



**women
in sport**

Ngā Wāhine Hākinakina o
AOTEAROA

STATEMENT OF STRATEGIC DIRECTION

1 July 2022



Whakaronga Ake Au

<i>Whakarongo ake au</i>	I listen, where up high
<i>Ki te tangi a te manu</i>	A bird flies
<i>E rere runga rawa e</i>	Its cry rings out
<i>Tui, tui, tui, tuia</i>	Sew, stitch, bind it together
<i>Tuia i runga</i>	From above
<i>Tuia i raro</i>	From below
<i>Tuia i roto</i>	From within
<i>Tuia i waho</i>	From outside
<i>Tui, tui, tuia</i>	Sew and bind it together
<i>Kia rongo te ao</i>	During the day
<i>Kia rongo te pō</i>	And the night
<i>Tui, tui, tuia</i>	Sew, stitch, bind it together

To create our system change movement we are guided by the lyrics of this tauparapara, this chant, that talks about the tui. They use the different calls of the tui, a native bird of Aotearoa New Zealand, as a metaphor to bind and unite people for the purpose of achieving a common goal.

Our story, our strategic aspiration



Why our founders created WISPA

Women in Sport Aotearoa, *Ngā Wāhine Hākinakina o Aotearoa* (WISPA) is an emerging organisation, formed in 2016 by twenty-two female leaders across Aotearoa New Zealand's sport and recreation system, motivated by a determination that all wāhine/women and kōhine/girls be given equity of opportunity, alongside tāne/men and tama/boys, to participate, compete, and build careers within Aotearoa New Zealand's sport and active recreation environment.

This motivation stemmed from personal commitments to ensuring that our sport and recreation system was held accountable for the equitable distribution of resources to ensure wāhine/women and kōhine/girls benefitted from this investment within the context of personal and societal development.

Through the establishment of concepts such as inclusivity, fair play, and ensuring pathways in sport for all, we know that sport can be a tool to achieve gender equity.

WISPA's founding members recognised that the 'system' surrounding the sport and active recreation environment had historically impeded change towards genuine gender equity. Male domination of governance and management leadership and decision-making roles had inhibited the female voice being heard. In many sports, investment in male programmes had greater priority. Broadcasting and commercial relationships had focused more strongly on male-based priorities. Media had disproportionately focused on male identities, teams, and competitions.

Our role: Catalysing system change

Since WISPA's formation, the sport and active recreation 'system' has been changing. Tangible early momentum towards gender equity has been created, both within our own country and globally. But the pace of change now needs to accelerate.

By building off this early momentum, WISPA's future role is to identify and activate further impactful ways to catalyse and/or contribute to an acceleration of system changes to ensure genuine gender equity within sport and active recreation becomes a reality sooner rather than later.



We are committed to *Te Tiriti o Waitangi*

Ngā Wāhine Hākinakina o Aotearoa (WISPA), since our inception, has been committed to *Te Tiriti o Waitangi* including the appointment of two wāhine Māori to our inaugural WISPA Board. We understand that we have a specific responsibility to *wāhine me kōhine* as the indigenous peoples of Aotearoa New Zealand.

As we have matured, this commitment led to the establishment of our Rōpu, *He Wāhine Toa kei te Kōkiri*/Strong women making strategic moves, to specifically advance the Kaupapa of WISPA for wāhine me kōhine.

He Wāhine Toa kei te Kōkiri enables WISPA to apply *Te Tiriti o Waitangi* daily in all activities and initiatives of WISPA. Our Rōpu comprises representatives from *Mana Whenua*, *Ngati Whātua Orakei*; Māori Women's Development

Inc. (established to promote activities that will improve the position of *Māori wāhine me tamariki*); *Te Rōpu Wāhine Māori Toko I te Ora* (Māori Women's Welfare League - MWWL) (the only National Māori Women's organisation, formed to drive outcomes for wāhine, whanau and tamariki); *Aotearoa Māori Netball* (who, in 2022, hosted their 33rd Oranga Healthy Lifestyles National Tournament); and Māori sports administrators and governors including the two Māori members of the WISPA Board, one Foundation Board members, and one Māori staff member of WISPA.

Our *Rōpu* is not only driven by their determination to improve the situation for *wāhine*/women and *kōhine*/girls. They are clear that the principle of equity of opportunity represents a practising model of “by specific communities, for specific communities” that can support the transformation of the whole system, for all women and girls, including those with diverse gender identities.

Given our commitment to *Te Tiriti o Waitangi*, WISPA acknowledges our specific responsibility to *Māori wāhine* and *kōhine*. The growing strength of our partnership with Māori will provide us with the strong platform needed to grow awareness of the layers of inequity that currently exist, but are hidden within the gender inequity prevalent within our sport and active recreation environment, which result in inequity of opportunity for indigenous women and girls.



We do not stand alone

We do not stand alone in what we seek to achieve. We are part of a growing community of people and organisations looking, each in our own ways and often together, to change our environment to empower this drive for gender equity.

WISPA's collaboration with and support of the organisations hosting the cricket, rugby, and football women's world cups in Aotearoa New Zealand is evidence of this, as has been the annual Sport New Zealand Women and Girls Summit event delivery partnership with SHIFT, over the past three years.

WISPA is steadily growing our nationwide network, and continuation of this strategic relationship and partnership activity is a high priority. *Ngati Whātua Orakei* has officially gifted WISPA our name for that network - *Hine Manawa Rau* : Women of multiple qualities and possibilities.

Crucially, there is very strong alignment between our future strategic direction and that of Sport New Zealand (SNZ). WISPA's first strategic plan had significant influence on SNZ's Women and Girls In Sport and Active Recreation strategy. SNZ has since strongly supported WISPA including, in particular, with our hosting of the IWG Secretariat 2018 - 2022 and the 8th IWG World Conference on Women and Sport 2022. Both organisations are fully committed to *Te Tiriti o Waitangi*, not only within our respective organisations, but how we reflect this in what we each do. There is significant opportunity for our two organisations to work together going forward, for mutual strategic benefit.

Our independence is a valuable taonga

Although we do not stand alone, one of our most important strengths, to be treasured, is that we have an independence that allows us to both advocate for and to challenge those within the system. We must continue to use this courageously and wisely.

IWG World Conference programme alignment

The programme that has been created for the IWG World Conference has strong alignment with WISPA's future strategic direction. We will harness the powerful legacy left by our hosting of that major event.

Our future strategic direction, the next five years

This Statement of Strategic Direction is about who we are, what we stand for, and how we will play a dynamic role in catalysing and contributing to ongoing system change.

We believe that our strategic direction, as articulated herein, will remain consistent for the life of our organisation but, for the purposes of the strategic outcomes identified within this document, we are initially looking at a five-year horizon (2023– 2028).

In setting this strategic aspiration, we seek to build on the advocacy platform we have laid during our first five years, including the legacy opportunity the IWG World Conference provides us.

We recognise that WISPA will need to steadily evolve to ensure that sufficient capabilities and resources are in place to enable success.

Our Vision, Our Purpose, Our Biculturalism, and Our Culture

Te Whāinga Matua | Our Vision

An Aotearoa New Zealand sport and active recreation system where *wāhine*/women and *kōhine*/girls are valued, visible, and influential.

Te Koronga | Our Purpose

Drive and achieve equity of both opportunity and outcomes for *wāhine*/women and *kōhine*/girls across Aotearoa New Zealand sport and active recreation by activating the most potent levers available to catalyse ongoing system change.

Te Tiriti | Our Biculturalism

We are evolving into an exemplar of what a *Te Tiriti*-inspired organisation in the sport and active recreation sector should be, including recognition and inclusion of first peoples/mana whenua; evidencing our commitment to *Te Tiriti o Waitangi* and to biculturalism within our governance and operational structures, our strategies and in our operational activities, including a strong focus on catalysing improved gender-equity opportunities and outcomes for Māori; and building relationships with similarly-committed organisations.

Tikanga | Our Culture

Building further on our biculturalism, we are an organisation that reflects and includes a network and community of people committed to achieving equity for *wāhine*/women and *kōhine*/girls. The sport and active recreation sector should be fully inclusive of diverse communities. The needs of people of varying ethnicities, religions, sexualities, and physical abilities should be supported.

We believe that achieving genuine equity in sport and active recreation will enhance the lives of all *wāhine*/women and *kōhine*/girls and the quality of life in Aotearoa New Zealand for everyone.

'System Change' Outcomes - Our 2028 Aspiration

WISPA's role is to be a catalyst of and/or contributor to system change within Aotearoa New Zealand's sport and active recreation sector.

System Change Obstacles

We are working to change an existing system within which:

- there are material gaps in the current body of data and insight relevant to gender equity
- there are insufficient credible tools currently in place enabling transparent assessment of gender equity performance within the sector as a whole and within individual organisations
- on the basis of what data is currently available, European males disproportionately dominate leadership/key decision-making positions within our sector and it would appear that Māori and non-European wāhine/women are under-represented on sector boards and within senior management/leadership teams
- the existence and use of gender equity policies within the sector is inconsistent, leading to poor practice (eg. sector pay inequity disadvantaging wāhine)
- limited resources within some sport sector organisations have historically been disproportionately allocated in favour of male-focused sector programmes and initiatives
- there is a lack of sector awareness and understanding of the challenges facing Māori wāhine/women and kōhine/girls and a lack of competency enabling sector leaders to successfully engage with Māori to improve gender equity of opportunities and outcomes for Māori wāhine/women and kōhine/girls, as well as to derive learnings from Māori that have sector-wide applicability
- there is little awareness and understanding of the concept of intersectionality, and its applicability to achieving aspired gender equity outcomes.

What will change by 2028

The 'System Change' outcomes described below are intended to convey a high-level picture of what the sport and active sector system will have evolved to look like by 2028 as a result of the work undertaken between now and then by WISPA, by Hine Manawa Rau (our nationwide network community), and by others working towards the same 'gender equity' strategic aspiration.

WISPA's primary focus between now and 2028 will be the strengthening of our system change platform. As that platform steadily strengthens, system change will be happening.

Sector access to targeted, in-depth gender equity data and insight underpinning change advocacy

WISPA will have catalysed the creation and/or have used our connections to secure sector access to the quality and depth of data and insight, creating the credible evidence necessary to underpin system change advocacy across a range of high-priority focus areas.

Our nationwide network will be established and have become actively engaged in the system change process

WISPA will be leading, supporting, and facilitating a nationwide network community - *Hine Manawa Rau* - working actively and effectively together to catalyse genuine gender equity system change within the sector.

Tools will be in place and being used within the sector to transparently assess gender equity performance

WISPA will have created and/or catalysed the creation, and introduction into the sector, of tools which enable gender equity performance within the sector to be transparently assessed and tracked.

Programmes will be in place and being used within the sector to improve gender equity performance

WISPA will have created and/or catalysed the creation, and introduction into the sector, of programmes which enable improvement of gender equity performance within the sector.

Sector behaviour will reflect a genuine buy-in to gender equity

WISPA's work will have catalysed and/or contributed to the sector evolving its behaviour to reflect a genuine buy-in to gender equity. Examples of sector behaviour demonstrating this buy-in will include:

- The numbers of wāhine/women holding key leadership positions within the sector will be increasing. Within that, the numbers of Māori wāhine/women holding key leadership positions will be increasing.
- Sector organisations will have welcomed and embraced mechanisms and programmes for assessing and improving their performance.
- Individual organisation's investment into wāhine/women programmes will have significantly increased.
- Individual organisations will have good quality gender equity policies in place and be using them.

The Sector will be better equipped to meet its Te Tiriti o Waitangi obligations

- WISPA will have catalysed and/or contributed to the sector developing and much stronger awareness and understanding of the challenges facing wāhine/women and kōhine/girls, and the opportunity the sector has to derive learnings from Māori that can be applied sector-wide.

WISPA's relationships with Māori and our ability to deliver with and for Māori will influence other organisations within the sector to aspire to achieve the same.

Intersectionality will be a well-understood concept

WISPA will contribute to the sector developing a much better understanding of the concept and applicability of intersectionality within the context of gender equity.

Turning our strategic aspiration into reality - the 'how'

Our inter-connected and interactive gender equity 'action ecosystem'

What appears below starts to describe what WISPA's 'action ecosystem' looks like as we continue to turn our strategic aspiration into reality.

There is no hierarchy within what is described below. The real strength is in the way each call to action and each high priority system change lever relates to and interacts with each other, coming together to create an irresistible system change momentum.

Tiritiri Mana | Catalysing Calls To Action

As we seek to use our high priority 'system change' levers to catalyse change, we will be inspired by these five 'calls to action':

Uia ngā Pātai | Challenge the system - Creating strong evidence-based case for change.

Kōkiritia kia tokoeka | Lead the change - Increasing representation of first peoples/mana whenua, women, and girls in leadership.

Whakapuakina te Reo | Be the voice - First peoples/mana whenua, women, and girls having a powerful and respected voice.

Mō te ao katoa | Connect with the world – Growing the strength of our existing global 'gender equity' network platform, leveraging off the boost our system change platform receives from the hosting of IWG.

Whakaaweawe i ngā whakaaro o te aō mō te taketaketanga | Influence global thinking about 'Indigeneity' - Sharing the philosophy of *Kaupapa Māori* "by Māori for Māori" or equity of opportunity. Doing this not only provides a context for indigenous development to highlight the value of sport and active recreation to indigenous/first people towards gender equity, it has the potential as an operating model, to embed a "by and for" philosophy within sport and society generally to ensure the diversity of women and girls, can participate in the sport and recreation sector from a base of cultural competence.

Our Four High Priority 'System Change' Levers

WISPA has identified four 'levers' that we will, as a priority, use to catalyse 'system change':

- Evidenced-based leadership
- Supporting and learning from Indigenous leadership
- Harnessing the power of an aligned and cohesive nationwide network community – Hine Manawa Rau
- Gender equity within sector leadership.

The 'measurable outputs' described below, under each of these four levers, are actions we can control ourselves, and are outputs where performance can be tracked and measured.

WISPA will, at appropriate periodic intervals, create and implement business plans capturing the detailed implementation of these actions.

Evidence-based Leadership

To be most effective our change leaders need highly relevant, targeted, credible evidence (data, insights, research, stories) to underpin the key arguments within our system change movement. This specifically includes evidence that helps promote bicultural system change that supports Māori and Pasifika.

We also want other relevant sector leaders to be using evidence we have made available, through our Insights Hub or otherwise, to contribute to that system change.

Measurable Outputs

Growing the capacity and capability of our own advocacy team (by appointing in-house capability), continuously building the strength of our WISPA Insights Hub (as measured by overall below KPI performance).

- Embracing *Mātauranga Māori* and integrate it throughout WISPA's programmes and platforms.

Identifying and targeting high-priority areas which will become the focus of our advocacy programme (annual workstream KPI).

Sourcing, from within New Zealand and globally, the most up-to-date and relevant evidence to power that advocacy programme, including the formation and maintenance of alliances and partnerships to help us secure such evidence.

Where there is strategic benefit in doing so, aligning aspects of our advocacy programme with others to create greater power of voice (evidence of joint advocacy action).

Supporting And Learning From Indigenous Leadership

- WISPA is committed to working collaboratively with *He Wāhine Toa kei te Kōkiri* and supporting their aspirations for *wāhine me kōhine*, including the Māori organisations that comprise our *Rōpu* and the Māori organisations that partner with our *Rōpu*. We are committed to delivering with and for Māori, supporting Māori Leadership and decision-making role within WISPA.

There are a growing number of sector organisations starting to focus on bicultural system change to enable equity. As we learn from our work with Māori, and as these other organisations also learn, we will promote ways to share our learnings.

Measurable Outputs

- Within our organisation, undertaking specific initiatives such as a formal commitment to Māori at governance level, staff, and board cultural competency training, consistent and increasing use of *tikanga Māori* and *Te Reo* in WISPA's operating environment.
- Broadening and strengthening of relationships and partnerships with iwi, hapu, and Māori organisations including, *He Wāhine Toa kei te Kōkiri*, our *Māori rōpu*.
- In partnership with *Māori iwi* and organisations, active targeting of Māori participants in respect to WISPA initiatives.
- *He Wāhine Toa Kei Te Kōkiri* to establish and develop relationships with Indigenous/first peoples of the Pacific, Oceania and globally where there is an interest to collaborate, supported by budget and Secretarial support from WISPA.
- Capturing learnings as we proceed and find ways to share these learnings with other sector organisations.

Harnessing the power of an aligned and cohesive nationwide network community - *Hine Manawa Rau*

WISPA will now intensify our focus on growing the size, strength, and effectiveness of our nationwide network - *Hine Manawa Rau*. In some cases, we will lead with the support of others within the network. At other times we will support others that are leading. In all such instances, collective action will be based on strong mutual strategic alignment.

If the power of this community can be harnessed into a strategic direction and resulting actions that are aligned and cohesive, then the collective impact will be far greater than the impact those organisations and individuals can achieve working by themselves alone.

Maintaining a strong working relationship with Sport New Zealand will be vital. There is strong synergy between our strategy and many of the commitments Sport NZ has made within the framework of the NZ Government's 2018 'Women and Girls in Sport and Active Recreation' strategy.

Measurable Outputs

- Establishing and maintaining a formal working agreement with Sport NZ.
- Establishing and maintaining appropriately-sized formal working agreement with a wide range of NSOs, RSOs, RSTs and other aligned national and regional organisations, including Māori sporting organisations.
- Increasing diverse supporter base of WISPA (formally establishing and growing a supporter base of individuals and groups with whom WISPA periodically communicates)
- Creating and/or supporting 'communities of practice' (e.g., Female coaches; female referees, umpires & officials)
- Delivering and/or supporting 'male advocates for gender equity system change' initiatives.
- Delivering and/or supporting gender equity system change programmes in association with CWC22, RWC 2021, and FIFA 2023.
- Increasing the strength of our commercial and non-sector NFP partnership portfolio

Gender equity within sector leadership

The sport and active play sector, and the system that is wrapped around this, is shaped by multiple sector leaders. They are the key decision-makers.

We know that the rate of system change, as it relates to provision of gender equity opportunities, will accelerate as female representation increases on NSO, RSO, RST and other relevant boards (including Chair roles) and senior management (including CEO) teams and as the pool of influential female sector leaders expands. We recognise that, whilst some leaders will hold the title of board director or CEO, many leaders, some young and inexperienced, will emerge from other parts of the organisations and their contribution must be encouraged and supported.

This is not just a numbers game. It is also about embracing the value of female leadership and empowering female leaders to make full use of their skills and experience.

Two of our most important roles are:

- to help sector, and individual organisations within the sector, understand how well, through a lens of gender and cultural equity, they are performing, and
- to support their improving performance.

Measurable Outputs

- Investigating the value of and then, if justified, progressively introducing, and maintaining a package of 'Gender Equity' assessment tools to assist individual organisations, and the sector as a whole, to understand progress and to recognise and address gaps. Such tools might range from a self-assessment tool, to an annual 'gender equity' scorecard for the sector, to some sort of quality assurance certification process (perhaps similar to Governance Mark or the Rainbow Tick).
- Creating and/or delivering 'gender equity' support programmes to organisations seeking help to address gaps.
- Creating and/or delivering or supporting others to create and/or develop female leadership programmes focused on increasing individual female leadership capability.
- Using our Insights Hub and Mātauranga Māori to provide evidence of the value of leadership diversity.
- Using our various communication channels to give visibility to our change leaders and their messages.