OCEANIA NETBALL

STRATEGIC PLAN

2026-2029

One Ocean. One Family.

Approved by the Oceania Netball Federation Executive Committee (ExCOM) and Members
July 2026

Contents

01 Executive summary 3

02 About Oceania Netball 4

03 Our vision, purpose and values 5

04 Our strategic context 6

05 Strategic pillars 2026-2029 7

06 Implementation roadmap 13

07 How we align with World Netball 14

08 What success looks like 15

09 A commitment to our region 16

01

Executive summary

Netball is the number one women's sport in the Pacific. Oceania Netball exists to keep it that way, and to make it stronger, more open to everyone, and more visible for the future.

This plan sets our direction for the four years from 2026 to 2029. It builds on what we achieved in our 2021 to 2024 plan. It reflects what our member nations told us in our planning sessions. And it responds to changes happening in our region and around the world.

The plan follows the global strategy of World Netball, the world governing body for netball. At the same time, it stays grounded in the real strengths, challenges and hopes of the Oceania region.

Our six strategic pillars

PILLAR 1

Grow

More people playing, more members, and netball reaching more places.

PILLAR 2

Develop

Stronger coaches, umpires and administrators, through clear and simple pathways.

PILLAR 3

Compete

Stronger regional competition, and a protected place for Oceania in top-level netball.

PILLAR 4

Sustain

Stable funding and good governance, so we can stand on our own feet.

PILLAR 5

Connect

A higher profile for Oceania netball, through strong communication and partnerships.

PILLAR 6

Inspire

Using netball to support women, build communities and change lives.

Together, these six pillars will make Oceania Netball stronger as a regional body, deepen our impact in member nations, and give our region a confident place in the global netball family.

02

About Oceania Netball

Oceania Netball is the regional governing body for netball across the Pacific region. We support seven full members and several associate members. Our nations are spread across some of the most diverse and widely separated parts of the Pacific.

We are one of five regional bodies that make up World Netball, the global netball family. Our job is to lead, support and coordinate netball across the region. This covers everything from grassroots play to elite performance.

Our members

FULL MEMBERS

- Cook Islands Netball Association
- Fiji Netball Association
- Netball New Zealand
- Papua New Guinea Netball Federation
- Samoa Netball Association
- Solomon Islands Netball Federation
- Tonga Netball Association

ASSOCIATE AND DEVELOPING MEMBERS

- Norfolk Island
- Niue
- Vanuatu
- American Samoa
- Tokelau
- Other Pacific nations with future development potential

In the Pacific, netball means much more than sport.

It opens doors for women and girls. It creates pathways in sport, leadership, education, health, community connection and personal development. We take that responsibility seriously, and we have a responsibility to protect this legacy and help it grow.

We are a small organisation with a big job. We work with limited resources across a huge area. Our success depends on our member nations, our volunteers and our partners.

03

Our vision, purpose and values

VISION

One Ocean. One Family. A united Oceania where netball is visible, thriving and valued for the way it empowers people and strengthens communities.

PURPOSE

To lead, strengthen and grow netball across Oceania by building capability, creating pathways and supporting a region that is connected, confident and competitive.

Our values

Our five values spell the word OTHER. Looking after each OTHER is at the heart of how we work across the region.

O	**One**	We always act in the best interests of the region. We share our expertise, experience and passion to strengthen and grow netball together.
T	**Teamwork**	We work together to support netball development across the region, from grassroots participation through to elite performance.
H	**Holistic**	We support individual and community wellbeing, including physical and mental health, empowerment and connection.
E	**Excellence**	We are committed to being our best and delivering our best.
R	**Respect**	We embrace diversity and provide a safe, welcoming environment for all netballers.

04

Our strategic context

This plan is based on an honest view of where Oceania Netball is now. It recognises what is working well, what needs attention, what opportunities we can pursue and what risks we must manage.

WHAT IS WORKING WELL

- Oceania has strong elite performance, including members ranked among the top netball nations in the world.
- Regular member forums have improved communication, trust and regional collaboration.
- PacificAus support has helped build administration and high-performance capability.
- The Challenge Series and other events have created more competition opportunities.
- Men's and boys' netball is growing across the region. In 2025, Fiji, Tonga and New Zealand contested a Fiji men's invitation netball tournament in Suva.
- Beach netball, Fast5 and other formats are opening new ways to play.
- Coaching development and mentoring are creating stronger local capability.
- Governance capability and leadership stability have improved in many member organisations.

WHAT NEEDS ATTENTION

- Oceania Netball relies heavily on a small number of funding sources. This creates risk.
- Some members do not have equal access to funding, development support or competition.
- Coach and umpire pathways need to be simpler, clearer and easier to access.
- Volunteer workload and leadership succession are major challenges for smaller members.
- Travel, accommodation and event costs make regional competition difficult.
- Oceania Netball needs stronger independent revenue and commercial capability.

OPPORTUNITIES

- New and developing members can strengthen Oceania influence and participation.
- The growth of men's and boys' netball can help protect and grow netball in multi-sport events.
- World Netball's new Men's Netball World Cup creates fresh pathways for our region, where men's netball is already strong.
- Brisbane 2032 provides a long-term performance and advocacy opportunity.
- Partnerships with health, women in sport, leadership and development agencies align strongly with netball impact.
- Digital learning can reduce distance barriers and improve access to development.

RISKS

- Changes to World Netball qualification may reduce Oceania access to major events.
- More frequent global events may increase financial pressure on smaller members.
- Rising costs may reduce international competition and development opportunities.
- Funding frameworks may not always recognise the needs of established women's and girls' sport.
- Netball must continue to show its value and relevance within Pacific Games and wider sport systems.

05

Strategic pillars 2026-2029

The six pillars are connected. Growth needs development. Development supports competition. Competition raises visibility. Visibility helps attract partners and funding. Strong funding and governance help sustain the whole region.

1

PILLAR 1

Grow

Increase participation, support new members and extend the reach of netball across Oceania.

GOALS

- Reach 10 or more full members by the end of 2029.
- Increase registered players and participants across member nations.
- Support school, youth and community participation.
- Grow beach netball, Fast5, walking netball and other formats.
- Support men's and boys' netball in a way that also protects investment in women and girls.

KEY ACTIONS

- Create a clear membership development framework.
- Support Vanuatu, Niue, Norfolk Island, American Samoa and other interested nations through membership steps.
- Help members map school and community participation.
- Share simple resources for beach netball, Fast5 and local competitions.
- Advocate for netball to stay strong in Pacific Games and other multi-sport settings.
- Grow men's and boys' netball and build pathways towards the Men's Netball World Cup and Men's Fast5, without reducing investment in women's programmes.

HOW WE WILL MEASURE PROGRESS

- Number of full and associate members.
- Registered player and participant numbers by member nation.
- Number of nations offering alternative formats.
- Number of school or community programmes supported.

2

PILLAR 2

Develop

Build simple, practical pathways for coaches, umpires, technical officials, administrators and leaders.

GOALS

- Publish clear Oceania pathways for coaches, umpires and officials.
- Increase Pacific Island-based umpires progressing towards international status.
- Build regional coaching development, including local and diaspora coaches.
- Strengthen governance and administration capability in smaller members.
- Create online learning that members can access regardless of location.

KEY ACTIONS

- Review the Asia/Europe Netball pathway model and adapt what works for Oceania.
- Create one-page pathway guides for coaches, umpires and officials.
- Use remote assessment where possible to reduce travel barriers.
- Deliver workshops alongside regional events.
- Create a mentoring system that links emerging leaders with experienced people.

HOW WE WILL MEASURE PROGRESS

- Pathway guides published and used.
- Number of coaches, umpires and officials trained or assessed.
- Number of members accessing online learning.
- Number of mentoring relationships established.

3

PILLAR 3

Compete

Create stronger regional competition pathways and protect Oceania representation on the world stage.

GOALS

- Keep a steady regional competition calendar, with regular pathways from development to elite level.
- Protect and strengthen Oceania qualification opportunities for World Netball events.
- Aim for at least three Oceania members in the world top 20.
- Establish an Under 21 regional competition.
- Develop a practical hosting model that shares opportunities across the region.

KEY ACTIONS

- Confirm and publish a four-year regional competition calendar by the end of 2026.
- Make the Challenge Series a regular regional event.
- Deliver the first Under 21 regional championship by 2027.
- Work with members to identify hosting strengths and responsibilities.
- Advocate strongly in World Netball discussions on qualification and event formats.
- Explore opportunities for Pacific Island teams in Australian and New Zealand competitions.

HOW WE WILL MEASURE PROGRESS

- Competition calendar published.
- Number of regional events delivered.
- Number of member nations competing.
- World ranking movement for member nations.
- Oceania positions protected in international qualification processes.

4

PILLAR 4

Sustain

Build strong governance, wider funding and long-term regional resilience.

GOALS

- Reduce reliance on one major funding source.
- Build commercial and grant capability.
- Strengthen governance across Oceania Netball and members.
- Support volunteer retention and leadership succession.
- Position Oceania Netball as a credible partner for funders and development agencies.

KEY ACTIONS

- Complete a funding risk assessment.
- Develop a funding diversification plan.
- Identify and pursue funding with DFAT, MFAT, UN Women, health agencies and other partners.
- Build grant-writing and commercial development capability.
- Create governance support resources for new and smaller members.
- Develop simple volunteer recognition and succession tools.

HOW WE WILL MEASURE PROGRESS

- Percentage of income from different funding sources.
- Number and value of funding applications submitted.
- Number of governance development activities delivered.
- Number of members with succession or volunteer plans.

5

PILLAR 5

Connect

Raise the visibility of Oceania Netball and strengthen partnerships.

GOALS

- Make Oceania Netball visible as a leading women's and girls' sport federation in the Pacific.
- Build a consistent digital presence.
- Show clear impact to funders, partners and World Netball.
- Strengthen partnerships with Netball New Zealand, Netball Australia, World Netball and regional organisations.
- Tell stories that show the impact of netball on women, girls, families and communities.

KEY ACTIONS

- Complete a digital and communications audit.
- Create a 12-month communications plan.
- Appoint or identify a communications lead.
- Produce a quarterly impact update for funders and partners.
- Support members to share stories using a consistent regional voice.

HOW WE WILL MEASURE PROGRESS

- Communications plan completed.
- Growth in social media reach and engagement.
- Number of impact stories published.
- Number of partner updates or impact reports shared.

6

PILLAR 6

Inspire

Use netball to support women, girls, young people, communities and Pacific leadership.

GOALS

- Position netball as a vehicle for health, confidence, leadership and empowerment.
- Create a youth leadership pathway for 16 to 25 year olds.
- Include wellbeing and community development in regional programmes.
- Align netball impact with Pacific development priorities.
- Reflect the culture, identity and diversity of Oceania in events and communications.

KEY ACTIONS

- Map wellbeing, empowerment and leadership activity already happening across members.
- Build a women and girls leadership strand into regional events.
- Pilot a youth development pathway in coaching, umpiring, administration and leadership.
- Create partnerships with health, education and development organisations.
- Create a simple toolkit to help members include wellbeing outcomes in programmes.

HOW WE WILL MEASURE PROGRESS

- Number of youth leaders involved.
- Number of leadership or wellbeing activities delivered.
- Number of partnerships linked to social impact.
- Evidence of wellbeing and empowerment outcomes in reporting.

06

Implementation roadmap

The Executive Committee and Coordinator will turn this plan into annual work plans. Each work plan should confirm the lead person, key partners, budget needs, timing and measures of success.

Each year, the Executive Committee will review progress and update priorities. Member nations are encouraged to line up their own planning with this roadmap.

Pillar	2026	2027	2028-2029
Grow	• Finalise membership framework. • Map participation. • Support developing members. • Begin planning the U21/Challenge Series regional competition.	• Support new membership steps. • Strengthen school and community programmes. • Deliver the first U21 regional event.	• Consolidate membership growth and participation reporting. • Embed a sustainable competition calendar. • Grow to 10 or more full members.
Develop	• Map current umpire and coach pathways. • Benchmark Asia/Europe umpiring model. • Draft simple Oceania pathways.	• Launch pathways. • Train facilitators and mentors. • Increase remote learning. • Track accreditations.	• Review pathway results. • Expand digital learning and assessment.
Compete	• Publish four-year calendar. • Confirm hosting model. • Plan Under 21 event / development competition	• Deliver Under 21 event and 'Challenge' Series. • Advocate on qualification.	• Review competition outcomes and strengthen elite pipeline.
Sustain	• Complete funding risk review. • Begin funding and commercial framework.	• Launch the funding diversification strategy. • Submit funding proposals. • Build governance and grant capability. • Pitch to UN Women and health programmes.	• Grow independent income and strengthen succession planning.
Connect	• Audit digital presence. • Appoint a communications lead or volunteer.	• Launch the regional social media strategy. • Profile netball in the Pacific women's sport story.	• Maintain consistent regional storytelling and partner engagement.

Pillar	2026	2027	2028-2029
Inspire	• Map empowerment, wellbeing and leadership activity across members.	• Pilot youth leadership and women's and girls' leadership strands.	• Build inspiration outcomes into all programme reporting.

07

How we align with World Netball

This plan supports the strategic direction of World Netball while applying it in a way that fits the Oceania context. Oceania Netball will continue to work with World Netball, but will also advocate clearly for the needs and realities of the region.

Oceania pillar	World Netball alignment
Grow	Grow and Play
Develop	Grow capacity and Play through better coaching, umpiring and officiating
Compete	Play and Grow through events, ranking and qualification
Sustain	Govern and Grow through stronger funding and governance
Connect	Grow reach and Inspire through stories and partnerships
Inspire	Inspire through women's and girls' leadership, wellbeing and community impact

Oceania Netball will contribute to World Netball by:

- Taking part in governance, Congress and consultation processes.
- Advocating for Oceania interests in qualification and event format decisions.
- Sharing regional insights and learning.
- Supporting World Netball Foundation work where it benefits the region.
- Using consistent and approved branding in line with Oceania Netball and World Netball requirements.

08

What success looks like

This is the picture of success we are working towards by 2029, for Oceania Netball as a regional body and for our member countries.

For Oceania Netball	For member countries
Ten or more full members, with netball growing in new Pacific nations.	More people playing, with thriving school and community participation.
Beach netball, Fast5 and walking netball are offered across the region.	Different forms of netball are available locally, for all ages and abilities.
Men's and boys' netball is thriving, with Oceania teams competing on the world stage, including at the Men's Netball World Cup.	Member countries run men's and boys' netball with clear local pathways.
One clear, shared pathway for coaches, umpires and officials.	More local coaches, umpires and officials are trained and accredited, including more Pacific-based umpires reaching IUA and ITID status.
A steady regional competition calendar, with at least three members in the world's top 20.	Every member country has a world ranking, and teams include locally based players.
Clear pathways from development to elite level, including a regular Under 21 regional competition and Challenge Netball Series.	Players are retained through all age groups, from primary school to seniors.
Emerging leaders across the region are identified and supported on their journey.	Young people are growing as coaches, umpires, administrators and leaders at home.
Oceania Netball is visible and respected, leading communication across the region and in the global game.	Member countries communicate well and show netball leadership locally, with families active as fans, volunteers and supporters.
Funding is broad enough that we no longer depend on a single donor, and Oceania is heard in World Netball governance.	Members have the governance and funding support to plan with confidence and take part in World Netball processes.

09

A commitment to our region

Netball has been part of Pacific life for generations. It is played in communities, schools, churches, villages and families across the region. It has created leaders, friendships, confidence and opportunity.

This plan is a shared commitment. It asks every part of the Oceania netball family to contribute in practical ways.

Our Executive Committee	will provide leadership, advocacy and good decisions for the long-term benefit of the region.
Our member associations	will share information, take part in regional planning and support collaboration.
Our partners and funders	will be invited to invest in work that creates real community impact.
Our coaches, umpires, administrators and volunteers	will continue to bring the game to life.
Our players	will keep competing, leading and inspiring the next generation.

We know the challenges are real. Funding is uncertain. Travel is costly. Volunteers are stretched. Global sport is changing quickly. Even so, Oceania Netball has shown what is possible when member nations communicate, plan and support each other.

One Ocean. One Family.

We move forward together.



OCEANIA NETBALL

One Ocean. One Family.

www.oceanianetball.com
oceanianetballfed@gmail.com