahe Ikahe and the tournament was later concluded in Canada and USA with the Flying Fijians taking out the top honors for the tournament.

On July 18th the Flying Fijians played the Ikahe Ikahe in Suva's ANZ Stadium which was watched by a big crowd and this was the final appearance by the Flying Fijians in Fiji for 2015.

2015 OCEANIA RUGBY JUNIOR TROPHY



In November this year, the Fiji Rugby Union hosted the Oceania Rugby Junior Trophy. The teams that participated were Tonga, Papua New Guinea, Vanuatu and Fiji. The winner from this tournament took up the Oceania spot in the 2016 Junior World Trophy in Zimbabwe.

The Fiji Under 20 Team came out winners for the tournament.

MARKETING, SPONSORSHIP AND COMMUNICATIONS REPORT



INOKE BAINIMARAMA

INTRODUCTION

The marketing and sponsorship program (in addition to annual funding from World Rugby and the Fiji Government) include a total of five (5) consortium sponsors, eight (8) suppliers, (3) media partners and one (1) online communications partner.

The marketing and communications team centered their efforts primarily on (a) Marketing Activation and (b) Marketing Transformation activities in 2015. This also included support to the preparations of the Vodafone Flying Fijians team for Rugby World Cup 2015.

Structurally, given the revision and transition of the union at the time, FRU Marketing included one full-time staff (Talei Mow - Media and Marketing Officer) and two (2) part-time staff (Inoke Bainimarama - Marketing Consultant and Alex Wilson - Marketing Operations Assistant) who were engaged for nine (9) months to assist with special projects as well as the delivery of the marketing “business-as-usual” activities.

CONSORTIUM	<ol style="list-style-type: none"> 1. Vodafone 2. Telecom Fiji 3. Fiji Airways 	<ol style="list-style-type: none"> 4. HFC Bank 5. CJ Patel
SUPPLIERS	<ol style="list-style-type: none"> 1. Mizuno 2. BLK 3. Tappoo 4. Carpenters Motors 	<ol style="list-style-type: none"> 5. S.Nagindas 6. Gilbert 7. Coca Cola 8. Fiji Water
MEDIA PARTNERS	<ol style="list-style-type: none"> 1. Fiji Sun 2. Bula FM 3. Viti FM 	
ONLINE PARTNER	<ol style="list-style-type: none"> 1. Oceanic Communications 	
DONORS	<ol style="list-style-type: none"> 1. World Rugby 2. Government of Fiji through the Fiji National Sports Commission 	

MARKETING ACTIVATION

In the absence of a marketing and communications strategy as well as a sponsorship leverage plan - all marketing and sponsorship activations in 2015 were coordinated and managed through the framework of four (4) Marketing Service Lines which included (a) Sponsorship Management & Coordination (b)

Events and Tournaments (c) Media Outreach & Coordination and (d) Brand Management.

The matrix below details a high level summary of the key result areas in 2015.

MARKETING SERVICE LINE	PATHWAY SELECTED FROM
<p>SERVICE LINE 1</p> <p>Sponsorship Management & Coordination the marketing and communications team managed and coordinated Sponsorship Leverage Plans for FRU's 17 sponsors and partners. The sponsorship leverage activities were across the following platforms:</p>	<ul style="list-style-type: none"> • Six (6) Domestic Competitions – Naming & Activation rights • Four (4) International Competitions – Naming and Activation rights • Fiji 7s Team – Naming & Activation rights for Vodafone & Fiji Airways • Fijiana Team – Naming & Activation rights for Telecom Fiji • Fiji Warriors Team – Naming & Activation rights for Telecom Fiji • Flying Fijians Team - Naming & Activation rights for Vodafone • Fiji Under 20 Team - Naming & Activation rights for Vodafone • Fiji Under 18 Team - Naming & Activation rights for Vodafone
<p>SERVICE LINE 2</p> <p>Events and Tournaments The marketing and communications team delivered the (a) Commercial Program, (b) Communications & Promotional Plan and (c) Sponsorship Leverage Plan for the following Domestic and International Events:</p>	<p>The marketing and communications team delivered the (a) Commercial Program, (b) Communications & Promotional Plan and (c) Sponsorship Leverage Plan for the following Domestic and International Events:</p> <p>DOMESTIC EVENTS</p> <ol style="list-style-type: none"> 1. Skipper Cup Competition 2. HFC Bank Farebrother Competition 3. Vodafone Trophy South West Rally 4. Vodafone North-West Rally 5. Vodafone Northern Rally 6. Vodafone Trophy Playoffs <p>INTERNATIONAL EVENTS (HOSTED LOCALLY)</p> <ol style="list-style-type: none"> 1. 2015 World Rugby Pacific Challenge (Samoa A, Tonga A, Junior Japan, Argentina Pampas XV, Canada A, and Telecom Fiji Warriors) 2. Maori All Blacks Test Match (Vodafone Flying Fijians) 3. 2015 Pacific Nations Cup (Game 1 verses Tonga) 4. 2015 Oceania Rugby Junior Trophy (Tonga, PNG, Vanuatu and Vodafone Fiji Under 20)

MARKETING SERVICE LINE	PATHWAY SELECTED FROM
SERVICE LINE 3 Media Outreach & Coordination The marketing and communications team coordinated and managed all corporate and program (events, national teams) media outreach activities.	<ol style="list-style-type: none"> 1. Mainstream Media The FRU Media Officer managed media relations for all corporate (Board and CEO's Office) and program (events and national teams) affairs. 2. FRU Online The team jointly delivered (with FRU IT and FRU Online Partner – Oceanic Communications) the first phase of the revamped FRU website. 3. FRU Social Media The team, through the efforts of a part-time Social Media Coordinator (Mr Biutoka Kacimaiwai) and internal support from FRU IT, FRU Operations and FRU Development) lifted the visibility of all FRU Social Media Channels resulting in the exponential growth of followers. 4. Rugby News The team, together with FRU Development and FRU Operations, delivered a weekly 8-page LIFT-OUT of rugby news and content in the Fiji Sun.
SERVICE LINE 4 Brand Management The marketing and communications team, together with FRU Online Partner Oceanic Communications coordinated the ground work for the development of a new FRU Brand Style Guide. The following drafts were delivered:	Brand Management The marketing and communications team, together with FRU Online Partner Oceanic Communications coordinated the ground work for the development of a new FRU Brand Style Guide. The following drafts were delivered: <ol style="list-style-type: none"> 1. FRU Master Brand Guideline (Draft 04) 2. FRU Sub-Brands Guideline (Draft 03) To ensure brand consistency the team also established a process and signed-off any use or iterations of the FRU brand.

MARKETING TRANSFORMATION

Our current efforts to deliver a coherent and consistent marketing and sponsorship program is still hampered by the inherited gaps in FRU Marketing and the delay in addressing the results of the 2014 marketing audit.

Our transformation efforts are to a major extent dependent on the revamped strategy of the union and the investment in a marketing structure that will enable the development of new Marketing, Sponsorship and Communication Strategy, that will result in the

delivery of a strong commercial program for the union and all its stakeholders.

In a positive step forward, work is progressively underway (internally) to address the findings in the 2014 marketing audit, on the back of new direction and guidance received from the FRU management team.

STRATEGIC AREAS FOR 2016

The next twelve (12) months come with new direction, new challenges and the opportunity

to build on the lessons learnt from the past. Strategic areas of focus for FRU Marketing and Communications (amongst other priorities) will include:

1. Marketing Planning and a robust Work Program | Focus on developing a mid and long term Marketing & Communications Strategy for the union and its stakeholders.
2. Marketing Structure and Capacity | Focus on developing the required structure and skill-sets to deliver the marketing strategy for the union and its stakeholders.
3. Sponsorship Management | Focus on developing a mid and long term Sponsorship Leverage Plan to deliver coherent and consistent activations for the union and its stakeholders.
4. Branding | Focus on implementing and enforcing the new Brand Guidelines and developing a Brand Strategy to support the Marketing and Communications Strategy for the union and its stakeholders.

ACKNOWLEDGEMENTS

The last twelve (12) months have been a whirlwind of activities yet an exhilarating time for FRU Marketing.

The challenges and gaps aside, the marketing and communications team has managed to deliver its work program through joint collaboration internally (with our other FRU units and stakeholders) and externally with our sponsors, suppliers and partners.

We are grateful and indebted to all our national teams, coaches and players who apart from

their training programs have allowed us to run all our activation activities in the last twelve (12) months.

We also pay tribute to all our marketing and communications volunteers, event runners and technical assistants who helped lighten our volume of work this last twelve (12) months.

With "Rio 2016" in the forefront and the recent performance and results of all our national teams, the next twelve (12) months surely provides yet another unique opportunity for our sponsors, suppliers and partners.

We wish everyone the best for 2016 !

INOKE BAINIMARAMA

Team Media Manager

OUR SPONSORS

“We thank the following sponsors for supporting Fijian Rugby”



FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

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DIRECTORS' REPORT

In accordance with a resolution of the board of directors, the directors herewith submit the statement of financial position of Fiji Rugby Union (hereafter referred as the "Union") as at 31 December 2015, the related statement of comprehensive income, statement of changes in funds and statement of cash flows for the year then ended on that date and report as follows:

DIRECTORS

The names of the directors in office at the date of this report are:

Commander Francis Kean – Chairman

Baljeet Singh

Daniel Whippy

Ratu Aisea Vosailagi

Max Olsson

Jay Whyte

Dr Berlin Kafoa

Carl Ngamoki-Cameron

PRINCIPAL ACTIVITIES

The principal activities of the Union during the year were:

- To promote and encourage the practice, understanding and appreciation of Rugby Union throughout Fiji.
- To control, foster and develop the game of Rugby throughout Fiji.
- To assist and further the efforts of the Unions and individuals, corporate bodies and organisations affiliated with Fiji Rugby Union in every possible way.

There were no significant changes in the nature of these activities during the financial year.

RESULTS

Loss of the Union for the year was \$580,729 (2014: Net income of \$586,213).

GOING CONCERN

The financial statements have been prepared on a going concern basis. The going concern basis has been adopted in the preparation of the financial statements on the premise that the Union will continue to operate in the foreseeable future and on the understanding that the Union will be able to generate sufficient cash surplus from sponsorships and operations and obtain continued financial assistance from World Rugby and other financial institutions to enable the Union to meet its obligations as and when they fall due.

The directors consider the application of the going concern principle to be appropriate in the preparation of these financial statements as the Union has access to financial and other support from sponsors and World Rugby.

BAD AND DOUBTFUL DEBTS

Prior to the completion of the Union's financial statements, the directors took reasonable

steps to ascertain that action had been taken in relation to writing off of bad debts and the making of allowance for doubtful debts. In the opinion of directors, adequate allowance has been made for doubtful debts.

As at the date of this report, the directors are not aware of any circumstances, which would render the amount written off for bad debts or the allowances for doubtful debts in the Union, inadequate to any substantial extent.

CURRENT AND NON-CURRENT ASSETS

Prior to the completion of the financial statements of the Union, the directors took reasonable steps to ascertain whether any current and non-current assets were unlikely to realise in the ordinary course of operations their values as shown in the accounting records of the Union. Where necessary, these assets have been written down or adequate allowance has been made to bring the values of such assets to an amount that they might be expected to realise.

As at the date of this report, the directors are not aware of any circumstances, which would render the values attributed to current and non-current assets in the Union's financial statements misleading.

UNUSUAL TRANSACTIONS

In the opinion of the directors, the results of the operations of the Union during the financial year were not substantially affected by any item, transaction or event of a material unusual nature, nor has there arisen between the end of the financial year and the date of this report any item, transaction or event of a material unusual nature, likely in the opinion of the directors, to affect substantially the results of the operations of the Union in the current financial year.

Outstanding issues from the 2009 FRU lottery, as extensively outlined in prior year's financial statements and under Note 21, are to be finalised and conclusively resolved in the next financial period.

EVENTS SUBSEQUENT TO BALANCE DATE

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Union, the results of those operations, or the state of affairs of the Union in future financial years.

OTHER CIRCUMSTANCES

As at the date of this report:

(i) no charge on the assets of the Union has been given since the end of the financial year to secure the liabilities of any other person;

(ii) no contingent liabilities have arisen since the end of the financial year for which the Union could become liable; and

(iii) no contingent liabilities or other liabilities of the Union has become or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the directors, will or may substantially affect the ability of the Union to meet its obligations as and when they fall due.

As at the date of this report, the directors are not aware of any circumstances that have arisen, not otherwise dealt with in this report, which would make adherence to the existing method of valuation of assets or liabilities of the Union misleading or inappropriate.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no director has received or become entitled to receive a benefit (other than a benefit disclosed in the financial statements and/ or included in the aggregate amount of emoluments received or due and receivable by directors shown in the financial statements or received as the fixed salary of a full-time employee of the Union or of a related organisation) by reason of contract made by the Union or by a related corporation with the director or with a firm of which / she is a member, or with an organisation in which he / she has substantial financial interest.

For and on behalf of the board and in accordance with a resolution of the directors.

Dated this 26th day of April 2016.



Director



Director

STATEMENT BY DIRECTORS

In accordance with a resolution of the board of directors of Fiji Rugby Union, we state that in the opinion of the directors:

- [i] the accompanying statement of comprehensive income of the Union is drawn up so as to give a true and fair view of the results of the Union for the year ended 31 December 2015;
- [ii] the accompanying statement of changes in funds of the Union is drawn up so as to give a true and fair view of the changes in funds of the Union for the year ended 31 December 2015;
- [iii] the accompanying statement of financial position of the Union is drawn up so as to give a true and fair view of the state of affairs of the Union as at 31 December 2015;
- [iv] the accompanying statement of cash flows of the Union is drawn up so as to give a true and fair view of the cash flows of the Union for the year ended 31 December 2015;
- [v] the financial statements have been prepared in accordance with International Financial Reporting Standard for Small and Medium-sized Entities;
- [vi] at the date of this statement, there are reasonable grounds to believe that the Union will be able to pay its debts as and when they fall due; and
- [vii] all related party transactions have been adequately recorded in the books of the Union.

For and on behalf of the board and in accordance with a resolution of the directors.

Dated this 26th day of April 2016.



Director



Director

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF FIJI RUGBY UNION

We have audited the accompanying financial statements of Fiji Rugby Union ("the Union"), which comprise the statement of financial position as at 31 December 2015, and the statement of comprehensive income, statement of changes funds and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information as set out on pages 8 to 28.

DIRECTOR'S AND MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Directors and management are responsible for the preparation of financial statements that give a true and fair view in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and for such internal control as the directors and management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor

considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

BASIS FOR QUALIFIED OPINION

1. As reported in our audit reports of the previous years ended from 31 December 2010 to 31 December 2014, we were not provided with complete accounting records and supporting documents and reconciliations in respect to FRU Lottery account and transactions. The FRU Lottery account has yet not been finalized by the Union and provided for audit.

In view of the above, it is not possible to ascertain the impact of the above matter on the results, cash flows and financial position for the current year ended 31 December 2015 and previous years ended from 31 December 2010 to 2014.

2. During the year ended 31 December 2013, certain irregularities relating to certain payments was identified by the management. Furthermore, number of payment vouchers with supporting documents were not available for our audit review and verification for the year ended 31 December 2013 and 2014. The investigation by the management board is yet to be completed.

It is possible that all irregularities may not have been fully identified by management, and that certain payments and expenses in prior year may require further adjustments.

3. It has been noted that the Union has lodged incorrect VAT Returns for the year ended 31 December 2014 and 2015. The Union is in the process of compiling and lodging the amended VAT Returns. The ultimate resolution of this matter cannot be determined with certainty, and no provision has been made in respect to the additional liabilities and penalties in relation to VAT that may arise.

4. As is common with other organizations of a similar nature and due to inherent limitations, it is not practicable for the Union to establish accounting control over all sources of income prior to its receipt, and accordingly it is not practicable for our examination to include audit procedures to extend beyond the amounts of income recorded in the books of account of the Union.

QUALIFIED AUDIT OPINION

Except for providing any opinion in respect to FRU Lottery income, expenses, other balances and disclosures relating to FRU Lottery account for the reasons summarized in the qualification paragraph 1, except for the possible adjustments, if any, relating to payments as referred to in the qualification paragraph 2, except for the possible effects, if any, of the accuracy of VAT and VAT penalties payable and vatable expenditure referred to in the qualification paragraph 3 and except for the possible effects, if any, of the inherent limitations on recording of income referred to in the qualification paragraph 4, in our opinion, the accompanying fi-

ancial statements which have been prepared in accordance with International Financial Reporting Standard for Small and Medium-sized Entities have been drawn up so as to give a true and fair view of the state of affairs of the Union as at 31 December 2015, and of the results, cash flows and changes in funds of the Union for the year then ended.

EMPHASIS OF MATTER

Without further qualifying our opinion expressed above, attention is drawn to the following matters:

A) GOING CONCERN ISSUE

Reference is made to Note 23 which summarizes the current financial constraints of the Union. Consequently, the Union's continuation as a going concern is dependent upon, amongst other things, its ability to increase revenue from sponsorship contracts and continued financial assistance from World Rugby and other financial institutions.

The financial statements do not include any adjustments relating to the recoverability and classification of recorded asset amounts or to the amounts and classification of liabilities that might be necessary should the Union be unable to continue as a going concern.

B) FRU LOTTERY ACCOUNT

Reference is made to Note 20 and Note 21 relating to FRU Lottery Account. The circumstances of the dispute and uncertainties relating to FRU Lottery and related litigations are such that the ultimate outcome of these cannot presently be determined with an acceptable degree of certainty and reliability, and accordingly we are unable to assess further liability, if any, that may arise upon ultimate resolution of these matters.



SUVA, FIJI
26 APRIL 2016

BDO
CHARTERED ACCOUNTANTS

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2015

INCOME	NOTES	2015 (\$)	2014 (\$)
Sponsorships	4	4,732,196	3,668,310
Grant from World Rugby			
- High Performance Unit		3,615,786	2,502,520
- Development Unit	5	390,941	345,657
Government grant – Fiji National Sports Commission		1,960,544	1,116,046
Grant – Fiji Association of Sports and National Olympics Committee (FASANOC)		19,792	48,364
Income from games – Sevens		14,025	56,823
Income from games- Fifteens		407,477	429,305
International tournament income		310,888	-
Other income	6	652,712	477,635
		12,104,361	8,644,660
DEDUCT: EXPENDITURE			
Advertising, promotion and sponsorship disbursement		108,123	34,203
Administration, operating and other expenses	7	2,147,765	1,273,947
Development, selection and related expenses	8	699,406	807,583
Expenses on games – Sevens		1,545,686	1,376,330
Expenses on games- Fifteens		4,705,100	2,643,233
Expenses of High Performance Unit	5	3,479,010	1,923,151
		12,685,090	8,058,447
Net income / (loss) for the year		(580,729)	586,213

The accompanying notes form an integral part of this statement of comprehensive income.

STATEMENT OF CHANGES IN FUNDS

FOR THE YEAR ENDED 31 DECEMBER 2015

	ACCUMULATED INCOME (LOSSES) \$	TOTAL \$
Balance as at 1 January 2014	(476,718)	(476,718)
Net income for the year	586,213	586,213
BALANCE AS AT 31 DECEMBER 2014	109,495	109,495
Loss for the year	(580,729)	(580,729)
BALANCE AS AT 31 DECEMBER 2015	(471,234)	(471,234)

The accompanying notes form an integral part of this statement of changes in funds.

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2015

CURRENT ASSETS	NOTES	2015 (\$)	2014 (\$)
Cash on hand and at bank		1,724,988	1,897,156
Receivables	9	394,768	339,066
Inventories	10	160,931	67,293
Other assets	11	52,589	117,740
TOTAL CURRENT ASSETS		2,333,276	2,421,255
NON-CURRENT ASSETS			
Property, plant and equipment	12	1,581,717	1,428,227
Investment in subsidiary	13	10,000	10,000
TOTAL NON-CURRENT ASSETS		1,591,717	1,438,227
TOTAL ASSETS		3,924,993	3,859,482
CURRENT LIABILITIES			
Payables	14	1,461,930	1,568,681
Interest bearing borrowings	15	334,152	219,585
Provisions	16	52,417	25,284
Deferred revenue	17	1,476,396	956,766
TOTAL CURRENT LIABILITIES		3,324,895	2,770,316
NON-CURRENT LIABILITIES			
Interest bearing borrowings	15	892,123	828,764
Deferred revenue	17	179,209	150,907
TOTAL NON-CURRENT LIABILITIES		1,071,332	979,671
TOTAL LIABILITIES		4,396,227	3,749,987
NET ASSETS / (LIABILITIES)		(471,234)	109,495
UNIONS' FUNDS		(471,234)	109,495
[Accumulated income / (losses)]			
TOTAL UNION'S FUNDS SURPLUS / (DEFICIT)		(471,234)	109,495

The accompanying notes form an integral part of this statement of financial position.

For and on behalf of the board and in accordance with a resolution of the directors.



Director



Director

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2015

	2015 INFLOWS/ (OUTFLOWS)	2014 INFLOWS/ (OUTFLOWS)
CASH FLOWS FROM OPERATING ACTIVITIES	\$	\$
Receipts of grants, sponsorships and others	11,007,092	8,136,516
Payments to suppliers, employees and players	(10,968,624)	(6,218,574)
Cash generated by / (used in) operations	38,468	1,917,942
Interest paid	(84,762)	(93,185)
Interest received	4,750	791
Net cash provided by / (used in) operating activities	(41,544)	1,825,548
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments for property, plant and equipment	(160,484)	(71,674)
Net cash used in investing activities	(160,484)	(71,674)
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from borrowings	-	548,000
Repayments of borrowings	(141,383)	(73,998)
Repayment of finance lease liabilities	(3,084)	-
Net cash provided by / (used in) financing activities	(144,467)	474,002
Net increase / (decrease) in cash and cash equivalents	(346,495)	2,227,876
Cash and cash equivalents at the beginning of the year	1,897,156	(330,720)
Cash and cash equivalents at the end of the year [Note 18]	1,550,661	1,897,156

The accompanying notes form an integral part of this statement of cash flows.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015

NOTE 1. GENERAL INFORMATION

A) CORPORATE INFORMATION

The Union was incorporated in Fiji under the Fiji Rugby Union Constitution. The registered office and principal place of business of the Union are located at 35 Gordon Street, Suva.

B) PRINCIPAL ACTIVITIES

The principal activities of the Union during the year were:

□ To promote and encourage the practice, understanding and appreciation of Rugby Union throughout Fiji.

□ To control, foster and develop the game of Rugby throughout Fiji.

□ To assist and further the efforts of the Unions and individuals, corporate bodies and organisations affiliated with Fiji Rugby Union in every possible way.

There were no significant changes in the nature of these activities during the financial year.

NOTE 2. BASIS OF PREPARATION

(A) BASIS OF PREPARATION

The financial statements have been prepared in accordance with the historical cost convention using the accounting policies described below and except where stated do not take into account current valuations of non-current assets.

In the application of International Financial Reporting Standard for Small and Medium-sized Entities ('IFRS for SMEs'), management is required to make judgments, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from

other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstance, the results of which form the basis of making the judgments. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. Judgments made by management in the application of IFRS for SMEs that have significant effects on the financial statements and estimates with a significant risk of material adjustments in the next year are disclosed, where applicable, in the relevant notes to the financial statements.

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

The following significant accounting policies have been adopted in the preparation and presentation of the financial statements:

(B) STATEMENT OF COMPLIANCE

The financial report has been prepared in accordance with International Financial Reporting Standard for Small and Medium-sized Entities ('IFRS for SMEs').

(C) CONSOLIDATION

The Union has not prepared consolidated financial statements including result of its subsidiary company, International Sports Administration and Marketing Limited, given that subsidiary company is currently dormant and assets and liabilities of subsidiary company is considered to be immaterial.

(D) GOING CONCERN

The financial statements have been prepared on a going concern basis. The going concern basis has been adopted in the preparation of the financial statements on the premise that the Union will continue to operate in the foreseeable future and on the understanding that the Union will be able to generate sufficient cash surplus from sponsorships and operations and obtain continued financial assistance from World Rugby and other financial institutions to enable the Union to meet its obligations as and when they fall due.

The directors consider the application of the going concern principle to be appropriate in the preparation of these financial statements as the Union has access to financial and other support from sponsors and World Rugby.

(E) COMPARATIVES

Where necessary, amounts relating to prior years have been reclassified to facilitate comparison and achieve consistency in disclosure with current period amounts.

NOTE 3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A) BORROWINGS

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost using the effective interest method.

Borrowings are classified as current liabilities unless the Union has an unconditional right to

defer settlement of the liability for at least 12 months after the balance date.

B) BORROWING COSTS

The borrowing costs that are directly attributable to the acquisition or construction of qualifying assets, which are assets that necessarily take substantial period of time to get ready for their intended use, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use.

Other borrowing costs are recognized as an expense in the year in which they are incurred.

C) CASH AND CASH EQUIVALENTS

For the purpose of statement of cash flows, cash and cash equivalents comprise of cash on hand, cash in banks and other short term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. For the purpose of statement of cash flows, cash and cash equivalents are stated net of bank overdraft. Bank overdrafts are shown within interest bearing borrowings in current liabilities in the statement of financial position.

D) DEFERRED REVENUE

Revenue received in advance, relating to the Union's programmes or participation, is deferred and amortised over the periods to which the revenue relates or the periods during which the Union receives contracted benefits.

Assets acquired through sponsorship in-kind or capital grants are capitalised to plant and equipment and the corresponding credit is taken as deferred revenue. Plant and equipment are depreciated over their estimated useful lives. The benefit arising from such sponsorship in-kind or capital grants, being the recoupment through depreciation, is credited to revenue over the period of the useful lives of those assets.

E) EMPLOYEE BENEFITS

Wages, salaries and sick leave

Liabilities for wages and salaries expected to be settled within 12 months of the reporting date are accrued up to the reporting date. Liabilities for non-accumulating sick leave are recognised when the leave is taken and measured at the rates prevailing at that time.

Annual leave

Provisions made in respect of employee benefits expected to be settled within 12 months, are measured at their nominal values using the remuneration rate expected to apply at the time of settlement.

Defined contribution plans

Contributions to Fiji National Provident Fund are expensed when incurred.

F) FOREIGN CURRENCY TRANSACTIONS

Functional and presentation currency

The Union operates in Fiji and hence the financial statements are presented in Fiji dollars, which is the Union's functional and presentation currency.

Transactions and balances

Foreign currency transactions during the year are translated to Fiji currency using the rate of exchange ruling at the date of transaction. Amounts payable and receivable in foreign currencies at balance date are converted at rates ruling at that date. All gains and losses arising from fluctuations in exchange rates are brought to account in determining the results for the year.

G) INCOME TAX

In accordance with Section 17 (24) of the Income Tax Act, the Union's income is exempt from taxation.

H) INVENTORIES

Inventories comprising of rugby merchandise and medical supplies are valued at the lower of cost and net realisable value. Cost is based on the first-in first-out principle. Cost includes expenditure incurred in acquiring the inventories and bringing them to their existing condition and location.

Allowances for inventory obsolescence are raised based on a review of inventories and ageing of inventories. Inventories considered slow moving, obsolete or un-saleable are written off in the period in which they are identified.

I) INVESTMENT IN SUBSIDIARY

A subsidiary is an entity in which the Union has power to control the financial and operating policies so as to obtain benefits from its activities. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Union has such power over another entity.

An investment in subsidiary, is stated in the Union's financial statements at cost less impairment losses, if any. On disposal of such an investment, the difference between the net disposal proceeds and its carrying amount is included in the statement of comprehensive income.

J) LEASES

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

Union as lessee

Operating leases are not capitalised and rental payments are charged to statement of comprehensive income in the period in which they are incurred.

K) ALLOWANCE FOR DOUBTFUL DEBTS

An allowance is made in respect of debts considered doubtful based on a review of outstanding amounts at year end. Bad debts are written off during the year in which they are identified.

L) PROPERTY, PLANT AND EQUIPMENT

Cost includes expenditure that is directly attributable to the acquisition of the item.

Freehold land is not depreciated. Depreciation on other property, plant and equipment are calculated on a straight line basis so as to write off the net cost or other revalued amount of each asset over its expected useful life to its estimated residual value. The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period.

The annual depreciation rates have been applied as follows:

Building 10%

Furniture and fittings 15%

Office equipment 15 - 20%

Motor vehicles 10 - 20%

Medical equipment 15%

Gym equipment 15%

Video Analysis equipment 15%

Profit and loss on disposal of property, plant and equipment is taken into account in determining the results for the year.

Assets acquired by way of grants and sponsorships in kind have been accounted for at a fair market value by capitalising the value of fixed assets and crediting the deferred capital grant and deferred sponsorships in kind.

M) REVENUE RECOGNITION

World Rugby Grant

In accordance with the Union's policy, income from World Rugby (IRB) is recognized in the financial statements when the right to receive grant is established and confirmed.

The Union receives funding from IRB by way of operation assistance grants and specific purpose grants.

The Union's programmes and participation in events is an ongoing process and expenditure is charged to statement of comprehensive income as and when incurred.

Sponsorships in Cash

In accordance with the Union's policy, income from sponsorship is recognized in the financial statements when the right to receive sponsorship is established and confirmed.

The Union receives funding from various donors by way of operation assistance sponsorships and specific purpose sponsorships.

The Union's programmes and participation in events is an ongoing process and expenditure is charged to statement of comprehensive income as and when incurred.

Sponsorships in kind

The Union receives assistance in kind through the provision of traveling, accommodation, players outfit and others for participation in some local and international events and for certain other activities.

Sponsorships received in kind are accounted for as income in the year of receipt based on the value supplied by the donor agency. Upon utilization of such sponsorships in kind, this is charged to related expense accounts.

N) PAYABLES

Payables are recognised when the Union becomes obliged to make future payments resulting from the purchase of goods and services.

O) RECEIVABLES

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less allowance for impairment. An allowance for impairment of trade receivables is established when there is objective evidence that the Union will not be able to collect all amounts due according to the original terms of the receivables. The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the statement of comprehensive income.

P) VALUE ADDED TAX (VAT)

Revenues, expenses, assets and liabilities are recognised net of VAT, except:

- (i) Where the amount of VAT incurred is not recoverable from the taxable authority, it is recognised as part of the cost of acquisition of an asset or as part of an item of expense; and
- (ii) For receivables and payables which are recognised inclusive of VAT.

The net amount of VAT recoverable from, or payable to the taxation authority is included as part of receivables or payables.

The VAT component of cash flows arising from operating and investing activities which is recoverable from or payable to, the taxation authority is classified as operating cash flows.

NOTE 4. SPONSORSHIPS

SPONSORSHIPS IN CASH	2015 \$	2014 \$
Vodafone (Fiji) Limited	1,098,222	1,039,901
Vodafone (Fiji) Limited – Bonus Payment	137,391	80,870
CJ Patel (Pacific) Limited	429,321	382,554
Fiji Airways	422,283	381,304
Home Finance and Company Limited	278,707	229,533
Telecom Fiji Limited	175,951	152,522
Coca - Cola Amatil (Fiji) Limited	86,957	86,957
J R White & Co. Ltd	198,473	21,739
Shangri-La Asia Ltd	376,962	-
World Rugby Specialists Pty Ltd	128,535	-
Natural Waters of Viti Limited	19,565	-
TOTAL SPONSORSHIPS IN CASH	3,352,367	2,375,380
SPONSORSHIPS IN KIND		
World Rugby Specialists Pty Ltd	425,771	415,489
Fiji Airways	499,995	495,720
JR White & Co.Ltd	-	157,095
Vodafone (Fiji) Limited	80,195	107,797
Sun (Fiji) News Limited	66,409	25,175
Carpenters (Fiji) Limited (a)	35,380	27,130
Natural Waters of Viti Limited	83,500	21,514
Gilbert Rugby	71,659	15,520
Coca - Cola Amatil (Fiji) Limited	57,763	12,820
CJ Patel (Pacific) Limited	50,501	10,165
The Hot Bread Kitchen	-	4,505
Fiji International Telecommunications Limited	8,696	-
TOTAL SPONSORSHIPS IN KIND	1,379,829	1,292,930
TOTAL SPONSORSHIPS INCOME	4,732,196	3,668,310

(a) Sponsorship in kind from Carpenters (Fiji) Limited includes depreciation recouped amounting to \$35,380 (2014: \$27,130) on motor vehicles valued at \$283,900 (VIP) supplied to the Union during current and prior year.

NOTE 5. INCOME / EXPENSES FROM HIGH PERFORMANCE UNIT

INCOME	2015 \$	2014 \$
Grant from World Rugby	3,615,786	2,502,520
EXPENSES		
Depreciation	57,529	76,679
Licensed Training Centre operations	121,571	118,851
International competition expenses	1,157,642	67,895
Player and employee outfit	47,085	81
Salaries, wages, FNPF and allowances -	1,274,399	951,134
Contracted coaches	443,007	149,795
Other expenses (a)	377,777	558,716
TOTAL EXPENSES	3,479,010	1,923,151
(a) Other expenses include gym hiring expenses, physio expenses, referee development, fitness trainer development, players insurance, northern tour expenses, union support expenses and other sundry expenses.		

NOTE 6. OTHER INCOME

Affiliation fees	8,200	3,420
Asset depreciation recouped	2,318	2,203
Donation	265,352	750
Fundraising income	25,242	-
Interest income	4,750	792
Realised exchange gain	5,430	23,089
Royalty	70,430	225,837
Sale of Jerseys	8,696	73,914
Unrealised exchange gain	136,980	-
VAT penalty written back	-	57,730
Miscellaneous income	125,314	89,900
TOTAL OTHER INCOME	652,712	477,635

NOTE 7. ADMINISTRATION, OPERATING AND OTHER EXPENSES

	2015 \$	2014 \$
Annual general meeting	17,836	17,345
Auditors' remuneration: - Audit fees	15,000	14,000
- Other services	3,700	2,300
Bad debts	4,348	-
Bank charges	4,532	7,389
City rates	3,445	3,418
Cleaning and sanitizing	11,879	2,220
Consultancy	24,845	13,211
Depreciation	163,531	122,712
Doubtful Debts	64,302	133,396
Electricity	23,116	21,833
Fines and Penalties	1,050	6,000
Fringe Benefit Tax	9,677	14,594
Freight and Cartage	52	8,224
General	85,697	24,516
Insurance	216,636	31,617
Interest	84,762	93,185
International Competition expenses	102,514	-
Legal Fees	36,817	19,893
Meals and Accommodation	3,096	-
Motor Vehicle expenses	21,410	44,751
Professional Fees	5,815	520
Printing , Stationary and Postage	22,018	16,610
Repairs and Maintenance	42,555	19,003
Salaries, Wages , FNPF and Allowances	941,359	310,777
Security	6,807	7,144
Staff expenses	54,370	148,343
Subscriptions	2,215	855
Telephone and Fax	144,923	112,722
Travelling	15,000	16,579
Training Levy	13,639	-
Unrealised Exchange loss	-	59,719
Water expenses	819	1,071
TOTAL ADMINISTRATION, OPERATING AND OTHER EXPENSES	2,147,765	1,273,947

NOTE 8. DEVELOPMENT, SELECTION AND RELATED EXPENSES`

	2015 \$	2014 \$
Accommodation, meals and incidental	4,438	7,296
Advertising	2,441	-
Freight and Cartage	23,406	3,814
Milo Kaji tournament	77,347	71,457
Motor vehicle expenses	3,837	1,159
Other expenses	29,678	4,991
Seminars and workshops	98,237	51,570
Staff allowance	-	1,776
Secondary schools rugby	129,949	139,915
Wages and salaries	193,317	169,567
Women's rugby	131,663	340,637
Travelling and transportation expenses	2,254	8,958
Telephone, telex and fax	2,839	6,443
TOTAL DEVELOPMENT, SELECTION AND RELATED EXPENSES	699,406	807,583

NOTE 9. RECEIVABLES

Sponsorships and royalty receivable	498,237	389,576
Less: Allowance for doubtful debts	(103,469)	(50,510)
TOTAL RECEIVABLES, NET	394,768	339,066

NOTE 10. INVENTORIES

Rugby merchandise	160,931	67,293
TOTAL INVENTORIES	160,931	67,293

NOTE 11. OTHER ASSETS

Player and staff – advances	2,046	2,046
Advances to Unions	92,886	92,886
Funds held with head coach (a)	-	65,856
Deposits and bonds	23,866	15,035
Grants receiveable - FASANOC	-	18,230
Prepayments	7,532	16,573
Receivable – Fiji National Sports Commission	19,086	-
Other receivable	59	-
Total other assets	145,475	210,626
Less: Allowance for doubtful debts - Advances to Unions	(92,886)	(92,886)
TOTAL OTHER ASSETS, NET	52,589	117,740

(a) In prior year, \$140,000 was advanced to the head coach for team expenses during the Northern Tours, out of which \$65,856 funds were held by him for team expenses during 2015 Rugby World Cup. These funds were fully utilized in current year.

NOTE 12. PROPERTY, PLANT AND EQUIPMENT

	2015 \$	2014 \$
Freehold land at deemed cost (Note 12(a))	822,286	822,286
Building at deemed cost	196,192	196,192
Less: Accumulated depreciation	(154,148)	(134,528)
	42,044	61,664
Furniture and fittings	86,245	77,558
Less: Accumulated depreciation	(71,614)	(68,187)
	14,631	9,371
Office equipment	390,943	281,438
Less: Accumulated depreciation	(246,292)	(211,272)
	144,651	70,166
Motor vehicles	654,709	440,644
Less: Accumulated depreciation	(305,766)	(219,937)
	348,943	220,707
Medical equipment	17,207	17,207
Less: Accumulated depreciation	(15,093)	(12,531)
	2,114	4,676
Gym equipment	679,873	637,583
Less: Accumulated depreciation	(549,845)	(508,640)
	130,028	128,943
Video analysis equipment	223,406	223,406
Less: Accumulated depreciation	(146,386)	(112,992)
	77,020	110,414
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	1,581,717	1,428,227

NOTE 12. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

MOVEMENTS IN CARRYING AMOUNTS

Movements in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year are as follows:

	FREEHOLD LAND	BUILDING	FURNITURE & FITTINGS	OFFICE EQUIPMENT	MOTOR VEHICLE	MEDICAL EQUIPMENT	GYM EQUIPMENT	VIDEO ANALYSIS EQUIPMENT	TOTAL 2015	TOTAL 2014
Opening balance	822,286	61,664	9,371	70,166	220,707	4,676	128,943	110,414	1,428,227	1,471,596
Additions	-	-	8,687	109,506	214,066	-	42,291	-	374,550	156,022
Depreciation expense	-	(19,620)	(3,427)	(35,021)	(85,830)	(2,562)	(41,206)	(33,394)	(221,060)	(199,391)
Closing balance	822,286	42,044	14,651	144,631	348,943	2,114	130,028	77,020	1,581,717	1,428,227

(a) On transition to IFRS for SMEs as at 1 January 2010, the Union elected to measure freehold land and building at deemed costs, and had used revalued amount at 1 January 2010 as the deemed cost. Also, the deemed cost of the freehold land was stated net of potential capital gains tax (at the rate of 10%) amounting to around \$90,000 that may potentially arise if the freehold land is to be sold or traded.

(b) In accordance with the security arrangements for borrowings from banks, the land and building has been pledged as security.

NOTE 13. INVESTMENT IN SUBSIDIARY

	2015 \$	2014 \$
Shares in subsidiary – at cost (Note 24)	10,000	10,000
The Union holds 10,000 ordinary shares of \$1 each, comprising 100% of the total shareholding in International Sports Administration and Marketing Limited (ISAML).		

NOTE 14. PAYABLES

Creditors and accruals	1,225,931	1,214,828
FRU lottery prize (Note 20)	121,250	125,750
Gambling Turnover Tax payable	51,504	51,504
VAT and VAT penalties payable (a)	63,245	176,599
Total payables	1,461,930	1,568,681
a) VAT and VAT penalties payable includes VAT penalties payable amounting to \$15,085 (2014: VAT penalties refund amounting to \$41,759) (due to waiver of penalties paid).		

NOTE 15. INTEREST BEARING BORROWINGS

Secured borrowings:		
Bank overdraft (a)	174,327	-
Term loan - Westpac Banking Corporation (b)	136,261	203,808
Term loan - Merchant Finance & Investment Co. Ltd (c)	-	15,777
Finance leases - Home Finance Company Limited (d), Note 19 (c)	23,564	-
Total current secured interest bearing borrowings	334,152	219,585
NON-CURRENT		
Secured borrowings:		
Term loan - Westpac Banking Corporation (b)	770,705	828,764
Finance leases - Home Finance Company Limited (d), Note 19(c)	121,418	-
Total non-current secured interest bearing borrowings	892,123	828,764
Total interest bearing borrowings	1,226,275	1,048,349

PARTICULARS RELATING TO SECURED BORROWINGS:

a) Bank overdraft from Westpac Banking Corporation is subject to competitive interest rate.

b) The term loan is subject to interest at the rate of 7.99% and is repayable by monthly instalment of \$16,984, inclusive of principal and interest.

The term loan is secured by First Registered Mortgage over 35 Gordon Street, Suva property described as CT 4425.

c) Finance lease facilities from Home Finance Company Limited is subject to interest at competitive rate, repayable by monthly instalment of \$3,085 and is secured by lease finance agreement over motor vehicles Nissan Navara Double Cab – Registration No. HY926 and HY927.

d) Finance lease facility from Merchant Finance & Investment Co. Ltd. was secured by first registered bill of sale over motor vehicle Hyundai Santa-Fe Wagon – Registration No. FZ624. During the year, this facility was fully settled.

NOTE 16. PROVISIONS

	2015 \$	2014 \$
Employee entitlements	52,417	25,284

NOTE 17. DEFERRED REVENUE

CURRENT		
Deferred IRB grant	1,476,396	956,766
NON - CURRENT		
Deferred capital grant balance brought forward	10,007	12,210
Less: Grant recouped during the year	(2,318)	(2,203)
	7,689	10,007
Deferred vehicle sponsorship in kind balance brought forward	140,900	83,682
Add: Vehicles acquired through sponsorship in kind	66,000	84,348
Less: Vehicle sponsorship in kind recouped during the year	(35,380)	(27,130)
	171,520	140,900
Total non - current deferred revenue	179,209	150,907
TOTAL DEFERRED REVENUE, NET	1,655,605	1,107,673

Refer Note 3 (d) relating to accounting policy for deferred revenue

NOTE 18. NOTES TO THE STATEMENT OF CASH FLOWS

A) CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of cash on hand and balance with banks. Cash and cash equivalents included in the statement of cash flows comprise the following statement of financial position amounts:

Cash on hand and with banks	1,724,988	1,897,156
Bank overdraft	(174,327)	-
TOTAL CASH AND CASH EQUIVALENTS	1,550,661	1,897,156

B) NON-CASH OPERATING ACTIVITIES

Sponsorships in kind

During the year, the Union received sponsorships in kind for its activities aggregating to \$1,379,829 (2014: \$1,292,930). These transactions are not reflected in the statement of cash flows.

Furthermore, the Union received a motor vehicle valued at \$75,900 (2014: \$97,000) (VIP) as sponsorship in kind during the year from Carpenters (Fiji) Limited. This transaction is not reflected in the statement of cash flows.

NOTE 19. COMMITMENTS

	2015 \$	2014 \$
a) Capital expenditure	-	306,495
b) Under various sponsorship agreements, the Union has provided certain rights, promotional entitlements, free tickets to matches and certain other sponsorship benefits to its sponsors.		
c) Finance lease expenditure contracted for motor vehicles is payable as follows:		
Not later than one year	30,848	-
Later than one year but not later than five years	136,928	-
	167,776	-
Future finance charges	(22,794)	-
NET FINANCE LEASE LIABILITY	144,982	-
Reconciled to:		
Current liabilities (Note 15)	23,564	-
Non-current liabilities (Note 15)	121,418	-
	144,982	
d.) Operating lease commitments contracted for rentals are payable as follows:		
Not later than one year	109,256	107,892
Later than one year but not later than five years	15,648	45,612
TOTAL OPERATING LEASE EXPENSE COMMITMENTS	124,904	153,504

NOTE 20. CONTINGENT LIABILITIES

Contingent liabilities exist with respect to the following:		
Litigation (a)	-	75,000
FRU Lottery (b), (Note 21)	100,000	100,000
TOTAL CONTINGENT LIABILITIES	100,000	175,000

(A) LITIGATION

Certain claims and disputes, including sponsorship dispute, which arose in the ordinary course of the Union's activities have been brought against the Union in prior year and current year. The directors have obtained legal advice on these claims, and based on the legal advice directors are confident that no significant liability, other than those that have been brought to account or have been disclosed, will eventuate.

(B) FRU LOTTERY

During 2011, one of the prize winners of FRU lottery from the earlier lottery draw during 2010 had initiated legal proceedings against the Union for settlement of prize money together with damages, interest and costs on an indemnity basis.

(B) FRU LOTTERY (CONT'D)

The circumstances of the litigations are such that the ultimate outcome of these cannot presently be determined with an acceptable degree of reliability, and accordingly no provision for any liability, if any that may result has been made in the financial statements.

However, FRU lottery prize payable (under lottery redraw during February 2013) has been provided as payable in the books of account. (Refer Note 14).

(C) GTT PAYABLE AND PENALTY

On 17 February 2011, Fiji Revenue and Customs Authority (FRCA) issued a demand letter to FRU Lottery Promoter for default in payment of Gambling Turnover Tax (GTT) amounting to \$299,995 and 25% penalty amounting to \$74,999. The Union has written to FRCA seeking deferment of the payment of GTT and related penalty as the FRU Lottery Draw matter was before the court. It appears that FRCA had raised an assessment and issued a demand letter to the lottery promoter based on the value of total printed lottery tickets. Based on the calculations carried out by the Union, GTT payable of \$51,054 has been provided for in the financial statements for the year ended 31 December 2011 to 2015. (Refer Note 14).

NOTE 21. FRU LOTTERY

During 2009, the Union had organized and launched a Lottery with the principal objective of raising funds to prepare the national rugby team for 2011 Rugby World Cup. The Gaming License was subject to the Gaming Decree 2009 and number of special terms and conditions. The Union was not able to comply with condition to provide special audited reports for Lottery Account to the Office of Solicitor General within stipulated time due to seizure of records in January 2011 by the Fiji Commerce Commission.

On 1 January 2011, the Fiji Commerce Commission issued a letter to the Union stating that the Commission had commenced investigation on the sale of FRU Lottery tickets for Rugby World Cup 2011 and the subsequent drawing of the lottery. According to the Fiji Commerce Commission, the practice of initially selling tickets at \$20 and subsequently at lower prices was a contravention of five statutory provisions of the Commerce Commission Decree 2010.

The Fiji Commerce Commission had also issued certain directives to the Union, including offer to reimburse \$10 to all purchasers of \$20 tickets. The Commission has further directed the Union to refrain from proceeding with the disbursement of the \$300,000 prize money until further orders.

Furthermore, during January 2011, as part of the investigation by the Fiji Commerce Commission in respect to the sale of FRU Lottery tickets, accounting records, source documents and records relating to FRU Lottery account were seized by Fiji Commerce Commission.

During 2011, a Deed of Settlement and Mutual Release was signed by the Union and Fiji Commerce Commission. In accordance with the Deed signed by the parties, both parties agreed to withdraw their court proceedings and be bound by the terms of the settlement and any other Court directives. The terms of settlement agreed by both parties are as follows:

1. Fiji Rugby Union to withdraw and/or file a Notice of Discontinuance against the Fiji Commerce Commission in the matters of: Judicial Review No.1 of 2011 Suva High Court, Suva Magistrate Court Civil Action No.2 of 2011; and the Court of Appeal No. ABU 0008 of 2011.
2. Fiji Commerce Commission to withdraw and/or file a Notice of Discontinuance against the Fiji Rugby Union in Suva High Court Civil Action No.4 of 2011.
3. Fiji Rugby Union to refund all the tickets bought for \$10 prior to the draw of the lottery.

4. Fiji Rugby Union to redraw the lottery and ensure that all the tickets butts of tickets bought at \$20 are included in the redraw.

5. The parties to do all things and sign and lodge all documents with necessary Government Authorities or Court of Fiji as may be necessary to give effect to the matters contemplated by these Terms of Settlement.

In January 2013, the Union published advertisements in newspapers giving details of all the tickets that were sold for less than \$20 and inviting the public to bring in their ticket for reimbursement. On 21 February 2013, the Union held the grand lottery redraw at the Garden City car park in Raiwai under the supervision of the Fiji Commerce Commission.

Also, as disclosed in Note 20 under contingent liabilities, during 2011 one of the prize winners of FRU lottery from the earlier draw initiated legal proceedings against the Union for settlement of prize money together with damages, interest and costs on an indemnity basis.

NOTE 22. EVENTS SUBSEQUENT TO BALANCE DATE

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Union, the results of those operations, or the state of affairs of the Union in future financial years.

NOTE 23. GOING CONCERN

The financial statements have been prepared on a going concern basis which contemplates the realisation of assets and satisfaction of liabilities in the normal course of the Union's activities.

The Union's current liabilities exceeded current assets by \$991,619 as at 31 December 2015 (2014: \$349,061). Also as at 31 December 2015, the Union's total liability exceeded total assets by \$471,234. The Union requires

continued financial assistance for its operating activities and for rugby development. Furthermore, there are number of matters as disclosed under contingent liability (refer Note 20) which may potentially give rise to additional liabilities and commitments in future.

The above raise doubts as to whether the Union will be able to meet its financial commitments and continue as a going concern.

The Union's continuation as a going concern is dependent upon its ability to increase revenue including sponsorship revenue, reduce expenditure, obtain continued financial assistance from World Rugby and financial institutions and generate sufficient cash flows from sponsorships and operations.

The board considers the application of the going concern principle to be appropriate in the preparation of these financial statements based on a number of initiatives and measures including the following:

- Measures and efforts for increasing revenue from sponsorship contracts and other revenues.
- Reduction in expenditure with 'in kind' sponsorship supply contracts.
- Continued financial assistance and support from World Rugby.
- Plans and strategies being implemented by the directors.

The financial statements do not include any adjustments relating to the valuation and classification of recorded asset amounts or to the amounts and classification of liabilities that might be necessary should the Union be unable to continue as a going concern.

NOTE 24. INVESTMENTS IN SUBSIDIARY COMPANY

ENTITY	PLACE OF INCORPORATION	% OWNED	INVESTMENT BOOK VALUE \$
International Sports Administration and Marketing Limited	Fiji	100	10,000

NOTE 25. RELATED PARTY DISCLOSURES

A) DIRECTORS

The names of persons who were directors of the Union at any time during the financial year are as follows:

Commander Francis Kean – Chairman (elected on 25 April 2015)

Max Olsson (elected on 25 April 2015)

Jay Whyte (elected on 25 April 2015)

Ratu Aisea Vosailagi (elected on 25 April 2015)

Dr Berlin Kafoa (re-elected on 25 April 2015)

Baljeet Singh (re-elected on 25 April 2015)

Carl Ngamoki-Cameron (re-elected on 25 April 2015)

John O'Connor (elected on 25 April 2015 but later resigned on 31 December 2015)

Filimone Waqabaca– Chairman (not re-elected on 25 April 2015)

Dr Esther Williams (not re-elected on 25 April 2015)

Napolioni Batimala (not re-elected on 25 April 2015)

Daniel Whippy (not re-elected on 25 April 2015 but was later appointed on 4 January 2016)

Mosese Taga (not re-elected on 25 April 2015)

Filimone Vatuvoka (not re-elected on 25 April 2015)

Tevita Bolanavanua (elected on 25 April 2015 but later resigned on 15 December 2015)

B) KEY MANAGEMENT PERSONNEL AND DIRECTORS BENEFITS

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity. During the year, the following executives were identified as key management personnel, with the greatest authority and responsibility for the planning, directing and controlling the activities of the Union for the current financial year. In prior year, General Manager High Performance was also holding the Head Coach 15s position.

(B) KEY MANAGEMENT PERSONNEL AND DIRECTORS BENEFITS (CONT'D)

Chief Executive Officer

Manager Finance

National Development Manager

General Manager High Performance

Head Coach 7s

Head Coach 15s

ENTITY	2015	2014
Salaries, FNPF and other benefits	\$ 1,229,586	564,607

During the period from January to July 2014 and December 2015, the director, Berlin Kafoa has been acting as the Chief Executive Officer of the Union on a voluntary basis except for the use of Union's motor vehicle during the period January to July 2014.

NOTE 26. APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved by the board of directors and authorised for issue on 25 April 2016.



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